



UNIVERSITY OF CENTRAL FLORIDA
College of Medicine

FACULTY HANDBOOK

College of Medicine
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Welcome to the Faculty Handbook. The purpose of the handbook is to provide new and continuing faculty with a reference tool to assist them in their career at the University of Central Florida College of Medicine. Much of the handbook contents are based on Florida Statutes and university regulations, policies, and guidelines, and policies of the College of Medicine. However, the Faculty Handbook is not a legal document and should not be considered a substitute for the various regulations that govern the University.

The Faculty Handbook is available solely on-line so that the most current information can be made available to the reader. If you notice that handbook contents need updating, please contact the Office of Faculty & Academic Affairs at (407) 266-1117.

THE UCF COLLEGE OF MEDICINE GRATEFULLY ACKNOWLEDGES THE TOURO UNIVERSITY COLLEGE OF MEDICINE FOR SHARING THEIR FACULTY HANDBOOK WHICH HAS MANY EXAMPLES OF BEST PRACTICES. ALTHOUGH BROAD USE HAS BEEN MADE OF THEIR MATERIAL, IT HAS BEEN REVISED AND ADAPTED FOR EXISTING NEEDS.

MESSAGE FROM THE DEAN

It is my belief that every medical student comes to medical school with a dream for the future. At UCF we, as faculty, will help each student build that dream from day one. We seek students with a pioneering spirit - a real sense of curiosity and inquiry - who wish to make a difference in the lives of others.

The power to make a difference and effect change lies in those who have passion, compassion and ambition. These are individuals who are driven to be part of something greater than themselves. This spirit describes our faculty and our culture at UCF.

With the teaching experience of our faculty, the wisdom of our community leaders and our students' inquisitive minds, we will be an innovative program that promises to be a model for medical education in the 21st century.

MISSION, VALUES, VISION AND GOALS

MISSION

The University of Central Florida College of Medicine educates and inspires individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all. Our patient-centered mission is achieved by outstanding medical care and services, groundbreaking research, and leading edge medical and biomedical education in an environment enriched by diversity.

Our culture puts people and relationships first and recognizes that education, research, and patient care are highly valued in their ability to better the human condition. We achieve excellence in these areas through a focus on access to knowledge, continuous improvement, diversity, and use of partnerships. In executing our mission,

- We provide undergraduate, graduate, and professional medical and biomedical education by developing broad knowledge and skills, fostering professional behavior, stimulating intellectual growth, and nurturing caring and compassionate attitudes.
- We advance the frontiers of basic and applied research to further the understanding and treatment of disease, improve healthcare, and enhance medical education.
- We provide knowledgeable and compassionate care for patients.
- We partner with our community and other institutions to meet workforce needs, conduct interdisciplinary research, provide medical education, improve healthcare delivery, and promote health for the public good.

VALUES

We value the individual worth, dignity, and well-being of those with whom we teach, study, work, and serve. The core values that guide our conduct, performance, and decisions, and that form the foundation for our relationships are:

- Excellence—to achieve the highest standards in everything we do
- Integrity—to be honest, ethical, and consistent in our actions

- Patient-centricity—to focus on the health and wellness of patients in all that we do
- Knowledge-centricity—to discover, create, value, evaluate, and share knowledge
- Creativity—to be curious, open, and innovative
- Collaboration—to work together regardless of organizational boundaries
- Communication—to listen and be open and transparent with students, patients, and colleagues
- Diversity—to be inclusive and value differences
- Reverence—to treat each person with respect and dignity and value his or her being
- Compassion—to treat others with kindness and empathy
- Dedication—to maintain commitment to the mission
- Service—to understand and respond to the needs of individuals and the community

VISION

The University of Central Florida College of Medicine will be the nation’s premier 21st century college of medicine—a national leader in education, research, and patient care, recognized for supporting and empowering its students and faculty to realize their passion for discovery, healing, health, and life, and for its ability to create partnerships to transform medical education and healthcare.

GOALS

Goal 1: Achieve excellence in medical and biomedical education

Goal 2: Excel in research and discovery in biomedical science, medical education, and healthcare

Goal 3: Provide outstanding individualized patient care while transforming healthcare delivery

Goal 4: Be America’s leading partnership college of medicine

Goal 5: Establish a diversified self-sustaining infrastructure to support future operations

ORGANIZATION

The college is administratively composed of Schools, Departments, centers and sections. Each unit reports directly to the Dean or a Director of a School. Each Department and center is administered by a Chair or Director who is responsible for the organization and implementation of its programs. Each section is administered by an Associate Dean.

DEAN’S OFFICE

The Dean for the College of Medicine is responsible directly to the Provost and Executive Vice President of the University and serves as the senior leader of the College of Medicine.

The responsibilities of the position include communicating the vision; fostering collaboration externally with public and private stakeholders, and internally among the faculty, staff, and students; providing an environment that promotes excellence in education, research, healthcare delivery, and service; creating and implementing a curriculum that exceeds accreditation standards; maintaining agreements with other colleges within the University and the affiliated clinical sites; and developing and deploying adequate resources for faculty and students. As such, the Dean has the responsibility to provide effective oversight of the financial and operational performance of the College of Medicine and its operating units. Each of the Associate Deans whose role is described below reports to the Dean.

An [organizational chart](#) is shown depicting the structure.

The Dean also serves as Vice President for Medical Affairs for the university. In this role, she reports to the President and oversees the College of Medicine's practice plan and other medical initiatives.

ADMINISTRATION AND FINANCE

The Associate Dean for Administration and Finance is responsible for the overall administrative oversight and management of the College; oversight of facilities to include capital projects; management of information technology; human resource functions; and aligning the overall financial objectives with the needs of the College.

CLINICAL AFFAIRS

The Associate Dean for Clinical Affairs coordinates the delivery of the medical education curriculum at the affiliated clinical sites. The Associate Dean will facilitate the provision of input concerning all clinical issues and will lead the clinical enterprise in the College, including coordination of clinical endeavors with entities outside the COM.

DEVELOPMENT

The Assistant Vice President for Development is responsible for planning and coordinating external events for the College. The office generates significant monetary resources through major donors, naming of buildings and facilities, grants, and community involvement.

FACULTY AND ACADEMIC AFFAIRS

The Associate Dean for Faculty and Academic Affairs is responsible for matters such as faculty recruitment and hiring; undergraduate, graduate and continuing medical education; faculty development; and formulating and implementing the policies and procedures for appointments, promotion and tenure.

GENERAL COUNSEL: LEGAL AFFAIRS AND SPECIAL PROJECTS

The Associate Dean for Special Projects and Chief Legal Officer is responsible for the legal relationships with entities that support the college mission. The Associate Dean is responsible for developing the affiliation agreements with hospitals and other medical entities; the legal structures for a faculty practice plan; and the conflict of interest policies.

PLANNING AND KNOWLEDGE MANAGEMENT

The Associate Dean for Planning and Knowledge Management is responsible for strategic planning; data collection, reporting and analysis; LCME accreditation; program assessment; program reviews; knowledge management, which includes educational technology and support services; and the health sciences library.

RESEARCH

The Associate Dean for Research is responsible for research activities within the college and serves as the contact for synergistic research within the university and in the Central Florida community. The Associate Dean provides information about research opportunities and supports the development of proposals that take advantage of the expertise in the college.

STUDENT AFFAIRS

The Associate Dean for Students is responsible for the recruitment, admission, advancement, graduation, conduct, discipline and appeals of students; student services to include the registration and scheduling of academic programs; student records; financial aid; and academic and personal counseling.

SCHOOLS AND DEPARTMENTS

The College of Medicine has the following academic units through which it delivers its academic programs:

BURNETT SCHOOL OF BIOMEDICAL SCIENCES

The Director of the Burnett School of Biomedical Sciences reports to the Dean and is responsible for the undergraduate and graduate programs offered by the School and for the conduct of research within the School. The School currently consists of the Department of Molecular Biology and Microbiology, the Biomolecular Sciences Center, and the Pre-Health Professions Advisement Office.

DEPARTMENT OF CLINICAL SCIENCES

The Chair of the Department of Clinical Sciences reports to the Dean and is responsible for the faculty involved in the M.D. educational program, for healthcare delivery and for the conduct of research by the faculty within the Department.

DEPARTMENT OF MEDICAL EDUCATION

The Chair of the Department of Medical Education reports to the Dean and is responsible for the faculty involved in the M.D. educational program and for the conduct of research by the faculty within the Department.

RESPONSIBILITIES OF DEPARTMENT CHAIRS

Chairpersons are appointed by the Dean and shall serve at the pleasure of the Dean for terms renewed annually starting at the beginning of the academic year in August. For the academic mission, the following responsibilities will apply to Chairs, and will be evaluated by the Dean:

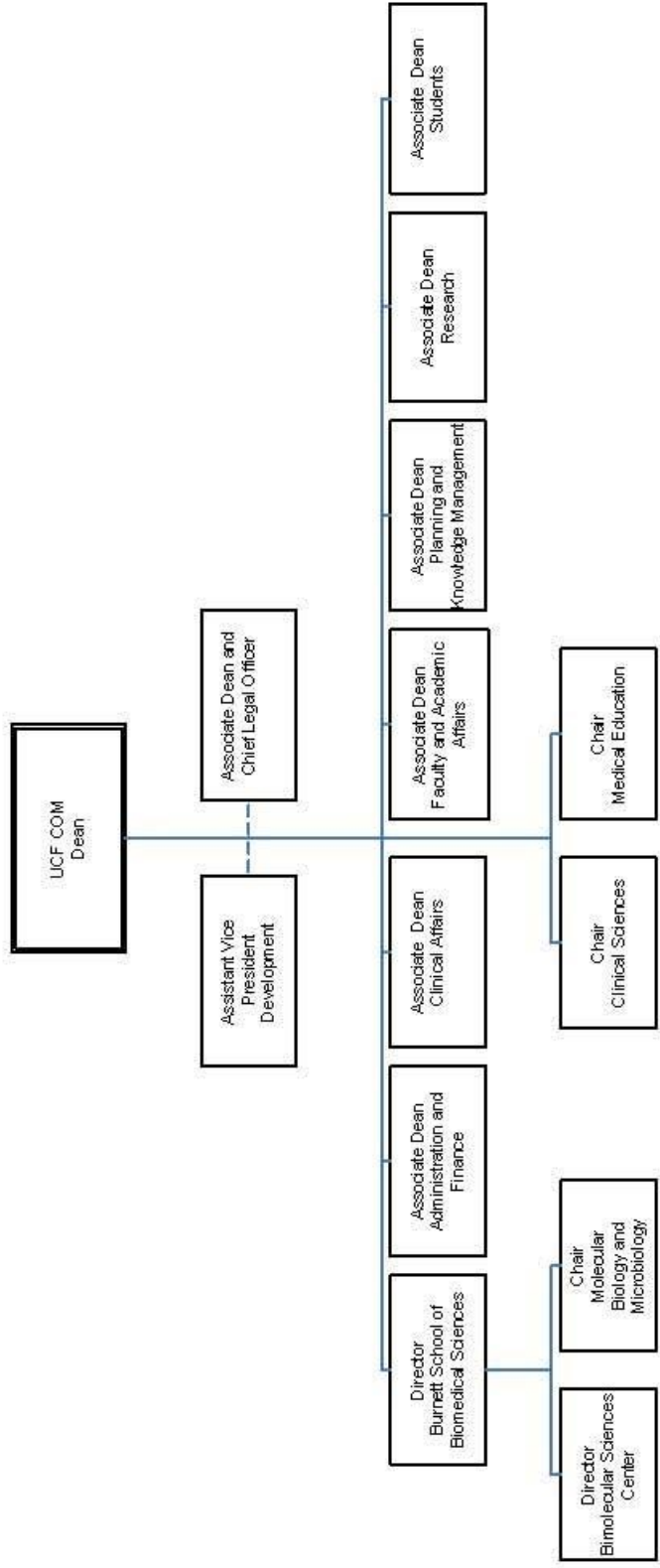
- To convene regular meetings of the Department for the purpose of discussing curriculum, scheduling, staffing and other concerns.
- To serve as a member of the The Executive Faculty and the Medical School Enterprise and to represent the Department with the administration and personnel committees regarding new appointments, re-appointments, and terminations.
- To make recommendations concerning the appointment of faculty, division chiefs and program directors (where appropriate), and to supervise and evaluate their performance of duties.
- To assure the maintenance of quality of instruction, organization of faculty evaluation, review of faculty credentials, and recruitment of faculty as necessary.
- To oversee the design of an appropriate syllabus for each module or clerkship.
- To coordinate the purchase of equipment, and to develop and to manage the Departmental budget.
- To prepare an annual report to the Dean concerning Departmental activities.
- Maintain Departmental records.
- To assist in COM for ongoing Southern Association of Colleges and Schools, Liaison Committee on Medical Education, and other reviews by external agencies as needed.
- In concert with Planning and Knowledge Management, to facilitate in assessment activities.

While Chairs are evaluated annually, they will undergo more comprehensive reviews and reappointment on five year cycles. The review will consist of personal performance reviews of the Chair and comprehensive reviews assessing the state of their Department against national norms. Faculty and staff polling and external evaluators may be used in these five-year reviews.

http://facultyrelations.ucf.edu/handbook/FacultyHandbook.html#eval_appoint_chair_dir

RESPONSIBILITIES OF THE DIRECTOR OF THE BURNETT SCHOOL OF BIOMEDICAL SCIENCES

Similar procedures are applicable to the Director as stated for Chairpersons. In addition to being a member of The Executive Faculty and the Medical School Enterprise as Chairs, the Director is a member of the Dean's Cabinet.



FACULTY

BY LAWS

The **College of Medicine Bylaws (See Appendix A)** indicate how faculty participate in governance of the college through the Faculty Council and various administrative and standing committees. Administrative committees support the college by coordinating diverse administrative functions in areas under the direct responsibility of Associate Deans. Standing committees generally provide direct support to the Dean in both operational and policy matters. The responsibilities and function of these committees are specified in detail in the College of Medicine Faculty Bylaws (Appendix A) Faculty participation is based on the premise that the college functions properly when goodwill is nurtured and maintained by the Dean, Chairs, other administrators, faculty members, staff members, and students.

