



UNIVERSITY OF CENTRAL FLORIDA  
*College of Medicine*

# FACULTY HANDBOOK

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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.

## MEDICAL AFFAIRS AND GENERAL COUNSEL

The Chief Legal Officer is responsible for the legal relationships with entities that support the college mission. The Associate Vice President 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:

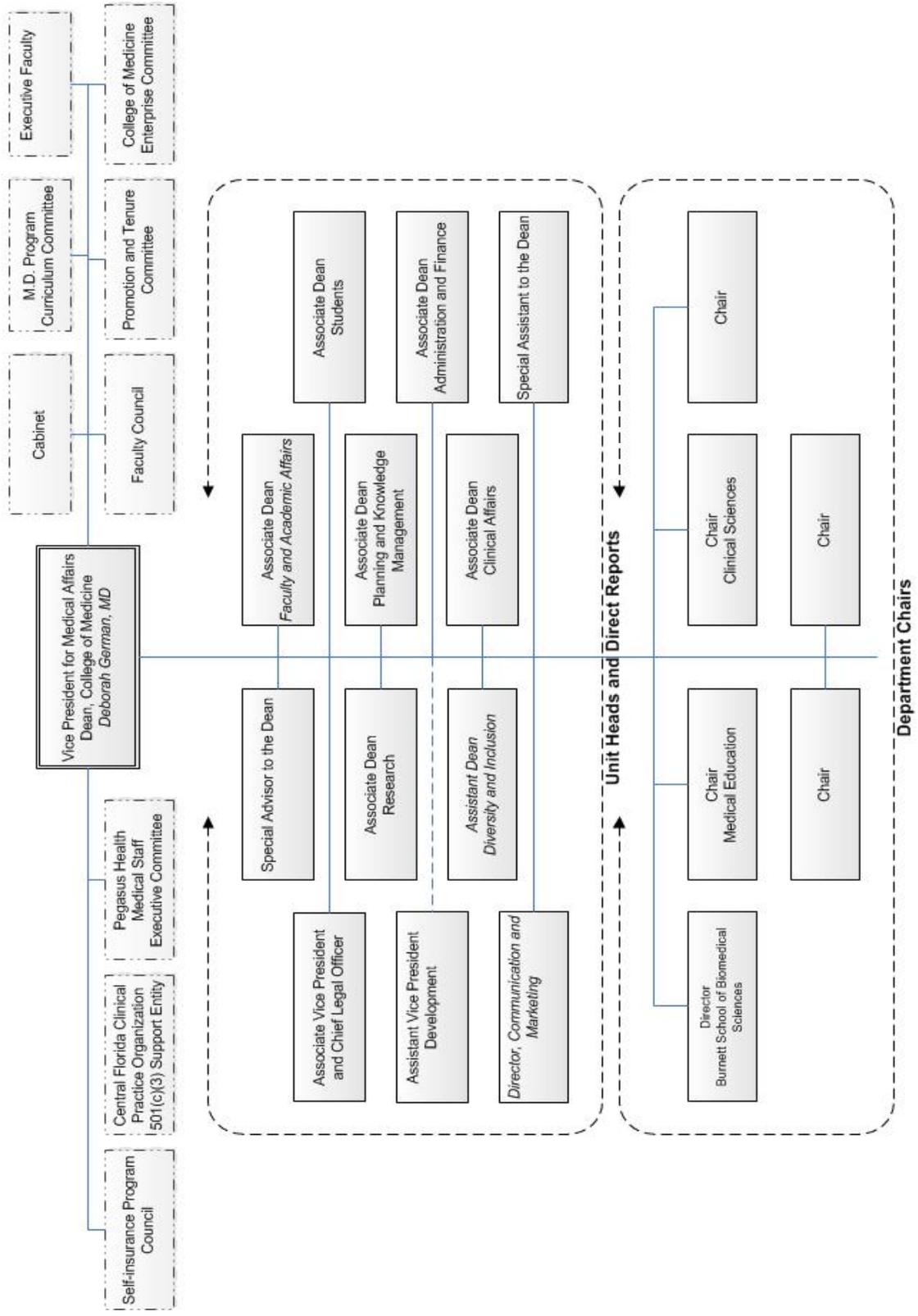
- To convene regular meetings of the Department for the purpose of discussing curriculum, scheduling, staffing and other concerns.
- To serve as a member of the Executive Faculty and the College of Medicine Enterprise and to represent the Department with the administration and personnel committees regarding 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/docs/FacultyHandbook.pdf#eval\\_appoint\\_chair\\_dir](http://facultyrelations.ucf.edu/docs/FacultyHandbook.pdf#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. The Director is a member of the Executive Faculty and the College of Medicine Enterprise.