RECRUITMENT

The COM requires that full time faculty positions be filled using a search committee. This ensures faculty participation in the selection of new colleagues at all levels of the COM. When appropriate, search committee composition may also include support staff, students, community members, or others. Administrator and faculty search committee members should follow the [UCF Search and Screening Guidelines http://eeo.ucf.edu/ssg0.html](http://eeo.ucf.edu/ssg0.html) when seeking to recruit and appoint new faculty members. The details of the faculty hiring procedure at the Department or unit level and procedures and other requirements to hire full-time faculty following state and federal law, university regulations and policies, and other rules are detailed in the Faculty Hiring Guide <http://www.provost.ucf.edu/ppgh/docs/FacultyHiringGuide.doc>.

APPOINTMENT, CONTRACTS, AND TERMS OF EMPLOYMENT

A recommendation to the Dean for appointment to the faculty is generally made by the Chair or Director in consultation with the Department/School faculty. Official offers of hire are only made by the Provost and Executive Vice President through an Employment Agreement which stipulates the initial rank, salary, tenure status, start date, length of appointment and any special conditions of employment. The signature of the faculty member indicates agreement of the terms and conditions in the Employment Agreement and in the Conditions of Employment.

College of Medicine full-time faculty members are designated as non-unit faculty and are not represented by the United Faculty of Florida. Depending on the Department and nature of the assigned duties, the contracts for faculty will be for 12 or nine months. Faculty members in the COM may be on a tenure track or on a non-tenure track. Non-tenure track positions are identified as non-tenure earning representing one-year appointments (visiting), or non-tenure earning multi-year appointments. The duration of the multi-year appointment is two years for assistant professor and for associate professor; and three years for professor. Multi-year appointments are renewable subject to performance reviews. Generally faculty members in the Departments of Medical Education or Clinical Sciences will be on 12 month multi-year contracts and faculty members in the Burnett School of Biomedical Sciences will be on nine month tenure earning contracts. Employment agreements are issued to all faculty annually before the beginning of the academic year and will reflect any changes in the terms and conditions that have occurred since initial employment.

FACULTY STATUS

Faculty members in the College of Medicine will conduct teaching, research, healthcare delivery, administration, service and community outreach. The activities conducted and the importance of each are determined in the initial appointment and reinforced in each annual assignment ([Appendix C](#)).

FULL-TIME CORE FACULTY APPOINTMENTS

Acceptance of the appointment indicates the willingness on the part of the UCF COM and the faculty member to abide by the terms of the agreement and by the Faculty Handbook and its appendices.

JOINT APPOINTMENTS IN CLINICAL SCIENCES AND MEDICAL EDUCATION

The majority of the M.D. faculty, particularly those involved in the medical education program will have a joint appointment in the Clinical Sciences and Medical Education departments. Those faculty who are hired for clinical service, as part of Pegasus Health, will have a sole appointment in the Department of Clinical Sciences.

VOLUNTEER OR AFFILIATED FACULTY APPOINTMENTS

Volunteer or affiliated faculty appointments in the COM are unpaid appointments that do not provide tenure or tenure-earning status. The definitions of volunteer faculty and affiliate faculty as well as procedures for appointment, reappointment, promotion and terms of employment are covered in the Volunteer/Affiliated Faculty Handbook. All faculty members must comply with the policies and procedures of the COM and University, and also with any local, state, and federal laws and regulations

SECONDARY JOINT FACULTY APPOINTMENTS

The COM will not normally use this type of appointment. If such an appointment is awarded to members in other Colleges/units at UCF it will be time limited for the specific role the faculty member is serving in the COM.

FACULTY RANKS AND RELATED CRITERIA

INSTRUCTOR

Appointment requires M.D., D.O., Ph.D., or highest degree in the field of specialization from an accredited institution. This rank is used for physicians who have not yet attained board certification, for basic scientists who have not completed a post-doctoral fellowship, or for other individuals who do not have a terminal degree in their field but meet the SACS criteria for teaching.

ASSISTANT PROFESSOR

Appointment requires M.D., Ph.D., or highest degree in the field of specialization from an accredited institution. For M.D., Board Certification in one's specialty and for Ph.D. post-doctoral experience are expected.

ASSOCIATE PROFESSOR

Appointment requires M.D., Ph.D., or highest degree in the field of specialization from an accredited institution with a demonstrated record of achievement at the regional level in teaching, research, and service.

PROFESSOR

Appointment requires M.D., Ph.D., or highest degree in the field of specialization from an accredited institution with a demonstrated record of achievement at the national or international level in teaching, research, and service.

CURRICULUM VITAE

All faculty are requested to provide an up to date curriculum vita, completed in a standard format, at the beginning of each academic year. A model template is provided in [Appendix B](#).

TEACHING QUALIFICATIONS

The institution is required to document the qualifications of its faculty as part of its accreditation process under the Southern Association of Colleges and Schools Commission on Colleges (SACS-CoC); in particular, to demonstrate compliance with SACS Comprehensive Standard 3.7.1 (Faculty Competence) <http://www.facultyaffairs.ucf.edu/handbook/FacultyHandbook.html>. To this end, the Department Chair or comparable unit head must make a clear case to sufficiently support each faculty hire and teaching assignment within his or her unit. Appropriate supporting documentation must also be provided as evidence of the faculty member's qualifications.

ASSIGNMENT OF RESPONSIBILITIES, ANNUAL REPORT, ANNUAL EVALUATION AND CUMULATIVE PROGRESS EVALUATION

A plan for annual activities and responsibilities ([Appendix C](#)) is developed by each faculty member at the beginning of each calendar year and discussed with the supervisor for final approval as their assigned responsibilities. At the end of the calendar year, each faculty member prepares a report based on this plan. The faculty member should keep a record of activities engaged in throughout the calendar year to facilitate submission of an annual report. Once the report is completed, each faculty member will receive an annual evaluation on their overall performance in fulfilling their assigned responsibilities. The purpose of the evaluation is to assist in decisions relating to salary, retention, assignment, and promotion to other responsibilities. An evaluator may evaluate the faculty member based on direct observation and from information solicited from the faculty member and other sources that may include but are not limited to surveys, interviews, and the faculty member's annual report. The policy requires that the immediate supervisor prepare a written evaluation and review it with the faculty member prior to placing the evaluation in the faculty member's file. ([Appendix D](#)).

Faculty eligible for consideration for promotion and tenure shall be assessed annually on their progress toward this goal by the unit tenured faculty, the Department Chair or unit head, and the Dean. These Cumulative Progress Evaluations shall be included in the annual evaluation and retained in the faculty evaluation file.

PROMOTION AND TENURE

Most faculty within the COM will not be on a tenure track but are eligible for promotion from one rank to another based on the qualifications established by the COM. For those faculty who are on a tenure track, the recommendation for the award of tenure and promotion are considered at the same time when advancing from assistant professor to associate professor (two decisions as part of the same process). Each year, the Promotion and Tenure Guide is updated by the UCF Office of Faculty Affairs

[http://facultyaffairs.ucf.edu/docs/forms/~PrintCompleteGuidelines%2020102011%20\(2\).pdf](http://facultyaffairs.ucf.edu/docs/forms/~PrintCompleteGuidelines%2020102011%20(2).pdf). A comprehensive description of the criteria for the College of Medicine appears in [Appendix E](#).

TERMINATION OF APPOINTMENT

Policies/Procedures on resignation and non-reappointment of non-unit faculty are described in: http://www.regulations.ucf.edu/pdf/notices/NoticeofAmend3.0122ResignationNonrenewalofNon-UnitandAandP_Apr09.pdf.

Policies/Procedures on discipline and termination for cause of non-unit faculty are in: http://www.regulations.ucf.edu/pdf/notices/reg6C7-3.0124_BOG.pdf.

Circumstances and procedures describing layoffs are governed by the regulation described in: http://www.regulations.ucf.edu/pdf/notices/reg6C7-3.0123_BOG.pdf

EXIT INTERVIEW

An employee who resigns, or is terminated from employment should meet with their supervisor for an exit interview. A departing faculty member may choose to complete a questionnaire for Human Resources. <http://hr.ucf.edu/web/forms/employeerelations/exitinterview.pdf>.

PERSONNEL FILES

Personnel files of core faculty members will be maintained under secure conditions and shall contain all official papers concerning appointments (including an up-to-date curriculum vitae and a copy of the terminal degree), recommendations, promotions, evaluations, and other matters concerning the professional activities of the faculty member. These files are open for inspection to the faculty member and to authorized administrative personnel.

ACADEMIC FREEDOM

UCF maintains and encourages full academic freedom. Such freedom applies to teaching, research/creative activities, assigned service, and other activities. Further description of academic freedom appear at: http://www.facultyaffairs.ucf.edu/handbook/FacultyHandbook.html#AF_Responsibility.

ETHICAL CONDUCT

UCF adheres to the standards of professional ethics of the American Association of University Professors (AAUP): http://www.facultyaffairs.ucf.edu/handbook/FacultyHandbook.html#ethical_conduct.

STANDARDS OF CONDUCT FOR PUBLIC EMPLOYEES

UCF requires its employees to abide by standards of conduct established by the state of Florida: http://www.facultyaffairs.ucf.edu/handbook/FacultyHandbook.html#standards_conduct.

RELATED POLICIES AND PROCEDURES FOR FACULTY

SALARY PAYMENTS AND SALARY INCREASES

UCF employees are ordinarily paid bi-weekly by direct deposit. Payment will not begin until all required hiring paperwork has been completed and processed by appropriate university offices. Paychecks may be viewed electronically through the MyUCF employee Self Service link: <https://my.ucf.edu/index.html>. Salary raises will be based on performance and the availability of funds. Promotion in rank may also be accompanied by an increase in salary.

BENEFITS

Benefits for all UCF employees are managed by UCF Human Resources. Detailed information can be found at: <http://hr.ucf.edu/web/benefits/index.shtml>.

AWARDS

UCF recognizes outstanding achievements and effectiveness in teaching and research of faculty annually with various awards, honors and recognition programs. Detailed descriptions of these awards and eligibility are on the Provost's web site: <http://www.facultyaffairs.ucf.edu/pages/awards.htm>.

ACADEMIC LEAVES

Sabbatical leaves for professional development are available to full-time, tenured, faculty members who have at least six years of continuous service at the University of Central Florida. Eligible faculty may apply for a sabbatical for one semester at full pay or two semesters at $\frac{3}{4}$ pay. Further information about the application procedures are covered in Appendix F.

Professional development leave (PDL) are available to employees with six or more years of full-time continuous UCF service and who are not tenured or tenure earning. Eligible employees may apply for a professional development leave of one semester at full pay, two semesters at $\frac{3}{4}$ pay or two semesters at half pay. Leaves are granted contingent on unit funds and instructional replacement.

Sick leave, annual leave, injury or work-related illness regulations are managed by UCF human resources and are detailed at <http://hr.ucf.edu/web/payroll/leaveattendance.shtml>. Leave and attendance must be reported every two weeks on forms provided by Department staff. Information on special leave and workman's compensation can be found at http://hr.ucf.edu/web/loa_wc/index.shtml.

DUAL COMPENSATION

The university has a specific regulation governing the ability of full time faculty to receive additional state compensation. Faculty should check with their supervisors before engaging in the activity generating additional compensation before incurring the obligation. http://regulations.ucf.edu/pdf/notices/reg6c7-3.0032_bog.pdf.

OUTSIDE EMPLOYMENT (CONFLICT OF COMMITMENT, CONFLICT OF INTEREST)

The general requirements of these provisions are summarized on the UCF General Counsel's web site <http://pegasus.cc.ucf.edu/~gcounsel/currentissues/codeofethics.html>. The Florida Board of Governors has implemented a statute that prescribes ethical obligations for state university system employees

https://www.flrules.org/gateway/notice_Files.asp?ID=1138991. The University of Central Florida has rules and standards for all university employees on Conflict of Interest http://regulations.ucf.edu/pdf/notices/reg6C7-3.008_BOG.pdf and on Outside Activity or Employment http://regulations.ucf.edu/pdf/notices/reg6C7-3.018_BOG.pdf.

Outside activity or employment which interferes with faculty obligations to the university or which represents a conflict of interest are prohibited. In order to comply with the rules and standards governing the code of ethics, the university requires disclosure of potential conflicts of interest and disclosure of outside activity or employment before the activity is undertaken. Outside activity or employment must be reported and approved annually by the supervisor using form AA21: <http://www.facultyaffairs.ucf.edu/Forms/AA21.pdf>. If activities change during the year, the report should be updated and approved. If university facilities, equipment, personnel or services are used in this outside activity, permission must be granted approving this use on form AA22: <http://www.facultyaffairs.ucf.edu/Forms/AA22.pdf>. The required disclosure forms specify the nature of the information to be provided and describe the review and approval process. During the review process, some activities will be permitted, others will be denied, and others may result in a monitoring and management plan to ensure that conflicts do not occur.

Reporting requirements and standards of approval for activities are based on the fact that all full- and part-time employees of the University of Central Florida College of Medicine are subject to the provisions of Part III of Chapter 112 of the Florida Statutes that describes a code of ethics for public officers and employees. In particular, Section 112.313 prescribes specific standards of conduct. http://www.leg.state.fl.us/statutes/index.cfm?mode=View%20Statutes&SubMenu=1&App_mode=Display_Statute&Search_String=112.313&URL=CH0112/Sec313.HTM.

INDUSTRY RELATIONS POLICY AND GUIDELINES

The UCF College of Medicine (COM) strives to be a leader in assuring the highest levels of ethics and professionalism in all dealings with the health care industry, which includes, but is not limited to, the pharmaceutical, biotechnology, medical device, and medical equipment supply industry (“Industry”), and in establishing a culture of ethical behavior and accountability for its administrators, faculty, staff, students, residents, and fellows (“COM Personnel”). The COM greatly values its Industry partners and works openly in collaboration with these partners and vendors to promote positive, productive, and ethical relationships. As leaders in science and medicine, COM experts participate in appropriate Industry advisory roles, Industry-funded scientific studies, and development of new health care discoveries and resources. As a leader in health care transformation, the COM develops collaborative partnerships and business arrangements with Industry partners. As a non-profit educational institution, the COM seeks and accepts philanthropic support from Industry. This policy will guide all COM Personnel in structuring and participating in Industry relationships to assure integrity of professional judgment, the highest ethical behaviors, and the objectivity of medical education. The entire Industry Relations Policy is available in [Appendix H](#).

POLICIES AND PROCEDURES IN COMPLIANCE WITH REGULATORY REQUIREMENTS

The College of Medicine will comply with all relevant and appropriate UCF and Federal Regulations including those described below.

GRIEVANCES, DISCRIMINATION AND HARASSMENT

The University of Central Florida reaffirms that it does not condone discrimination or harassment directed toward any person or group within its community - students, employees, or visitors. The Office of Equal Opportunity and Affirmative Action is responsible for addressing these matters: <http://eeo.ucf.edu/index.html>

A general Grievance Procedure is described in detail in UCF Regulations:
http://regulations.ucf.edu/pdf/notices/reg6C7-3.0132_clean_updated.pdf.

INTELLECTUAL PROPERTY POLICIES AND PROCEDURES

The regulations of the University of Central Florida on copyrights and patents may be viewed at: http://regulations.ucf.edu/pdf/notices/reg6C7-2.029_BOG.pdf. This regulation describes the ownership and patent rights of intellectual property developed by University employees; the responsibilities of both the employee and the university in protecting and commercializing such property; and the procedures to be followed in such efforts.

The Office of Technology Transfer in the Office of Research and Commercialization is responsible for the protection, management and licensing of intellectual property produced by faculty at the University of Central Florida. The operations of this office are detailed at: <http://tt.research.ucf.edu/AboutUs/tabid/58/Default.aspx>

PROTECTION OF HUMAN SUBJECTS IN RESEARCH

The Institutional Review Board (IRB) is established to protect the rights and welfare of human participants involved in research. Training and review process is detailed at: <http://www.research.ucf.edu/Compliance/irb.html>.

PROTECTION OF ANIMALS IN RESEARCH

The Institutional Animal Care and Use Committee (IACUC) is established for the protection of animals used in research. Procedures are at: <http://www.research.ucf.edu/Compliance/iacuc.html>.

EFFORT CERTIFICATION

Effort certification is required for all faculty and staff who are required to report time and effort working on research sponsored by specific agencies: <https://ecrt.research.ucf.edu/ecrt/initLogin.do>.

GOLDEN RULE

Issues related to student conduct, community responsibilities, and behavioral expectations are codified in the Rules of Conduct in The Golden Rule student handbook:
<http://www.goldenrule.sdes.ucf.edu/GR%20for%20Website.pdf>.

CONFIDENTIALITY OF STUDENT EDUCATION RECORDS (FERPA)

Federal law protects student records privacy review and disclosure rights. Student educational records are confidential and may not be released without signed consent from the student. UCF faculty and staff have a legitimate educational interest in having access to these records, but they have a responsibility to protect and keep

records confidential. Details are available at <http://www.registrar.ucf.edu/ferpa/overview>. Policies and procedures pertaining directly to students in the College of Medicine are detailed in the COM student handbook.

CONFIDENTIALITY OF PATIENT MEDICAL RECORDS (HIPAA)

The law requires that all healthcare workers be trained in the essentials of HIPAA . ("Health Insurance Portability and Accountability Act of 1996"). Faculty, staff and students who handle patient records for instruction or research will complete basic training in HIPAA in order to understand and adhere to its requirements. HIPAA covers portability of health insurance, patient access to and control over medical records, and national standards for security and confidentiality that ensure privacy of medical records.

RESEARCH POLICY AND PROCEDURES

The UCF Office of Research & Commercialization serves as the official liaison between UCF and government and commercial sectors. They assist faculty with the funding and contract management process. The Office helps establish connections with the agencies and individuals who invest in research and creative activities <http://www.research.ucf.edu/>

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APPENDIX A
COLLEGE OF MEDICINE
University of Central Florida
BYLAWS OF THE FACULTY

Adopted by the Faculty December 4, 2009

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PREAMBLE

The University of Central Florida College of Medicine Bylaws are based on the premise that the university and its colleges can function properly when goodwill is nurtured and maintained by the president, vice presidents, deans, other administrators, faculty members, staff members, and students. These Bylaws establish the governance of the college faculty and the means for participation in that governance.

ARTICLE I: PURPOSE

1. PURPOSE

- a. The purpose of these bylaws is to define guidelines and procedures for the organization and governance of the University of Central Florida College of Medicine faculty so that members of the administration and the faculty may understand their mutual responsibilities and faithfully perform their duties in pursuing excellence in education, research, clinical service, and service.

ARTICLE II: THE COLLEGE OF MEDICINE

1. AUTHORIZATION

- a. The College of Medicine is authorized at the University of Central Florida by Florida Statutes Section 1004.384. The duties, privileges and responsibilities of the faculty of the college, as stated or implied in these bylaws, shall be exercised in accordance with the regulations, policies and procedures of the university, the UCF Board of Trustees, the rules of the Board of Governors, and the provisions of the Florida Administrative Code and the Florida Statutes.
- b. The Burnett College of Biomedical Sciences was reorganized as the Burnett School of Biomedical Sciences in 2007 and was incorporated with its existing committee and administrative structure into the College of Medicine.

ARTICLE III: ORGANIZATION OF THE COLLEGE OF MEDICINE

1. COLLEGE ADMINISTRATION

- a. The Dean is the chief academic and administrative officer of the college and is responsible for the development, approval, and implementation of its policies. The Dean may appoint Associate Deans, Assistant Deans, and Directors to assist in discharging these duties.
- b. The college is administratively composed of departments, schools, centers, and administrative sections. Each unit reports directly or indirectly to the Dean. Each

department, school and center is administered by a Chair or Director who is responsible for the organization and implementation of its programs and reports to the Dean. Each administrative section is administered by an Associate Dean in the College who reports to the Dean.

c. Centers shall be treated as departments for purposes of representation in these bylaws.

2. THE DEAN'S CABINET

- a. The Dean's Cabinet has primary responsibility for the functioning and operation of the college. The Dean's Cabinet shall be composed of the Dean, the Associate Deans for Administration and Finance, Clinical Affairs, Faculty and Academic Affairs, Planning and Knowledge Management, Research, and Students, the Assistant Vice President for Development; the Chief Legal Officer; the Director of BSBS; and other individuals as appointed by the Dean.
- b. The Dean's Cabinet shall be chaired by the Dean and shall meet on a regular basis to discuss all matters brought before it by any of its members, standing committees of the college or the Faculty Council.

3. THE EXECUTIVE FACULTY

- a. The Executive Faculty shall be composed of the Dean, Department Chairs, Director of BSBS and the Associate Dean for Faculty and Academic Affairs.
- b. The Executive Faculty shall be chaired by the Dean and ordinarily shall meet on a monthly basis to discuss all matters brought before it by any of its members, the administrative or policy committees of the college, or the Faculty Council.
- c. The Executive Faculty shall, by majority vote, make recommendations to or advise the Dean on these matters.
- d. Special meetings of the Executive Faculty may be called by the Dean.

4. THE MEDICAL SCHOOL ENTERPRISE

- a. The Medical School Enterprise (MSE) shall be composed of the Dean, the Dean's Cabinet, Executive Faculty, and President and Vice-President of the Faculty Council.
- b. The MSE shall be chaired by the Dean and shall meet on a regular basis to discuss all matters brought before it by any of its members, the standing committees of the college or the Faculty Council. The MSE shall, by majority vote, make recommendations to or advise the Dean on these matters.

ARTICLE IV: THE FACULTY

1. FACULTY RESPONSIBILITIES

- a. The College of Medicine faculty is an advisory body to the Dean of the College of Medicine and shall consist of all individuals appointed as faculty members.
- b. The faculty of the College of Medicine are responsible and authorized to:

- i. develop and recommend policies that govern the educational activities to include development and evaluation of the curricula within the College of Medicine;
- ii. develop and recommend the admission, promotion, and degree requirements for students within the College of Medicine; and
- iii. act upon reports from and make recommendations to the Dean, faculty committees, departments, and other academic units of the College of Medicine.

2. CORE FACULTY

- a. The core faculty shall consist of all members of the faculty employed by UCF who are appointed to the college as tenured faculty, tenure track faculty and non-tenure track faculty on single-year or multi-year appointments with at least 0.5 FTE at the rank of professor, associate professor, assistant professor, or instructor.

3. NON-CORE FACULTY

- a. The non-core faculty shall consist of volunteer (courtesy), affiliated and adjunct faculty, and any faculty member with less than 0.5 FTE within the College of Medicine.
- b. Non-core faculty may serve on some departmental or college committees as appointed by the Department Chair or the Dean.

ARTICLE V: ORGANIZATION OF THE FACULTY

1. THE FACULTY COUNCIL

- a. The Faculty Council will consist of all members of the core faculty of the College of Medicine.
- b. The Faculty Council shall function as the representative body of the faculty (core and non-core), obtain broadly based faculty information regarding affairs of the college, and meet on a regular basis.
- c. The Faculty Council shall consider any matter brought before it by the faculty, the Medical School Enterprise, or the Dean. It will find facts relative to such matters, and formulate principles and objectives so as to make recommendations or advise the Dean, the Medical School Enterprise or other individuals or groups as appropriate.
- d. It shall make recommendations to the Dean regarding appointments to the standing committees of the college and approve members and chairs of committees of the Faculty Council.
- e. It shall receive reports from the administration, the Medical School Enterprise and the standing committees of the college, and shall report to the faculty regarding activities of the administration, the Medical School Enterprise, the Faculty Council, the standing committees of the college or other matters deemed appropriate.
- f. The annual meeting of the Faculty Council shall be held during the last two weeks of August on a weekday evening. Written notice of the annual meeting shall be sent to the faculty by the secretary not less than 45 days before the meeting. Such notice shall include the time and place of the meeting and a tentative agenda.

- g. The annual meeting of the Faculty Council shall include reports from the officers of the faculty, the standing committees of the college, and the administration.
- h. The core faculty shall be empowered to vote on any proposal, resolution or referendum presented to the faculty that requires a vote. Each core faculty member shall be entitled to one vote.
- i. Special Faculty Council meetings may be called by the president of the Faculty Council or the Dean. In addition, a special Faculty Council meeting may be called by the Faculty Council upon the request, in writing, by ten percent of core faculty members. Notice of a special meeting, specifying its purpose, shall be sent by the secretary to all faculty members and to the Dean not less than 15 days before such meeting.
- j. Any member of the core faculty, if unable to attend a Faculty Council meeting, may vote by proxy on specific motions identified in the agenda for which a "vote" is required. The absent core faculty member must request, in writing, that his or her vote be by proxy, stating on which motion the proxy vote is to be used and whether the proxy vote is for or against the motion. The written request must be submitted to and verified by the secretary of the faculty prior to the meeting at which the proxy vote is to be used. The secretary shall hold all proxy votes at Faculty Council meetings.

2. EXECUTIVE COMMITTEE OF THE FACULTY COUNCIL

- a. The current officers and the immediate past president of the Faculty Council shall comprise its Executive Committee which is advisory to the Dean.
- b. The Executive Committee shall be empowered to act on behalf of the Faculty Council during the interval between Faculty Council meetings and shall report such actions at the subsequent meeting of the Faculty Council.
- c. The Executive Committee shall consider and formulate long-range goals of the Faculty Council and plan the annual meeting of the Faculty Council.

3. OFFICERS

- a. The officers of the Faculty Council shall consist of a president, a vice president, a secretary, and the immediate past president. Terms of office of officers shall begin at the annual meeting of the Faculty Council in August and end at the annual meeting of the Faculty Council of the appropriate year. A vacancy in the office of vice president or secretary shall be filled through a special election held within 90 days of the vacancy.

I. THE PRESIDENT

- 1. The president of the faculty shall preside at all meetings of the Faculty Council.

2. The president shall be a member of all Faculty Council committees, but may vote only to break a tie.
3. The president shall appoint, with the approval of the Executive Committee of the Faculty Council, chairs of all Faculty Council committees, unless otherwise specified herein.
4. The president, with the approval of the Executive Committee of the Faculty Council, may appoint ad hoc committees to the Faculty Council.
5. The president shall serve for a term of one year. If the president is unable to complete the term, the vice president shall assume the office and remain in that office for the subsequent term.

II. THE VICE PRESIDENT

1. The vice president of the faculty shall preside at meetings of the Faculty Council in the president's absence.
2. If the president is clinical faculty, the vice president shall be a basic science faculty and vice versa.
3. The vice president shall serve for a term of one year and automatically succeed to the presidency.

III. THE SECRETARY

1. The secretary shall keep the minutes of all meetings of the Faculty Council and conduct the correspondence and keep records.
2. The secretary shall notify the faculty of each Faculty Council meeting, give all notices required by these bylaws or by order of the Faculty Council, and perform such other duties as the president of the faculty may assign.
3. The secretary shall solicit items for the agenda of Faculty Council meetings, prepare the agenda for these meetings in consultation with the president, and distribute the agenda prior to these meetings.
4. The secretary shall determine whether a quorum is present and supervise voting and other administrative procedures at all meetings of the Faculty Council.
5. In the absence of the president and vice president, the secretary shall preside at meetings of the Faculty Council.
6. The secretary shall serve for a term of two years and may have successive terms.