## 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 integrity 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](#) 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](#).

### 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

This type of appointment is awarded to members in other Colleges/units at UCF and 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://facultyrelations.ucf.edu/qualifications/index.asp>. 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](#)).

Tenure-track 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 for assistant professors 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://facultyrelations.ucf.edu/docs/PromotionTenureSchedule.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](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](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](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://facultyrelations.ucf.edu/docs/FacultyHandbook.pdf>.

## ETHICAL CONDUCT

UCF adheres to the standards of professional ethics of the American Association of University Professors (AAUP): <http://facultyrelations.ucf.edu/docs/FacultyHandbook.pdf>.

## STANDARDS OF CONDUCT FOR PUBLIC EMPLOYEES

UCF requires its employees to abide by standards of conduct established by the state of Florida: <http://facultyrelations.ucf.edu/docs/FacultyHandbook.pdf>.

## 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://provost.ucf.edu/faculty-resources/>.

### 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 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](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](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](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](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](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.coi.ucf.edu/forms.html>. 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. 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=0100-0199/0112/Sections/0112.313.html](http://www.leg.state.fl.us/statutes/index.cfm?mode=View%20Statutes&SubMenu=1&App_mode=Display_Statute&Search_String=112.313&URL=0100-0199/0112/Sections/0112.313.html).

## 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 G](#).

## 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](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](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/Research/IACUC\\_ARPO.html](http://www.research.ucf.edu/Research/IACUC_ARPO.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.action>.

### 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/>

## APPENDICES

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## APPENDIX A

### University of Central Florida College of Medicine

#### BYLAWS OF THE FACULTY

Adopted by the Faculty December 4, 2009

Revised: April 6, 2012

Revised: December 13, 2013

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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 integrity 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 of Medicine 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 practice, 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 University of Central Florida Board of Trustees, the rules of the Board of Governors, and the provisions of the Florida Administrative Code and the Florida Statutes.

## ARTICLE III: ORGANIZATION OF THE COLLEGE OF MEDICINE

### 1. COLLEGE ADMINISTRATION

- a. The Dean is the chief academic and administrative officer of the College of Medicine and is responsible for the development, approval, and implementation of its policies. The Dean may appoint Chairs, 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.
- c. The Burnett School of Biomedical Sciences shall be treated as a department for purposes of representation in these bylaws.

## **2. THE EXECUTIVE FACULTY**

- a. The Executive Faculty shall be composed of the Dean, Department Chairs, the Director of the Burnett School of Biomedical Sciences, the Associate Dean for Faculty and Academic Affairs, the Associate Dean for Clinical Sciences, the Associate Dean for Research, and Faculty Council Vice-President, President, and Immediate Past President.
  - i. An Administrative Session, that does not include the Faculty Council members, may be called by the Dean as needed.
- b. The Executive Faculty shall be chaired by the Dean and shall meet monthly to discuss as its agenda all matters brought before it by any of its members.
- c. It is the responsibility of the Executive Faculty to discuss and consider issues affecting the College of Medicine and its faculty. 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.

## **3. THE COLLEGE OF MEDICINE ENTERPRISE**

- a. The College of Medicine Enterprise (COME) shall be composed of the Dean, the Executive Faculty, the Associate Deans, and other administrative personnel as determined by the Dean.
- b. The COME shall be chaired by the Dean and shall meet on a regular basis to discuss as its agenda all matters brought before it by any of its members, the standing committees of the college, or the Faculty Council.
- c. The COME shall, by majority vote, make recommendations to or advise the Dean on these matters.
- d. The Dean may appoint subcommittees within COME for specific purposes.