IV. THE IMMEDIATE PAST PRESIDENT

1. The immediate past president shall chair the Nominations Committee.

b. Elections

- i. Officers of the Faculty Council shall be members of the core faculty exclusive of department chairs (permanent or interim) and other administrative faculty such as Deans, directors, and vice presidents, including those with modifiers such as "Assistant," "Associate," or "Vice."
- ii. Each member of the core faculty shall be entitled to vote for the officers of the faculty.
- iii. Not less than 60 days before the annual meeting of the faculty, the Nominations Committee of the Faculty Council shall report to the secretary the names of candidates for the offices to be filled.
- iv. Not less than 45 days before the annual meeting, ten percent of the core faculty may place the name of any eligible faculty member in nomination for office. These nominations shall be submitted in writing to the secretary and dated and signed by the core faculty members making the nomination and by the faculty member, whose name is being placed in nomination, indicating his or her consent. The names of these additional candidates shall be placed on the ballot.
- v. The secretary shall inform the core faculty in writing of all candidates not less than 30 days before the annual meeting by distributing ballots for a preferential election. Ballots returned to the secretary not less than 10 days prior to the annual meeting of the Faculty Council shall be tabulated by a tellers committee appointed by the president of the Faculty Council.
- vi. The secretary shall inform the faculty of the outcome of the election at the annual meeting of the Faculty Council.

ARTICLE VI: FACULTY COUNCIL COMMITTEES

1. GENERAL

- a. The president shall appoint chairs to all committees of the Faculty Council annually, except the Nominations Committee and the Committee on Committees.
- b. The president, in consultation with each committee chair, shall recommend to the Executive Committee of the Faculty Council individuals from among the Faculty Council to be appointed to each committee.

- c. Members of committees shall serve terms of three years, with one-third of the members appointed each year. Terms shall begin at the annual meeting of the Faculty Council in August and end at the annual meeting of the Faculty Council of the appropriate year.
- d. Committee chairs shall submit annual reports of committee activities to the Executive Committee of the Faculty Council prior to the annual meeting of the Faculty Council.

2. NOMINATIONS COMMITTEE

- a. The Nominations Committee shall have the responsibility of preparing a slate of candidates from among the core faculty for the offices of vice president, and secretary of the Faculty Council. Members of the Nominations Committee may not be candidates for these offices.
- b. The committee shall be composed of Faculty Council members with representatives from each department (current departments as of October 2009 are: Biomolecular Science Center, Clinical Sciences, Medical Education, and Molecular Biology and Microbiology). The chair of this committee shall be the immediate past-president of the Faculty Council.

3. COMMITTEE ON COMMITTEES

- a. The Committee on Committees shall seek candidates from among the faculty to fill vacancies on policy and administrative committees of the college. This committee shall recommend to the Executive Committee of the Faculty Council a list of eligible candidates to fill these positions at least 60 days prior to the time the positions become vacant or, if such notice is not possible, as early as possible after the vacancy occurs. Following a vote of approval by the Executive Committee of the Faculty Council, the names of the recommended appointees shall be submitted to the Dean.
- b. The committee shall be composed of Faculty Council members with representatives from each department (current departments as of October 2009 are: Biomolecular Science Center, Clinical Sciences, Medical Education, and Molecular Biology and Microbiology). The vice president of the faculty shall serve as its chair.

4. FACULTY DUE PROCESS COMMITTEE

- a. The Faculty Due Process Committee shall receive, hear and make recommendations to the Dean on formal written complaints. Each committee member will be provided appropriate training pertinent to their committee responsibilities. The committee shall determine whether the matter is appropriate for its review.
- b. Only issues that were addressed at the unit level and remain unresolved may be brought to this committee.
- c. The Committee shall be composed of six-members, three members will be appointed by the Dean following the election of three members of the Core Faculty. Staggered three year terms will be renewable once for a total of six years of service, with one-third of the members replaced each year.

- d. The election of the three committee members will follow the election process as outlined for the Officers of the Faculty. The nominations process resulting in a slate of candidates will be overseen by the Nominating Committee. Elections will occur annually.
- e. The members of this committee will elect its own chair from among its membership.

5. AD HOC COMMITTEES

- a. The president may recommend ad hoc Faculty Council committees, as appropriate, and shall inform the Faculty Council and the Dean of the committee membership and purpose before the time of the committee's appointment.

ARTICLE VII: FINANCES

1. SUPPORT

- a. The Dean shall provide financial and administrative support to the Faculty Council to enable it to carry out its duties and responsibilities, including the taking and transcribing of Faculty Council minutes and the preparation and distribution of faculty directories, handbooks, newsletters, ballots, announcements, and any other documents deemed appropriate by the Faculty Council.
- b. The budget available to the Faculty Council shall be determined annually by the Dean in consultation with the Executive Committee of the Faculty Council and shall be reported at the annual Faculty Council meeting.

2. FISCAL YEAR

- a. The fiscal year of the College of Medicine shall begin July 1 and end June 30.

ARTICLE VIII: COLLEGE ADMINISTRATIVE COMMITTEES

1. GENERAL

- a. Administrative committees shall be responsible for assisting the Dean with implementing policies of the college. Recommendations by administrative committees that concern changes in the policies that they implement shall be referred by the Dean to the appropriate policy committee for consideration. Each administrative committee shall keep minutes of its meetings, indicating the date of the meeting, those in attendance, and actions taken. Copies of such minutes shall be transmitted in a timely fashion to the Office of the Dean, where they shall be kept on file. Administrative committees shall prepare annual reports of their activities for submission to the Dean, and the Faculty Council.
- b. Administrative committees shall be composed of core faculty, unless otherwise specified herein. The Dean shall appoint faculty members to these committees in consultation with

the Executive Committee of the Faculty Council. The Dean shall appoint student members to these committees in consultation with the Medical Student Council. The Dean shall also define the term of service of members of these committees. The Dean shall appoint the chairs of these committees and determine procedures by which they implement policy. The Dean shall be a non-voting member of all administrative committees.

- c. All administrative committees except for the Medical Student Admissions Committee are advisory to the Dean.

2. MEDICAL STUDENT ADMISSIONS COMMITTEE

- a. The Medical Student Admissions Committee shall review applications for admission to the M.D. program and shall identify a list of candidates and alternate candidates.
- b. The Medical Student Admissions Committee is made up of UCF College of Medicine faculty and student representatives appointed by the Dean. The Associate Dean for Students, and the Director of Admissions are non-voting members of the committee. The committee is not advisory to the Dean, but rather is autonomous in its functions.
- c. The Medical Student Council in cooperation with the Associate Dean for Students recommends to the Dean fourth-year medical students to serve on the Committee. Two student members are designated as voting members.
- d. The chair of the committee is appointed by the Dean.
- e. Faculty committee members are appointed for three-year overlapping terms.
- f. Student committee members are appointed for a one-year term.
- g. Membership of the committee is reviewed each year, to ensure diversity.
- h. Prior to the beginning of the admissions year, committee members will meet with the Dean to discuss criteria for selection, interviewing techniques, diversity, confidentiality issues, and ways to ensure the integrity of the admissions process.
- i. The Director of Admissions shall make offers to the ranked candidates in accordance with the directives from the committee.

3. MEDICAL STUDENT EVALUATION AND PROMOTIONS COMMITTEES

- a. The Medical Student Evaluation and Promotions Committees shall review the academic and clinical performance of each medical student and make recommendations to the Dean regarding graduation, advancement, probation, dismissal, remediation, leaves of absence, and readmission.
- b. The College of Medicine will have a separate Medical Student Evaluation and Promotions Committee for each class. Each committee will follow its class through each of the four years of medical school (M-1, M-2, M-3, and M-4). This will provide the committee members

better continuity and deeper insight into the abilities of the students. Each committee will be composed of faculty representatives as appointed by the Dean. The committees will be identified by the anticipated graduation year of the entering class. A class entering in 2009 will be designated the 2013 Class.

- c. The directors of the modules or clerkships in a respective M.D. curriculum year will be non-voting members of the committee for that curriculum year. Curriculum Directors (years one and two) are also part of the Medical Student Evaluation and Promotions Committees for the year in which they have responsibility for modules. This will provide continuity for a particular academic year from class to class.
- d. The Dean will appoint the committee chair from the core faculty. The Assistant Dean for Undergraduate Medical Education will support each committee. The Associate Dean for Students will attend committee meetings.
- e. Each committee will systematically review the academic progress of each student within that curriculum year. Each committee will meet within a curriculum year at established intervals. Additional meetings can be called as required. At each meeting the module directors will report on the academic progress of the students within their respective modules and discuss any short-term remedial strategies currently being used with specific students.
- f. Each committee will recognize the achievements of those students displaying expected and outstanding performance, and ultimately recommend promotion to the next year of the curriculum once the student has met the competencies required in that year of the curriculum. Each committee will generate a letter at the end of each year notifying students of promotion status, and recognizing and commending outstanding performance.
- g. The committee will also review the performance of students in academic difficulty, those students demonstrating a potential for being in academic difficulty, and those students who have exhibited unprofessional behavior or non-compliance with other standards of performance. The committee may recommend an improvement plan, may develop more comprehensive longer-term remedial plans for those students having difficulty, or recommend appropriate disciplinary action, possibly including dismissal from the program.
- h. Each committee will notify each student of its recommendation regarding advancement and non-advancement and provide the student with an opportunity to appeal that recommendation if desired.
- i. The Dean makes the final decision regarding an appropriate course of action for each student.

4. M.D. STUDENT PROFESSIONAL CONDUCT COUNCIL

- a. The M.D. Student Professional Conduct Council will perform peer evaluation for issues of student professionalism and other conduct issues that are inconsistent with the values of the College of Medicine.
- b. The M.D. Student Professional Conduct Council will consist of one student representative and one alternate elected from each class. The council will be supported by the Associate Dean for Students and chaired by the elected fourth year student, or another member of the M.D. Student Professional Conduct Council as designated by the chair.
- c. When a matter is brought to the council, a meeting and hearing, if needed, must occur within 21 calendar days. When a recommendation for action is made it will be presented to the Dean.
- d. The council will prepare periodic reports and recommendations to be submitted to the Dean.
- e. Issues pertaining to graduate or undergraduate students within the college will be directed to the appropriate graduate or undergraduate appeals committee.

5. COLLEGE OF MEDICINE PROMOTION AND TENURE COMMITTEE

- a. Faculty members in the College of Medicine are appointed as tenured faculty, tenure track faculty, non-tenure track faculty on single-year or multi-year appointments, affiliated faculty and volunteer faculty. Faculty appointed at Assistant Professor and Associate Professor ranks will be considered for promotion and/or tenure in accordance with university policy.
- b. The committee shall be composed of six core faculty members holding the rank of professor. The committee will consist of two subcommittees: one composed of tenured faculty members and the other, faculty members on multi-year appointments.
- c. Tenured faculty in the College will recommend three of its elected faculty to the Dean for appointment to one subcommittee. Since only tenured faculty may vote on tenure, this subcommittee will make recommendations to the Dean for the award of tenure and promotion of tenure track faculty. Multi-year contract faculty in the College will recommend three of its elected faculty to the Dean for appointment to the other subcommittee. This subcommittee will make recommendations to the Dean for the promotion of multi-year contract faculty, and affiliated and volunteer faculty.

6. AD HOC COMMITTEES

- a. The Dean may appoint ad hoc committees, including administrative planning, assessment, research, search committees, space planning, strategic planning, and technology planning, and shall inform the Faculty Council of the committee's purpose and membership.

ARTICLE IX: COLLEGE POLICY COMMITTEES

1. GENERAL

- a. Policy committees shall gather information appropriate to their charge and shall forward advice and recommendations concerning college policies to the Dean for consideration and approval.
- b. Policy committees shall be composed of core faculty members, unless otherwise specified herein. Faculty members of these committees shall be appointed by the Dean. Student members of these committees shall be appointed by the Dean in consultation with the Associate Dean for Students.
- c. All policy committee members shall serve a term of three years unless otherwise specified herein, with appointments made such that at least one-third of the committee is replaced each year. Members of policy committees may be reappointed to serve on the same committee.
- d. The chair of each policy committee shall be appointed by the Dean. All members of policy committees shall be voting members of that committee unless otherwise specified herein. A quorum shall be a majority of the committee membership.
- e. Policy committees may appoint subcommittees to assist them in their duties. Subcommittees shall report to the committee, which appointed them. Chairs of subcommittees shall be selected by the appointing committee from among its members, unless otherwise specified herein.
- f. Each policy committee shall keep minutes of its meetings, indicating the date of the meeting, those in attendance and actions taken. Copies of such minutes shall be transmitted in a timely fashion to the Office of the Dean, where they shall be kept on file. Policy committees shall prepare annual reports of their activities, which shall be submitted to the Dean, and the Faculty Council, and may be summarized at the annual faculty meeting. Policy committees shall develop and have written procedures for carrying out their charges. Reports, minutes and operating procedures of policy committees shall be kept in the office of the Dean.
- g. All policy committees are advisory to the Dean, and the details of each are described below in paragraphs 2-7.

2. M.D. PROGRAM CURRICULUM COMMITTEE

- a. The M.D. Program Curriculum Committee shall review, advise, and make policy recommendations on matters related to undergraduate medical education. This committee shall develop, review, and make recommendations regarding the curriculum and

educational goals of the M.D. program and shall develop standards for the evaluation of teaching in that program.

- b. The committee shall be composed of faculty members who have responsibilities for M.D. program curriculum design and planning and have been recommended by department chairs. The committee shall also include representation from the Medical Student Council of the College of Medicine.
- c. Each faculty member of the committee shall serve for a term of three years. The three-year terms of each member shall be staggered such that one-third of the members shall be replaced each year.
- d. The Associate Dean for Faculty and Academic Affairs, the Assistant Dean for Undergraduate Medical Education, and the presidents of the first, second, third, and fourth year medical classes or their designates shall be ex-officio, non-voting members of this committee.
- e. The committee will prepare periodic reports and recommendations to be submitted to the Dean who will share them with the Executive Faculty.

3. M.D. GRADUATE MEDICAL EDUCATION COMMITTEE

- a. The M.D. Graduate Medical Education Committee shall review, advise, and make policy recommendations on matters related to residency training (graduate medical education). This committee shall develop, review, and make recommendations regarding the curriculum and educational goals of the graduate medical education programs and shall develop standards for the evaluation of teaching in that program.
- b. The committee shall be composed of at least seven faculty members from disciplines with a Resident Training Program, appointed by the Dean.
- c. The Associate Dean for Faculty and Academic Affairs, the Assistant Dean for Graduate Medical Education, and three residents will be non-voting members of the committee.
- d. The committee will prepare periodic reports and recommendations to be submitted to the Dean.

4. B.S. UNDERGRADUATE EDUCATION COMMITTEE

- a. The B.S. Undergraduate Education Committee shall review, advise, and make policy recommendations on matters related to B.S. undergraduate education. This committee shall develop, review, and make recommendations regarding new and revised B.S. undergraduate programs and courses, and shall develop standards for the assessment of all B.S. undergraduate programs in the college.
- b. The committee shall be composed of a representative of each B.S. undergraduate program with the members appointed by the Director of BSBS.

- c. The committee will prepare periodic reports and recommendations to be submitted to the Dean.

5. CONTINUING MEDICAL EDUCATION COMMITTEE

- a. The Continuing Medical Education Committee shall review, advise, and make recommendations on matters related to programs of continuing medical education. The committee shall promote policies that assure the continuing medical education programs of the college meet or exceed the standards of the Accreditation Council for Continuing Medical Education.
- b. The committee shall be composed of one representative from every department or program involved in sponsoring continuing medical education, one representative from the volunteer clinical faculty actively participating in continuing medical education, one representative from each of the major affiliated teaching hospitals, the Associate Dean for Faculty and Academic Affairs, and the Assistant Dean for Continuing Medical Education. Each representative shall have a three-year appointment, with one-third of the committee members rotating each year. The chair of the committee shall rotate between members of the clinical and basic science faculty and shall serve a two-year appointment.
- c. The committee may establish subcommittees to assist with its duties, which may include review of program applications, evaluation summaries and program budgets.

6. BYLAWS COMMITTEE

- a. The Bylaws Committee shall annually review these bylaws, consider proposed changes, and make recommendations regarding such changes to the Faculty Council.
- b. The committee shall be composed of members of the core faculty with representatives from each department (current departments as of October 2009 are: Biomolecular Science Center, Clinical Sciences, Medical Education, and Molecular Biology and Microbiology).

ARTICLE X: UNIVERSITY COMMITTEES

1. Core faculty of the college may serve as members of university committees. The Executive Committee of the Faculty Council shall be consulted wherever possible regarding appointments to such committees.
2. Election of faculty to serve on university committees will follow university procedures with the election of faculty on the basis of apportionment to the college units.
3. Senators for Faculty Senate will be elected in proportion to eligible faculty within the college units.

ARTICLE XI: RULES OF ORDER

I. RULES OF ORDER

- a. Robert's Rules of Order, Newly Revised, shall prevail at the meetings of the Faculty Council, and the committees of the college, unless otherwise stated in these bylaws. The president of the Faculty Council may appoint a parliamentarian for the Faculty Council.

ARTICLE XII: AMENDMENTS

1. AMENDMENTS TO THE BYLAWS

- a. Proposals to amend these bylaws may be initiated by the Bylaws Committee, the Faculty Council, or the Dean. A proposed amendment to the bylaws must be approved by a majority vote of the Faculty Council, and then approved by the Dean before it is incorporated into the bylaws.
- b. The bylaws of the college shall automatically stand amended as necessary to comply with the rules, regulations, policies, and procedures of the university, the UCF Board of Trustees, the Board of Governors, and the State of Florida.

APPENDIX B
DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL EDUCATION
College of Medicine
University of Central Florida
CURRICULUM VITAE TEMPLATE

Date of Preparation _____

CURRICULUM VITAE

NAME:

BIRTHDATE: (OPTIONAL)

BIRTHPLACE: (OPTIONAL)

EDUCATION:

Undergraduate:

College attended, dates (month, year), degree, date of degree

Graduate/Medical School:

College or school attended (inclusive months, years:

e.g., July, 2004-June,2008), degree, date of degree (month, year)

Internship:

Residency:

Postgraduate:

For each of above training levels: Type, location(s), dates (inclusive months, years)

HONORS:

Phi Beta Kappa, AOA, Sigma Xi, etc., institutional, local, regional, national and international awards

MILITARY SERVICE:

Branch, dates served, training in service, current status

BOARD CERTIFICATION:

Board name, date of certification

MEDICAL LICENSURE:

State, number, date issued, status

SOCIETY MEMBERSHIPS:

UNIVERSITY APPOINTMENTS:

Chronological, from most recent to earliest—type and rank of appointment, University name, location, dates (inclusive months, years)

HOSPITAL APPOINTMENTS:

Chronological, from most recent to earliest—name of hospital, type of appointment (active, consultant) offices held

PRACTICE (PROFESSIONAL) EXPERIENCE:

For those at any time in administration or in practice of medicine (not as a faculty member) list chronologically from most recent to earliest.

TEACHING EXPERIENCE: (Actual student contact hours and number of students in class)

VISITING PROFESSORSHIPS AND INVITED LECTURES: List dates and locations

EDITORIAL APPOINTMENTS:

Journals, Books Name of journal, publisher, dates of appointment (or date of publication if single volume)

COMMITTEES AND OFFICES HELD (include dates served):

Include departmental and institutional committees, grant advisory committees, study sections, journal review assignments, offices held in organizations, regional and national committees and offices, consultant appointments and board examiner or member appointments. Note: Criteria for different ranks include local, regional and national reputation and leadership experiences.

FELLOWS/GRADUATE STUDENTS TRAINED:

Name, degree, inclusive dates, degree awarded, if any, as a result of this training

RESEARCH AND OTHER EXTERNAL SUPPORT:

List agency from which support derived, title of project or program, dollar amount and inclusive dates. Include past and current

PUBLICATIONS (BOOKS AND BOOK CHAPTERS)

Contributions numbered in chronological sequence; authors in exact order listed; title of paper; name of publication; editors; location of publisher; date of publications; inclusive pages

PUBLICATIONS (JOURNALS)

Papers numbered in chronological sequence; authors in exact order listed; title of paper; name of journal; volume; inclusive pages, date of publication (month, day, year); note if letter

PUBLICATIONS (Innovative Interactive Educational Media and Technologies; e.g., multimedia, CAI, Internet, electronic media)

BOOK REVIEWS:

Numbered in chronological sequence

Your name; review of—name of item reviewed; author(s) or editor(s); publisher; location of publisher; name of publication in which review appeared; volume; inclusive pages; date of publication of review (month, day, year)

ABSTRACTS PRESENTED AND PUBLISHED:

Authors in exact order listed; title of abstract; where presented (i.e. society or organization); abstract published in—name of publication, volume, inclusive pages, date of publication.

ABSTRACTS PUBLISHED, BUT NOT PRESENTED:

Authors in exact order listed; title; abstract published in—name of publication, volume, inclusive pages, and date of publication

OTHER PROFESSIONAL SERVICE ACTIVITIES



APPENDIX C
DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL EDUCATION
College of Medicine
University of Central Florida
ANNUAL WORK ASSIGNMENT FOR FACULTY

Name:		Assignment for calendar year:	
Date of Initial Appointment:		Department	
Academic Rank:		Years in Rank	
Selected mission of excellence (for promotion):			

This document is a part of the annual goal setting and evaluation process of COM. When you joined the faculty you signed a letter of offer that specified your rank, term, initial salary and your general responsibilities. This is a more specific document that describes your assignment and goals for this year with a focus on progress toward your promotion. It also allows you to list the progress you made during the last year. This document has three parts: your draft of goals, the supervisor's assignment in response to those goals, and end of the year progress report that includes a summary table. All faculty will demonstrate proficiency in all areas (instruction, research, clinical service, service) of their involvement and this is required for contract renewal. For promotion you will need to demonstrate excellence in the area (instruction, research, clinical service, service) of your greatest assignment (highest percentage effort). You should familiarize yourself with the standards for demonstrating excellence and proficiency in the areas of instruction, research, clinical and community service so that you are clear on what you need to achieve to be promoted.

NAME _____	DRAFT GOALS FOR Calendar Year _____
------------	--

To be completed by **faculty member**. This is a draft of your proposed percentage effort and goals for the next calendar year.

Activity and percentage	Goals
1. Instructional activities	
____%	
2. Research/scholarship	
____%	
3. Clinical Service (if appropriate)	
____%	
4. Service (univ., community, professional)	
____%	
5. Other Assigned Duties	
____%	

I will need the following resources for professional development:

NAME _____	ASSIGNMENT for Calendar Year _____
------------	---

Final Assignment to be completed by **supervisor**.

Activity and percentage	General assignment and specific goals
1. Instructional activities	
____%	
2. Research/scholarship	
____%	
3. Clinical Service (if appropriate)	
____%	
4. Service (univ., community, professional)	
____%	
5. Other Assigned Duties	
____%	

I will provide the following resources for professional development:

Department Chair or Associate Dean

Date

I hereby accept these expectations as outlined.

Faculty

Date

*Form modified with permission from Touro Medical School.

APPENDIX D – PART 1

BURNETT SCHOOL OF BIOMEDICAL SCIENCES

College of Medicine

University of Central Florida

ANNUAL EVALUATION OF FACULTY PERFORMANCE

This annual evaluation of faculty performance should be completed by the faculty member's department chair, school director, or other appropriate unit supervisor. Where the employee reports to more than one supervisor (e.g., joint appointments), each of the employee's supervisors are encouraged to contribute to and sign off on the evaluation.

Effective January 2006, the period under evaluation shall be the calendar year. The purpose of the annual evaluation is to assess and communicate the nature and extent of an employee's performance of assigned duties. The employee's assignment(s) for the period under evaluation is (are) to be attached to the annual evaluation. Where appropriate, the employee's cumulative progress evaluation.

Person Evaluated	Employee ID#	Rank/Title	Period of Evaluation
------------------	--------------	------------	----------------------

PERFORMANCE PROFILE

CATEGORY	EVALUATION RATING	EVALUATOR COMMENTS (including suggestions for improvement or change, if appropriate)
A. Education	Choices Are: Outstanding Above Satisfactory Satisfactory Conditional Unsatisfactory Not Applicable	
Annual Average FTE* _____		
B. Research and Creative Activities	Choices Are: Outstanding Above Satisfactory Satisfactory Conditional Unsatisfactory Not Applicable	
Annual Average FTE* _____		
C. Service (Including Governance)	Choices Are: Outstanding Above Satisfactory Satisfactory Conditional Unsatisfactory Not Applicable	
Annual Average FTE* _____		
D. Clinical Skills	Choices Are: Outstanding Above Satisfactory Satisfactory Conditional Unsatisfactory Not Applicable	
Annual Average FTE* _____		
E. Other Assigned Duties	Choices Are: Outstanding Above Satisfactory Satisfactory Conditional Unsatisfactory Not Applicable	
Annual Average FTE* _____		

*Weighted FTE for the categories described above over the semester in the evaluation period.

NOTE: Evaluation choices are: Outstanding, Above Satisfactory, Satisfactory, Conditional and Unsatisfactory. **Detailed and comprehensive comments on either Outstanding, Conditional, or Unsatisfactory ratings are required.** The back of this page may be used.



APPENDIX D – PART 2

DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL EDUCATION
College of Medicine
University of Central Florida
ANNUAL EVALUATION OF FACULTY PERFORMANCE

NAME _____	PROGRESS REPORT for Calendar Year _____
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Refer to the Final assignment for the past year to review your assigned goals. A list of possible reportable activities is on the next page for reference. Please indicate your progress towards these goals.

Activity and percentage	Progress and achievements
1. Instructional activities	
___%	
2. Research/scholarship	
___%	
3. Clinical Service (if appropriate)	
___%	
4. Service (univ., community, professional)	
___%	
5. Other Assigned Duties or other reportable activities	
___%	

This report will be reviewed and evaluated by your supervisor.

Examples of reportable activities to be included in the FACULTY ANNUAL REPORT:

1. *Instructional Activity*

- Regularly Scheduled Courses
- New Module/Course/Clerkship, Lab Preparations or Development
- Special Module/Course/Clerkship Requirements:
- Teaching Enhancement Activities
- Distributed Learning Activities
- Research Reports Supervised
- Thesis Supervised: (*Name, Status, Thesis Title*)
- Independent Study
- Intern Supervision
- Advising Activities
- List Methods of Course Evaluation Other Than University Student
- Evaluation and Outcome Assessment:
- Other

2. *Research and Creative Activities*

- Sponsored Research
- Proposal Preparation
- Un-sponsored Research
- Other Creative Activities
- Publications of Articles and Books:
 - **ARTICLES:** (*Author(s), Title, Journal, Date, Volume, Page No.*)
 - Refereed National/International
 - Refereed Regional/State:
 - Non-Refereed
 - **BOOK CHAPTERS:** (*Author(s), Chapter Title, Book Title, Editors, Publisher, No. of Pages*)
 - **BOOKS - TEXT:** (*Author(s), Title, Edition, Publisher*)
 - **BOOKS EDITED** (*Author(s), Title, Edition, Publisher*)
- Presentation of Professional Papers: (*Author(s), Title, Meeting/Conference, Date, Location*)
 - Refereed National/International
 - Refereed Regional/State:
 - Non-Refereed
- Other Publications

3. & 4. *Service*

- Clinical
- University Service: (*include any development related activities*)
University level, College, Department
- List and Briefly Describe Partnership Activities and Community Relations and Outreach: (*Include any agency or organization you are partnered with in any way*)
- List Professional Organization Memberships and Offices Headed/Attendance at Professional Meetings.

5. *Other Reportable Activities*

Diversity (*Workshops/seminars, papers presented, courses taught, student outreach activities, consultations, etc.*)

International (*Courses taught, consultations, conferences attended, papers presented, seminars/workshops, etc.*)

Paid Consulting Activities

NAME _____	PERFORMANCE EVALUATION for Calendar Year _____
------------	---

Activity and percentage	Evaluation	Evaluator's Comments
1. Instructional activities		
____%		
2. Research/scholarship		
____%		
3. Clinical Service (if appropriate)		
____%		
4. Service (univ., community, professional)		
____%		
5. Other Assigned Duties or other reportable activities		
____%		

Note: Evaluation choices are: Outstanding, Above Satisfactory, Satisfactory, Conditional and Unsatisfactory.