# 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. With respect to the governance of the organization, the faculty of the College of Medicine are authorized to:
  - i. develop and recommend policies that govern the educational and operational activities including development and evaluation of the curricula for all degree programs as well as the GME program within the College of Medicine,
  - ii. develop and recommend admission, promotion, and degree requirements for students within the College of Medicine,

- iii. act upon reports from and make recommendations to the Dean, faculty committees, Faculty Council, Departments, Schools, and other academic Units of the College of Medicine,
- iv. communicate with the Faculty Council of the College of Medicine, and
- v. provide service to Unit, College, Faculty Council, and University level committees.

## **2. CORE FACULTY OF THE COLLEGE OF MEDICINE**

- a. The Core Faculty of the College of Medicine shall include both:
  - i. eligible faculty that are employed by UCF College of Medicine and
  - ii. faculty that are employed at other partner institutions and who have been granted Core Faculty status as discussed below.
- b. All UCF-based College of Medicine faculty with at least 0.5 FTE coming from within the College of Medicine and who are appointed as tenure track (TT) faculty or non-tenure track (NTT) faculty at the rank of professor, associate professor, assistant professor, or instructor are entitled to Core Faculty status.
- c. Qualified Affiliate Faculty and Volunteer Faculty at outside partner institutions can apply for COM Core Faculty status.
  - i. To be considered for COM Core Faculty membership and status, outside faculty must illustrate that their UCF COM mission based duties, responsibilities, and functions are consistent with those of UCF employed COM Core Faculty.
  - ii. The detailed criteria for consideration as Core Faculty are found elsewhere outside these Bylaws, but include guidelines in the areas of research, education, administration, and service.
  - iii. Outside faculty applying for COM Core Faculty status must comply with UCF and COM policies and guidelines.
  - iv. All faculty accepted as Core Faculty from outside institutions will be integrated into the Burnett School of Biomedical Sciences or one of the Departments within COM.
  - v. The ability for outside Core Faculty to be promoted or be granted tenure will be determined by their appointment classification and their qualifications according to the guidelines in their appropriate COM Unit.
- d. Core Faculty members are members of the Faculty Council (discussed below), are eligible to be considered for tenure based on their individual appointments, and may serve on COM committees that require Core Faculty members.

## ARTICLE V: THE FACULTY COUNCIL

### 1. FACULTY COUNCIL MEMBERSHIP

- a. The College of Medicine Faculty Council will consist of all members of the COM Core Faculty. This includes Core Faculty that are UCF-based as well as Core Faculty that are from partner institutions.

### 2. FACULTY COUNCIL PURPOSE

- a. The purpose of the Faculty Council shall be to represent and serve as a voice for the faculty of the College of Medicine. The Faculty Council shall provide a forum for discussion and communication and shall collaborate with and advise the dean, academic leadership, and other appropriate individuals or committees on matters related to the well-being and future of the College of Medicine as well as its faculty and students. The Faculty Council will report to and be accountable to the faculty and will carry out its responsibilities in collaboration with the Dean and the leadership of the College.
- b. The Faculty Council shall on its own initiative consider matters of concern to the College of Medicine and shall also consider any matter brought before it by the faculty, the Dean, or other College of Medicine committees. Faculty Council will find facts relative to such matters, and formulate principles and objectives so as to report its proposals and recommendations or advise the Dean, or other individuals or groups as appropriate.

### 3. FACULTY COUNCIL OFFICERS

- a. The officers of the Faculty Council shall consist of a president, a vice president, and the immediate past president. Terms of office of officers shall begin on September 1st and end on August 31st of the following year.
- b. Officers of the Faculty Council shall be members of the UCF-based COM Core Faculty. Associate Deans, Chairs of Departments, and the Director of the Burnett School of Biomedical Sciences are not eligible for these positions.

#### i. THE PRESIDENT

1. The president of the Faculty Council shall preside at 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 Leadership Committee of the Faculty Council (see Article VI.2 below), chairs of all Faculty Council committees, unless otherwise specified herein.
4. The president 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 Council shall preside at meetings of the Faculty Council in the president's absence.
2. If the president is a faculty member from the clinical sciences or medical education departments, the vice president shall be a basic science faculty member from the Burnett School of Biomedical Sciences (BSBS). The reverse shall be the case if the president is a faculty member of BSBS. As the College of Medicine grows, these distinctions may become less defined, requiring that these divisions of faculty council leadership among departments be revisited as appropriate
3. The vice president shall serve for a term of one year and automatically succeed to the presidency.
4. The vice president shall serve as chair of the Committee on Committees.
5. A vacancy in the office of vice president shall be filled through a special election held within 90 days of the vacancy.