NAME _____	SUMMARY EVALUATION for Calendar Year _____
------------	---

Faculty Assignment		Evaluation *	Score	Max Possible Score
Area	Assignment %			
Instruction				
Research				
Clinical Service				
College, University Professional and Community Service				
Other Assignment				
TOTAL				
OVERALL EVALUATION ASSESSMENT				

*Evaluation: 4 = Outstanding, 3= Above Satisfactory, 2= Satisfactory, 1= Conditional, 0 = Unsatisfactory.

Existing contract: At the end of this academic year, you will have completed _____ years of a _____ year contract. The current end date of the contract is _____.

Overall, based on your performance this last year, I recommend to the dean:

___ Continuation of existing contract;

___ Extension of contract for a total of ___ years (no more than 3) new end date of _____.

Signature, Department Chair or Associate Dean

Print name

Date

I have reviewed the progress report and goals for next year with my supervisor. I accept the proposed contract terms, and request dean's approval.

Signature, Faculty

Print name

Date

I have reviewed the progress report and the recommendation of the supervisor.

___ The current contract will be continued.

___ The contract will be extended for a total of ___ years (≤ 3) with new end date of _____.

Signature, Dean

Print name

Date

*Form modified with permission from Touro Medical School

APPENDIX E – PART 1
BURNETT SCHOOL OF BIOMEDICAL SCIENCES
College of Medicine
University of Central Florida
PROMOTION AND TENURE GUIDELINES

Tenure Track Assistant Professor

First Two Years

Teaching: A clear indication of a commitment to quality teaching as demonstrated by satisfactory participation in instructional programs at an appropriate level.

Research: By the end of the second year, clear indications of having made significant progress in establishing an independent research program must be documented. By this time, results of research conducted at the University of Central Florida will be at some stage in the publication process. Faculty members will be expected to have competitive extramural funding by the end of the second year.

Service: By the end of the second year, service to the academic unit by participation in committee activities may be expected.

Fourth Year

Teaching: High quality of instruction is expected as indicated by student evaluations and/or peer review. By this time participation in student advising is expected and the commitment to quality teaching in the broader sense should be clear.

Research: By the fourth year, clear proof of research productivity in the form of publications of results generated at UCF in standard front-line journals in the profession must be available. A record of strong research grant support must be clear by securing nationally competitive grants. If the faculty member does not secure a significant competitive grant (such as R01, NSF, DOE, USDA or equivalent) as PI by the end of the fourth year it will be considered unsatisfactory progress toward tenure.

Service: By the fourth year, service to the department and to the broader academic community should be demonstrated by participation in some committees.

Tenure and Promotion to Associate Professor

Teaching: Sustained high quality of instruction and/or development of new courses, involvement in curriculum issues, and active participation in advising including graduate student mentoring at MS and PhD levels.

Research: By tenure time, a record of sustained extramural support from competitive granting agencies such as renewal of grants will be expected. Current substantial active grants as PI, such as those indicated under fourth year, will be expected. A strong record of publication in front-line journals in the profession will be essential. By this time, the faculty member should be able to document professional recognition such as editorial board membership, invitations to speak at national and international symposia, invitations to write review articles and chapters, membership in national panels for national panels for review of grants, etc.

II. Service: A clear commitment to the welfare of the overall mission of the unit should be demonstrated by active participation in committee activities. By then, professional service in the form of review of manuscripts for journals, grants reviews for federal agencies, foundations, etc., is expected.

Promotion to Full Professor

Teaching: Promotion to full professor will require an established reputation as a very good teacher with demonstrated continuing commitment to teaching, advising and student welfare. Successful graduate student mentoring at the PhD level will be expected.

Research: The faculty member must be a recognized leader in his or her profession before promotion to full professor. The impact of the publications as measured by citation analysis will be one criterion used. Normally about 1000 citations, or other quantitative measures to demonstrate that the citation level is equivalent to that expected in other major state universities in the United States will be required. A record of sustained and substantial extramural support from competitive sources is a requirement. This record would normally include sustained grant support including current substantial active grants as PI. Normally more than one concurrent grant support will be expected.

Other types of professional recognition would include membership in editorial boards, invited addresses at major national and international symposia, invited reviews in major professional publications, membership in national panels for granting agencies, etc.

Service: Promotion to full professor will require clear demonstration of service to the unit, College and University, as well as the profession. Service in study sections and other review boards will be expected; service to professional societies will also be considered a significant contribution.

APPENDIX E – PART 2
DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL EDUCATION
College of Medicine
University of Central Florida
PROMOTION GUIDELINES

I. INTRODUCTION

The purpose of this document is to present the criteria and procedures used for the evaluation of rank at the time of initial appointment and for promotion of all multi-year contract (non-tenure track) core regular faculty. These criteria have been developed for faculty recognizing the broad range of faculty activities that support the academic mission, particularly in a developing medical school.

II. REQUIREMENTS FOR ACADEMIC RANKS

INSTRUCTOR

MD, PhD or terminal degree in one's discipline is expected. Masters level trained professionals are eligible for the faculty rank of instructor, as are non-board eligible practitioners. The rank of Instructor is considered transient, and is primarily for individuals not qualifying for the Assistant Professor rank. Once qualified, promotion to the rank of Assistant Professor will be automatic upon application by the Chair and approval by the Dean. This advancement will not result in an increase in compensation.

ASSISTANT PROFESSOR

A MD, PhD, DSc, EdD or terminal degree in the discipline from an accredited Institution is required. Faculty involved in patient care shall have successfully completed post-graduate training and be board certified in the applicable specialty. In the absence of American Board Certification, the equivalency of Foreign Boards will be determined by the Chair of the Department based upon specialty-specific objective criteria. Only a physician whose role is in teaching, research and/or service without a patient care component is exempted from seeking certification. The requirement for certification may be waived temporarily if the subspecialty requires a year of clinical practice before being eligible for the Boards. For biomedical scientists with a PhD degree, at least two years post-doctoral training and one first author publication is generally expected.

ASSOCIATE PROFESSOR

Appointments to the rank of Associate Professor shall require additional training beyond the terminal degree with a demonstrated record of achievement in teaching, clinical expertise and innovation and investigation (at the regional level). Normally the individual will have publications that have appeared in refereed, academic and/or professional journals. For those faculty involved in patient care, the appointee will be board certified or otherwise qualified.

PROFESSOR

Appointment to the rank of Professor shall require additional training beyond the terminal degree with a demonstrated record of achievement in teaching, clinical expertise and innovation, and investigation. In addition to fulfilling the criteria for the Associate Professor rank, the individual must be recognized as an authority in the field of specialization at a national or international level.

APPOINTMENT AT ALL ADVANCED RANKS (Associate Professor or Professor)

In addition to the requirements set forth above, appointment at advanced rank requires review by the COM Faculty Promotion and Tenure Committee and approval by the Dean and Provost. The criteria for appointment at advanced rank are equivalent to having met the criteria for promotion to advanced rank at COM during a review period of comparable duration at some time in their career.

III. REQUIREMENTS FOR PROMOTION

A. SCHOLARSHIP

The academic mission of the College of Medicine requires that all faculty engage in scholarship, and this will be reported and assessed in the annual evaluation and considered pivotal during recommendation for promotion.

Scholarship is the creation of new knowledge, its dissemination and the acceptance of the new knowledge by peers. The scholar plays a pivotal role in the creation of new knowledge and assumes primary responsibility for its dissemination and submission for peer review. This definition of scholarship is intentionally broad and meant to include creative works in teaching, clinical expertise or investigation. Additional description of what is meant by scholarship follows.

Teaching itself, no matter how scholarly, is not scholarship; however the associated products of scholarly teaching may be. These may include development of teaching tools, educational outcomes studies, textbooks, workbooks, curricula or curricular models, study guides, computer-aided tools, and new evaluation methodologies that are widely accepted outside of the home institution.

Papers on pedagogic issues, review articles, case reports, clinical outcomes studies, electronic disseminations (e.g., computer programs, CD-ROM, Videos, Web-based publications) requiring peer-review, books, book chapters, technology transfer, patents, development of new clinical or research protocols that are written, disseminated and widely accepted outside of the home institution. Abstracts are not an acceptable form of scholarly dissemination for the purpose of promotion evaluations.

B. PROMOTION PROFILE

Faculty members engage in a range of activities, including teaching, clinical expertise and investigation. These activities support the academic mission and thereby allow the promotion profile to reflect the unique combination of activities and accomplishments of each faculty member. Thus, there are different paths for academic advancement for our faculty since their achievements with respect to the academic mission of the College are considered in their evaluation for promotion.

There are three steps in the evaluation for promotion: (1) identification of an area of excellence representing the major area of academic achievement; (2) evaluation for contributions in teaching and education, which will be a part of each faculty's portfolio; and (3) assessment of other significant supporting activities in areas that are not a major area of academic achievement for that faculty member. Individual faculty will select **one area of excellence** representing the major area of contribution, achievement and impact. The areas of focus are: Teaching and Educational Leadership; Clinical Expertise and Innovation (for those with a clinical assignment); and Investigation. When, faculty have significant contributions in the areas outside their specific area of excellence, these **significant support activities** will supplement accomplishments in the area of excellence and thereby allow the sum total of an individual's achievements to be considered in the evaluation for promotion.

ASSOCIATE PROFESSOR

Candidates must have a terminal degree, post-doctoral experience or training, and board certification as specified previously. The most common time in rank of Assistant Professors is five years. Therefore, normally, requests for promotion to Associate Professor will not be considered until a full five years in the Assistant Professor rank has been served. This means the promotion will occur at the end of the sixth year. Early consideration is appropriate. Candidates must demonstrate (1) **one** area of excellence; and be evaluated on their (2) teaching and educational contributions; and (3) significant support activities focus at a higher level than that achieved as Assistant Professor.

PROFESSOR

The title of Professor holds special recognition in the College and the Academic Community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor should not be awarded on the basis of longevity but rather on the basis of superior achievement at national and international levels with the promise of continued contribution.

The most common minimum time in rank at Associate Professor is five years. It should be understood that a department is not obligated to make a recommendation after any specific interval; intervals longer than five years are commonly necessary to establish acceptable credentials. Early consideration is appropriate if all of the criteria that would have been evaluated after the five-year interval are clearly fulfilled earlier than five years.

Candidates for promotion to Professor must demonstrate (1) national or international prominence in **one** area of excellence; and be evaluated on their (2) teaching and educational contributions; and (3) significant support activities, at a higher level than that achieved as Associate Professor.

C. AREA OF EXCELLENCE

Teaching and Educational Leadership

This area of excellence is appropriate for candidates who spend a high proportion of their time on educational activities and who have identified education as their primary academic focus. Educational activities are broadly defined as including: teaching of students, residents, clinical fellows, research fellows and peers; research training and mentorship; clinical teaching and mentorship; administrative teaching leadership roles (leadership does not require formal recognition by a title); and innovation in a teaching program. Excellence in teaching implies more than just good teaching. It requires the faculty member to be a major contributor to scholarly work in education including such things as original research, reviews, and chapters; educational material in print or other media such as syllabi, curricula, web-based training modules and courses; and/or educational methods, policy statements, and assessment tools developed. The faculty members work must demonstrate innovation. Supervisory and peer reviews of the teaching effort must be obtained and should support the rating of excellence. Reviews by the recipients of the teaching efforts (e.g., medical students, graduate students, residents or fellows) must also be obtained and should support the rating of excellence. Performance (internal and external) of students with respect to the goals and objectives of one's teaching content should support excellence.

For PROMOTION TO ASSOCIATE PROFESSOR, the candidate must have a strong regional reputation as an independent leader in education. The faculty member must have developed innovative teaching methods, curricula, educational policy or educational assessment tools. The candidates expertise must be demonstrated through scholarship as described in this document.

For PROMOTION TO PROFESSOR, the candidate must demonstrate a national reputation as an educational leader and innovator. The candidate's expertise must be demonstrated through high impact scholarship that influences the field nationally. Evidence of national recognition in this area includes election to national committees or boards involved with education, invitations as a visiting professor to present on innovations in teaching activities, participation in subspecialty board review or test development committees, or invitation to be an accreditation (RRC, ACGME, LCME, or SACS) site visitor.

Clinical Expertise and Innovation

This area of excellence is appropriate when a specific area of clinical expertise provides the unifying theme for the candidates' activities and achievements. The individual is considered a leader in a clinical field. Clinical excellence implies more than just providing good patient care, it requires the extra effort required of a major contributor to innovation in clinical care for which some tangible evidence must be presented. The candidate may have a reputation as an innovator in approaches to diagnosis, treatment or prevention of disease, applications of technology to clinical care and/or in developing models of care delivery. The candidate must demonstrate

scholarship as defined in this document. There should be a strong educational component in the clinical field in their Teaching and Education contributions.

For PROMOTION TO ASSOCIATE PROFESSOR, the candidate must have a strong regional reputation as an expert who has influenced the clinical field. An emerging regional reputation should be documented by referral streams or invitations to speak that are peer reviewed, in the area of clinical expertise. Reviews by the recipients of the service (for example colleagues, referring physicians or collective reviews such as patient satisfaction inventories) should support the rating of excellence. The clinician should have obtained support for the program through for example, significantly increased revenues, new patient referral streams, grants, contracts etc.

For PROMOTION TO PROFESSOR, extra-university leadership in clinical service or other significant recognition as a national expert must be demonstrated. The candidate must have a sustained national reputation as a leader and innovator in a clinical field. Scholarship must also be demonstrated. National recognition in this area is evidenced by participation in extramural clinical initiatives such as election to national committees or boards, invitations as a visiting professor for clinical activity, participation in subspecialty board review, test development committee, or invitation to be an accreditation (RRC, ACGME, LCME or SACS) site visitor.

Investigation

This area of excellence is appropriate for individuals who spend the majority of their time performing research. Investigation includes basic, translational and clinical research, including epidemiology, outcomes and health services research, and research in biostatistics, ethics, medical education, bioinformatics, and health economics. This area of excellence may recognize the contributions of individuals with research training in diverse fields who contribute critical expertise to a biomedical research team. It can include individuals participating in large collaborative and multicenter research, as well as those in conducting investigations in small groups or individually. Excellence in investigation is demonstrated by having a major responsibility for an independent research program, or playing a documentable leadership or other critical role in a collaborative research program. To demonstrate this, publication in peer-reviewed journals for which the faculty member is a major author is preferred. A viable research program requires sustained extramural funding, by federal or nationally peer-reviewed sources. Reviews of the research via extramural letters must be obtained and should support the rating of excellence.

For PROMOTION TO ASSOCIATE PROFESSOR, the candidate must have a reputation as an independent investigator and major contributor to the field. There must be a record of independent scholarship which includes first and senior authorship on high quality publications. There should be a record of successful extramural funding and evidence of teaching trainees.

For PROMOTION TO PROFESSOR, the candidate must have sustained federal or nationally competitive funding. Evidence of national and international prominence in the field must be provided. The candidate must have a longstanding record of exceptional scholarship which includes senior authorship on high impact publications and invited lectures, service on national study sections or editorial boards, and national awards.

D. TEACHING AND EDUCATION

It is expected that all faculty will engage in teaching. Faculty will be evaluated for contributions to teaching and educational activities in the College of Medicine. For those faculty whose area of excellence is not Teaching and Educational Leadership, competency in teaching of students, trainees and peers is demonstrated by a report of the activity and measures of quality. The documentation should include evaluations by the recipients of the teaching efforts (e.g., medical students, graduate students, residents or fellows). The candidate may note if he/she has devised innovative methods of teaching or taught on issues related to education. The number and stature of trainees whom the faculty member mentored should be listed along with feedback from the trainees and any publications with them. Clinical teaching and mentorship should be documented by indicating the level of activity and the quality of the teaching as measured by evaluations and success of the program. Other metrics useful for this evaluation are invited presentations, contributions to professional organizations, service on education-related committees and awards for teaching or mentoring. Examples of educational materials that have been developed such as syllabi or curricula or publications related to education may document educational scholarship. Evaluations should demonstrate performance that meets or exceeds performance of others at this stage of the career. Competency in teaching must also be documented by positive supervisory and/or peer reviews of the teaching effort that take into account student evaluations.

E. SIGNIFICANT SUPPORT ACTIVITIES IN THE AREAS OF TEACHING, CLINICAL EXPERTISE AND INNOVATION, AND INVESTIGATION

In addition to demonstrating excellence in one area, candidates for promotion should have significant supporting activities in other areas.

1. Teaching and educational leadership
2. Clinical Expertise and Innovation
3. Investigation

F. ADMINISTRATION AND SERVICE

Administrative activities should generally be considered in the area to which they apply. For example administrative responsibility for an educational activity (e.g., residency director; course director; vice chair for education, associate dean for CME, GME, Curriculum, national teaching and leadership activities such as participating in Board review) should be considered part of the teaching and educational leadership area. Administrative responsibility for a clinical activity (e.g., clinic director, clinical program director, chief of service, and national clinical and leadership activities such as participating in disciplinary societies) should be considered part of the clinical expertise and innovation area. Administrative responsibility for a research activity (e.g., departmental vice chair for research, departmental research coordinator, associate dean for

research, national research and leadership activities such as participating in study sections) should be considered part of the investigative area.

Significant administrative assignments that do not fall into one of these areas, but serve a broader function (e.g., division chief, department chair, some associate deans), may be considered for promotion under the category of "service". Excellence of this type of administrative activity, is not herein defined, and will rarely be presented as credentials for promotion since most individuals attaining these roles will be professors. However, on occasion faculty of lesser rank are appointed to such roles and general administrative activities should not be precluded as promotable activities and the same general guidelines for excellence in the clinical expertise and innovation area should be followed.

III. PROCEDURES

A. COMMUNICATION WITH FACULTY MEMBERS AT THE TIME OF APPOINTMENT

1. Each regular faculty member, when appointed, shall receive:
 - a. An Employment Agreement which stipulates the initial rank, salary, tenure status, start date, length of appointment and any special conditions of employment.
 - b. A copy of this document (Promotion Guidelines Multi-Year Contract Faculty)
 - c. The COM Faculty Handbook and its appendices including the COM Bylaws

Within the first month of employment, the Department Chair will provide the faculty member with the Annual Assignment with specific expectations and goals for the first year of service.

B. ANNUAL REVIEWS OF PROGRESS TOWARD PROMOTION

1. An Annual Assignment shall be developed and signed by Chairs and each faculty member and shall specify effort in teaching and education (required for all faculty), clinical expertise and innovation, investigation, and/or community service (community service is defined as service to the Department, University, Region, State, Nation or World). The requirement of scholarship will also be defined. The Assignment shall respect both the faculty member's need to shape his or her career and the missions of the Department, COM and the University. In order to accomplish this, the Assignment shall start with draft goals provided by the faculty member to the chair and permit individual faculty members to concentrate, at various times in their careers, on one or more of the areas of teaching and education, clinical expertise and innovation, investigation and/or community service. The Chair is charged annually to accomplish specified goals and meet certain expectations by the Dean. The collective departmental expectations must be designed to meet that charge.

2. A central focus of the meeting between chair and faculty members will be an annual review specifying the progress toward the next promotion for faculty holding less than full professorship. The discussion will be in the context of the distribution of the effort and goals indicated in the prior year's assignment. At the time of this review, the next year's efforts and goals shall be established and agreed to in the form of a new Annual Assignment. A copy of the new Annual Assignment will be submitted to the Dean's Office for review and approval. Disagreements between chairs and faculty will be resolved by the Dean or Dean's Designee.

3. Term renewal of faculty as well as all promotional career reviews must be linked to at minimum satisfactory performance including proficiency under the distribution of the effort and satisfactory attainment of the goals in the assignment. Since positive annual reviews are based on satisfactory performance and positive promotional reviews require excellence for a positive outcome, satisfactory annual reviews shall not in and of themselves constitute sufficient grounds for successful promotion reviews.

4. The available assignments shall be part of all faculty files submitted as the basis for promotional reviews. Each assignment will include expectations and goals in teaching, research, clinical service and community service for all faculty.

C. PROCEDURES FOR PROMOTION REVIEW

The procedures for promotion review are published annually by Faculty Affairs and are available on the Faculty Affairs web page: <http://www.facultyaffairs.ucf.edu/>.

APPENDIX E – PART 3
DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL EDUCATION
College of Medicine
University of Central Florida
TENURE GUIDELINES

INTRODUCTION

The purpose of this document is to present the criteria and procedures used for the evaluation for the recommendation for the award of tenure for those faculty who are on tenure track. These criteria are in addition to those outlined in Appendix E – Part 2 where the area of excellence is investigation. Faculty appointed to tenure track positions within the Departments of Medical Education and Clinical Sciences will spend a majority of their time performing research. Investigation includes basic, translational and clinical research, including epidemiology, outcomes and health services research, and research in biostatistics, ethics, medical education, bioinformatics, and health economics. This area of excellence may recognize the contributions of individuals with research training in diverse fields who contribute critical expertise to a biomedical research team. It can include individuals participating in large collaborative and multicenter research, as well as those conducting investigations in small groups or individually. Excellence in investigation is demonstrated by having a major responsibility for an independent research program, or playing a documentable leadership or other critical role in a collaborative research program. To demonstrate this, publication in peer-reviewed journals for which the faculty member is a major author is preferred. A viable research program requires sustained extramural funding, by federal or nationally peer-reviewed sources. Reviews of the research via extramural letters must be obtained and should support the rating of excellence.

By the end of the third year, clear indications of having made significant progress in establishing an independent research program must be documented. By this time, results of research conducted at the University of Central Florida will be at some stage in the publication process. Faculty members will be expected to have competitive extramural funding by the end of the third year. By the fourth year, clear proof of research productivity in the form of publications of results generated at UCF in standard front-line journals in the profession must be available. A record of strong research grant support must be clear by securing nationally competitive grants. If the faculty member does not secure a significant competitive grant (such as R01, NSF, DOE, USDA or equivalent) as PI by the end of the fourth year it will be considered unsatisfactory progress toward tenure.

For award of Tenure at the ASSOCIATE PROFESSOR level, the candidate must have a record of sustained extramural support from competitive granting agencies. Current substantial grants as PI, such as those indicated under fourth year, will be expected. A strong record of publication in front-line journals in the profession will be essential. By this time, the faculty member should be

able to document professional recognition such as editorial board membership, invitations to speak at national and international symposia, invitations to write review articles and chapters, and membership in national panels for review of grants. There must be a record of independent scholarship which includes first and senior authorship on high quality publications.

For award of Tenure at the PROFESSOR level, the candidate must have sustained federal or nationally competitive funding. Evidence of national and international prominence in the field must be provided. The candidate must have a longstanding record of exceptional scholarship which includes senior authorship on high impact publications and invited lectures, service on national study sections or editorial boards, and national awards. The faculty member must be a recognized leader in his or her profession. The impact of the publications as measured by citation analysis will be one criterion used. Normally about 1000 citations or other quantitative measures to demonstrate that the citation level is equivalent to that expected in other major state universities in the United States will be required. A record of sustained and substantial extramural support from competitive sources is a requirement. This record would normally include sustained grant support including current substantial grants as PI. Normally more than one concurrent grant support will be expected.

APPENDIX F
COLLEGE OF MEDICINE
University of Central Florida
SABBATICAL PROCEDURES

Sabbaticals are granted to increase an employee's value to the College through opportunities for research. Leaves shall be granted contingent upon the availability of unit funds and replacements for instructional assignment. The College of Medicine (COM) shall make available for each 30 tenured/tenure earning faculty at least one (1) sabbatical, either at full pay for one (1) semester or at three-fourths pay for one (1) academic year contingent on the availability of unit funds. Only full-time tenured employees with at least six (6) years of full-time continuous service with the University/College are eligible.

A. Terms of Sabbatical Program

1. The employee must return to COM for at least one (1) academic year following participation in the program. If the employee fails to return for at least one academic year following participation in the program, salary received during participation in the program must be repaid to COM. A written report on the accomplishments during the sabbatical must be submitted to COM Dean's office 30 days after faculty member returns.
2. Contributions normally made to employee insurance programs and any other employee benefit programs shall be continued during the sabbatical, and contributions to retirement and Social Security programs shall be continued on a basis proportional to the salary received.
3. Eligible employees shall continue to accrue annual and sick leave on a full-time basis.
4. While on leave, an employee shall be permitted to receive funds for travel and living expenses, and other sabbatical-related expenses, from sources other than COM. If assistance is received for salary, COM salary may be reduced by the amount so that the total income of the sabbatical period is equal to the employee's current year salary rate.

B. Application

1. Faculty members should provide notification of intent to apply for a sabbatical one year in advance of when the leave will begin to allow for adjustments in course scheduling and assignments. Leaves shall be granted contingent upon replacements for assignments.
2. An application should be submitted at the end of a calendar year to include the following:
 - a. Curriculum vita
 - b. Two-page description of project and expected results with supporting documentation.
 - c. Timetable of activities for sabbatical to occur in the next academic year.
 - d. Expected increase in value as a faculty member to COM for being awarded a sabbatical.
 - e. Locations where the work will be performed.

- f. Indication of expected resources or supplemental income (employment associated with sabbatical should not exceed 100% of normal compensation, plus additional expenses).
 - g. A statement that the candidate has read and agrees to comply with the conditions of the sabbatical program as described.
3. Applications should be submitted to respective Chair/Director and then to Associate Dean for Faculty and Academic Affairs. If more than one application is received, the President of the Faculty Council will appoint an Ad Hoc Committee that will rank the applications based on merits of the proposal, the benefits of the proposal to the employee and COM. The ranked applications will be submitted to the Dean for decision.

APPENDIX G
COLLEGE OF MEDICINE
University of Central Florida
INDUSTRY RELATIONS POLICY AND GUIDELINES

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1. Introduction and Scope of Policy

The UCF College of Medicine (COM) strives to be a leader in assuring the highest levels of ethics and professionalism in all dealings with the health care industry, which includes, but is not limited to, the pharmaceutical, biotechnology, medical device, and medical equipment supply industry (“Industry”), and in establishing a culture of ethical behavior and accountability for its administrators, faculty, staff, students, residents, and fellows (“COM Personnel”). The COM greatly values its Industry partners and works openly in collaboration with these partners and vendors to promote positive, productive, and ethical relationships. As leaders in science and medicine, COM experts participate in appropriate Industry advisory roles, Industry-funded scientific studies, and development of new health care discoveries and resources. As a leader in health care transformation, the COM develops collaborative partnerships and business arrangements with Industry partners. As a non-profit educational institution, the COM seeks and accepts philanthropic support from Industry. This policy will guide all COM Personnel in structuring and participating in Industry relationships to assure integrity of professional judgment, the highest ethical behaviors, and the objectivity of medical education.

This policy applies to all individual and institutional financial relationships, business arrangements, and interactions with Industry vendors and developers of products and services that are marketed and sold to medical schools, academic health science centers, researchers, educators, and clinicians. This policy applies to all COM Personnel and covers relationships and activities that occur during both work and non-work hours.

Indirect minority investment interests, such as investments in a mutual fund that owns shares in a pharmaceutical company, are not considered conflicting interests for purposes of this policy.

2. Statement of Policy

It is the intent of the COM to work collaboratively with Industry partners that share a heightened commitment to maintaining the highest ethical standards. All COM relationships and interactions with Industry will be structured, managed, and monitored to assure adherence to such ethical standards. Individual and institutional decisions, actions, and relationships must be free from even the appearance of bias relating to vendor/Industry relationships. Clinical judgments, business agreements, education, and research activities must not be impacted by undue influence resulting from financial relationships with, or gifts provided by, Industry. All collaborations and financial relationships with Industry must be based on the goals of advancing science, education, and clinical care consistent with the COM mission and values.

For questions or further guidance, COM Personnel should consult with a member of the COM Health Care Industry Relations Committee or with the Dean. It is the responsibility of each individual to seek necessary guidance and approvals in advance of participating in an Industry relationship. Philanthropic gifts provided by Industry are subject to this Policy and may be subject to additional policies of the COM or affiliated entities or foundations fundraising on its behalf. In addition to review for ethical issues, all financial and business relationships with Industry must be carefully reviewed for compliance with all applicable legal, regulatory, reimbursement, and accreditation requirements. Associated contracts must be reviewed, approved and signed in accordance with COM and University procedures.

3. GIFTS AND INDIVIDUAL FINANCIAL RELATIONSHIPS WITH INDUSTRY

3.1 GIFTS AND MEALS

COM Personnel shall not accept or use personal gifts (including food) from representatives of Industry, regardless of the nature or dollar value of the gift.

Gifts from Industry that incorporate a product or company logo on the gift (e.g., pens, notepads, or office items such as clocks) introduce a commercial, marketing presence that is not appropriate to a non-profit educational and healthcare system¹. However, food provided in connection with an educational program accredited by the Accreditation Council for Continuing Medical Education (ACCME) or a professional society-sponsored meeting with paid registration may be accepted.

Meals or other food and hospitality funded directly by Industry may not be offered in any COM facility. COM Personnel may not accept free meals or other food or hospitality funded by Industry, whether on-campus or off-campus, and may not accept complimentary tickets to sporting or other events or other such benefits from Industry, unless otherwise provided in this policy.

3.2 CONSULTING RELATIONSHIPS

Consulting arrangements with Industry must be reviewed in accordance with standards of the COM Health Care Industry Relations Committee (the "Committee") and approved in advance by the individual's Chair, Director, or Associate Dean or the Dean or the Dean's Designee.

Consulting arrangements must be set forth in written agreements, or narrative description if agreement is not available, clearly specifying expert services to be paid for at fair market value. Participation on Industry advisory boards is permitted so long as the board regularly meets and provides scientific advice and other guidance that advances academic values and promotes ethical relationships between academic health sciences and Industry. Agreements must be reviewed, approved and signed through usual COM procedures. COM Compliance will periodically audit consulting agreements for compliance with this provision. A list of Industry consulting agreements of COM employees shall be made available annually to the Committee. These procedures apply whether the consulting fees are received by COM or the individual or donated to another organization.

For individual consulting relationships with fees that exceed \$10,000 per company per year, annual reports describing activities, payments, and time spent must be submitted to COM Compliance as long as the relationship lasts.

3.3 Industry Funded Speaking Relationships, Meetings, and Publications

The COM must assure that participation in Industry-funded speaking relationships, meetings, and publications serves to advance scientific knowledge and patient care and are not primarily Industry marketing activities. Industry funded speaking arrangements must be approved in advance by the individual's Chair, Director, or Associate Dean or the Dean or the Dean's Designee. Honoraria for speaking engagements, whether received by the individual or by the COM, must be modest and consistent with fair market value of the time spent in preparing and presenting the talk and reasonable travel expenses.

COM Personnel are responsible for the scientific integrity of material presented in any talk or publication and shall decline to participate in educational presentations or scientific publications if the content is controlled by or requires prior approval by Industry, if the content is not based on the best available

¹ Exception: This provision does not prohibit acceptance of items bearing Industry logos provided as part of an off-site educational program (such as a meeting of a professional society), including name tag lanyards and totes where the items are provided and used incidental to attendance, the items are of nominal value, and the items are not used in any COM facilities.

scientific evidence, or if significant portions are written by someone who is not an author or otherwise properly acknowledged.

COM Personnel may participate in Industry-sponsored meetings where investigators are presenting results of their Industry-sponsored studies to peers and there is opportunity for critical exchange. If an individual is speaking at such an Industry-sponsored meeting, acceptance of a modest honorarium and travel expenses is permitted as described above. Otherwise, COM personnel may not accept payment, gifts, or financial support from Industry to attend lectures and meetings other than through an approved consulting or business arrangement.

3.4 Travel Fund

COM shall allow Industry and others that wish to do so to contribute to a central COM fund, directly or through an affiliated entity or foundation, to be used at the Dean's discretion to provide travel assistance to COM personnel, including students, for professional development. Contributions to such fund shall be disclosed and acknowledged.

3.5 Educational Symposia Fund

COM shall allow Industry and others to fund unrestricted educational grants to a central COM fund, directly or through an affiliated entity or foundation, to be used in the Dean's discretion to provide COM-sponsored educational programs and symposia. Contributions to such fund shall be disclosed and acknowledged.

3.6 Disclosure of Financial Interests

COM Personnel shall report their outside relationships with Industry through the regular University conflicts of interest disclosure process, using the Request for an Exemption/Disclosure Under Section 112.313(12)(h), Florida Statutes, online at <http://www.coi.ucf.edu/forms.html>; at least annually and more often as needed to disclose new relationships. The general conflicts of interest review process will identify personal financial relationships with health care vendors, including pharmaceutical, medical device, and biotechnology companies, equipment companies, and other health care vendors.

COM Personnel shall disclose all relevant personal financial interests, including financial interests of immediate family, in speaking engagements and scholarly publications and when presenting to students or colleagues.

Individuals having a direct role in making institutional decisions on equipment, drug or medical device procurement must disclose to the purchasing unit or selection committee, prior to making any such decision, any financial interest they or their immediate family have in companies that might substantially benefit from the decision and shall be recused from involvement in purchasing decisions relevant to the conflicting interests.

4. Pharmaceutical and Medical Device Samples

The COM prohibits acceptance of samples of pharmaceuticals or medical devices by individual COM practitioners or faculty members except through approved dispensing facilities or for research use. Such samples may not be used personally by COM Personnel or their families.

COM Pegasus Health may establish a centralized mechanism in accordance with Pegasus Health policies and procedures for accepting samples when appropriate and dispensing them in a manner that both (a) assures

full clinical evaluation of the use of the medication or device and adherence to applicable protocols and (b) provides distribution only for patient education uses, for very limited one to two dose trial use, or to patients who lack financial access to medications or devices.

5. Purchasing and Formularies

COM Personnel are not eligible to participate in Pharmacy and Therapeutics or product evaluation decisions if they or members of their immediate family have, or have had within the prior 5 years, a personal financial relationship or funded research with a related pharmaceutical or medical device company that is being considered or discussed. Committee members who have conflicting interests may share informed opinions regarding the drug or device, provided that the conflict is fully disclosed in advance and the member is recused from participating in the decision.

6. Site Access to Industry Sales Representatives

Visits to COM facilities by representatives of Industry may be appropriate for exchange of scientifically valid information and other data, improving patient care, and providing essential training and instruction in use of medical equipment and devices. COM does not allow use of its facilities or other resources for Industry marketing activities.

Sales or marketing representatives of Industry may access COM facilities only if their company has registered with the COM and they have been specifically invited to meet with a COM representative for a particular purpose. Individual physicians or other COM Personnel may request a presentation by or other information from a particular company. While in the COM facilities, all Industry representatives must sign in and out and must be identified by name and current company affiliation. All Industry representatives with access to COM, Pegasus Health clinical facilities, and COM Personnel must comply with COM policies and procedures. Meetings with sales and marketing Industry representatives shall not be held in direct patient care areas and education areas. Involvement of students or trainees in meetings with Industry Representatives should occur only for educational or training purposes and only under the supervision of a faculty member.

Access by medical device or equipment representatives to patient care areas is permitted when (1) a COM representative requests essential instruction in use of the equipment or device, (2) the representative is appropriately credentialed by Pegasus Health, and (3) all necessary patient consents have been obtained and documented.

All Industry personnel seeking sales or vendor relationships must work directly with their designated COM representative and shall not solicit other COM Personnel.

7. Education

7.1 Support of Continuing Medical Education and On-site Educational Activities

All continuing medical education (CME) events hosted or sponsored by the COM must comply with the Accreditation Council for Continuing Medical Education (ACCME) Standards for Commercial Support of Educational Programs (or other similarly rigorous, applicable standards required by other health professions), whether or not CME credit is awarded for attendance at the event. The COM will maintain a central CME office through which all requests for Industry support and receipt of funds for CME activity are coordinated and overseen and programs are periodically audited for compliance with ACCME requirements and standards.

If Industry is interested in sponsoring a CME program hosted by COM, the strongly preferred structure is through a contribution to the COM Educational Symposia Fund, enabling a COM-sponsored program. Presentations structured and presented by COM through this Fund may include modest food and beverage.

All CME programs hosted by COM must be academically oriented. Industry may not restrict program content or specify who is selected as presenters. Industry funding sources should be directly acknowledged in all announcements and literature about particular CME offering.

Industry funding may not be accepted for social events that do not have an educational component. Industry funding may not be accepted to sponsor COM meetings or retreats (either on or off-campus). Such meetings and events may be supported through a general Dean's discretionary fund, and Industry is encouraged to contribute to the Dean's Discretionary Fund.

COM facilities (clinical and non-clinical) may not be rented by or used for Industry funded and/or directed programs, except for programs structured in accordance with this policy.

7.2 Industry Support for Scholarships, Fellowships, and Other Support for Trainees

The COM solicits and welcomes Industry contributions for scholarships, fellowships, and other support for trainees, so long as the funds are given centrally to the administration of the COM, either directly or through an affiliated entity or foundation; there is no expectation of benefit to the donor; the evaluation and selection of recipients is in the sole discretion of the COM; and the allocation and distribution of funds is managed by the COM.

7.3 TRAINING OF COM PERSONNEL

ALL COM PERSONNEL SHALL RECEIVE TRAINING REGARDING POTENTIAL CONFLICTS OF INTEREST IN INTERACTIONS WITH INDUSTRY AND THE REQUIREMENTS OF THIS POLICY.

The COM medical school curriculum includes instruction for students in understanding and addressing individual and institutional conflicts of interest in relationships with Industry.

7.4 Education of COM Industry Partners and Vendors

COM Industry Partners and vendors shall be provided copies of this policy and instructions regarding appropriate COM contracts and registrations procedures.

7.5 Industry Educational Materials

Educational materials for COM faculty, residents, staff and students or for patients supplied by Industry representatives or vendors is permitted provided such materials are preapproved by the Module Director or Clerkship Director, and are not "branded" by the supplier of the materials. Such materials may not be distributed directly to COM faculty, residents, staff and students or to patients by Industry representatives or vendors. Any questions regarding the appropriateness of such materials may be directed to the individual's Director.

8. Philanthropy

The COM welcomes and solicits charitable donations from Industry that support the COM missions. The UCF Foundation and other tax exempt entities will assist COM in soliciting, receiving, and managing funds. Such donations must be free of any implication or expectation of a benefit to the donor, not tied to any purchase or business arrangement, and openly acknowledged. Each donation from Industry will be reviewed in accordance with this policy and any additional standards that may be developed by the COM Health Care Industry Relations Committee and approved by the Dean, and the Committee may recommend to the Dean steps needed in structuring and acknowledging such gifts to avoid or minimize conflicts of interest or the appearance of conflicts. Information regarding donations and gifts from Industry shall be provided to COM Compliance. All donations and gifts over \$10,000 shall be submitted to the Dean's Office for review.

9. Partnerships and Business Arrangements

The COM may enter into a variety of business arrangements and partnerships with Industry when such arrangements advance the COM missions. These are relationships that extend beyond purchasing the standard Industry product or service and may include, for example, shared research, development, and/or ownership of a health care product or service. As in purchasing, any individuals with a conflicting personal financial relationship or interest must disclose such interests and may not vote on adopting by COM of a proposed Industry partnership or business arrangement. Each proposed partnership or business arrangement will be reviewed in accordance with this policy and any additional standards that may be developed by the COM Health Care Industry Relations Committee and approved by the Dean, and the Committee may recommend to the Dean any steps needed in structuring the partnership or business arrangement to avoid or minimize conflicts of interest or the appearance of conflicts.

10. Research with Human Subjects

COM Personnel may not conduct research with human participants if such personnel have a significant financial interest in an existing or potential product or a company that could be affected by the outcome of the research. Any exceptions to this policy must be reviewed by the COM Health Care Industry Relations Committee and the responsible Institutional Review Board (IRB) and approved by the Dean, and may be permitted only if (a) the individual's participation is essential for the conduct of the research and (b) an effective mechanism is established for managing the conflict and protecting the integrity of the research. A significant financial interest is defined as \$10,000 or more based on Association of American Medical Colleges (AAMC) recommendations, or such lesser amount that may be determined in a specific study by the University of Central Florida IRB or other IRB that approves the study.

11. Enforcement

Suspected violations of this policy shall be referred to the individual's Dean, Associate Dean, and immediate supervisor, who shall review the matter and determine what actions, if any, shall be taken. Alleged violations of this policy within the COM shall be investigated by COM Compliance, which shall advise the Dean on proposed enforcement actions. Violations of this policy by COM Personnel may result in the following actions (or in any combination), depending upon the seriousness of the violation, whether the violation is a first or repeat offense, whether the violator knowingly violated the policy or attempted to hide the violation and other appropriate considerations: (a) counseling of the individual involved; (b) written reprimand, entered into the violator's employment or faculty record; (c) banning the violator from any further outside engagements for a period of time; (d) requiring that the violator return any monies received from the improper outside relationship; (e) requiring the violator to complete additional training on conflicts of interest; (f) removing the violator from supervision of trainees or students; (g) revoking the individual's Pegasus Health clinical privileges; (h) fines; and/or (i) termination for cause.

12. COM Health Care Industry Relations Committee

The Dean shall appoint an advisory COM Health Care Industry Relations Committee to assist in implementation of this policy and management of COM Industry relations. Committee members and a chair or co-chairs shall be appointed by the Dean for three-year terms. The Committee shall meet at least two times per year, or more often as needed, to review, monitor, and advise the Dean regarding implementation and enforcement of this policy and the financial and business arrangements that require review. The Committee shall keep minutes and records of its reviews and recommendations. The Committee shall review the policy regularly and propose updates as appropriate.

13. Continuing Evolution of COM Industry Relations Policy

The COM recognizes that oversight, guidance and debate around Industry relationships and conflicts of interest must continue to evolve at local and national levels. This policy will continue to evolve as it is implemented and issues are considered further by the College and the Committee. At the time that the proposed financial conflict of interest regulations of the National Institutes of Health (NIH) are finalized, this policy will be updated to incorporate any relevant provisions.

Approved and Adopted

Deborah C. German, M.D.
Vice President for Medical Affairs
Dean, College of Medicine
August 16, 2010

Updated: May 6, 2011