**iii. THE IMMEDIATE PAST PRESIDENT**

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

**7. FACULTY COUNCIL MEETINGS**

- a. The annual meeting of the Faculty Council shall be held by October 31st of each year. Written notice of the annual meeting shall be sent to the faculty and the Dean at least 21 days prior to the date of the scheduled meeting. Such notice shall include the time and location of the meeting and a tentative agenda.

- b. The annual meeting of the Faculty Council shall include reports from the officers of the faculty, the standing committees of the Faculty Council, and other committees as appropriate. The immediate past president shall include a report of the accomplishments for the previous year.
- c. 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. For voting purposes, a quorum will be reached if over 50% of the Core Faculty council members are present at a meeting in person or by telecommunications. If a quorum is not present, electronic voting will be utilized. Matters of vote will be decided by a majority of those voting within the allotted time period.
- d. 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 or via email to [COMfacultycouncil@ucf.edu](mailto:COMfacultycouncil@ucf.edu), that his or her vote will 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 a member of the Faculty Council Leadership prior to the meeting at which the proxy vote is to be used. The vice president shall hold all proxy votes at Faculty Council meetings.
- e. 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 ordinarily be sent to all faculty members and to the Dean not less than 15 days before such meeting. On rare occasions, the 15 day notification period may not be possible in which case both the faculty and the Dean will be notified as soon as possible of the meeting.

## **8. FACULTY COUNCIL ELECTIONS AND MATTERS REQUIRING A VOTE**

- a. The Leadership Committee (as described in Article VI.2) shall compose elections, shall inform the faculty of all candidates for elections, and shall inform the faculty of the outcome of all elections.
- b. The Leadership Committee shall oversee all votes of proposals, resolutions, or referenda by the Faculty Council.
- c. Electronic based voting can be used for all Faculty Council elections or for other matters requiring a vote. All matters being brought for voting will be decided by a majority of those voting within the allotted time period.
- d. The electorate for COM-wide positions is the entire Core Faculty of COM. If an elected position represents a smaller unit, that specific constituency will vote for that representative.
- e. For all elected committees (University, College, Unit, and Faculty Council) write-in candidates are permitted only if the entire faculty body has been given the opportunity to vote on such candidates during the election process.

## **9. FACULTY COUNCIL FINANCES**

### **a. SUPPORT**

- i. The Dean shall provide financial and dedicated administrative support to the Faculty Council to enable it to carry out its duties and responsibilities, including but not limited to the taking and transcribing of Faculty Council minutes, the maintenance and update of a Faculty Council website, and the preparation and distribution of faculty directories, handbooks, newsletters, ballots, announcements, and any other documents or resources deemed appropriate by the Faculty Council.
- ii. The budget available to the Faculty Council shall be determined annually by the Dean in consultation with the Leadership Committee of the Faculty Council and shall be reported at the annual Faculty Council meeting.

## ARTICLE VI: FACULTY COUNCIL COMMITTEES

### 1. GENERAL COMMITTEE FUNCTIONS

- a. The president shall appoint chairs of all Faculty Council committees, unless as otherwise designated.
- b. The president, in consultation with each Faculty Council committee chair and the Committee on Committees, shall recommend to the Leadership Committee of the Faculty Council individuals from among the Faculty Council to be appointed to Faculty Council committees with appointed members.
- c. Members of committees shall serve terms of three years, with one-third of the members appointed each year. Terms shall begin on September 1<sup>st</sup> and end on August 31<sup>st</sup> of the appropriate year.
- d. Committee chairs shall submit annual reports of committee activities to the Leadership Committee of the Faculty Council prior to the annual meeting of the Faculty Council.

### 2. FACULTY COUNCIL LEADERSHIP COMMITTEE

- a. The Leadership Committee of the Faculty Council shall be composed of the president, the vice-president, and the immediate past president of the Faculty Council. The Leadership Committee is chaired by the president.
- b. The Leadership 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 Leadership Committee of the Faculty Council will meet monthly with the Dean of the College of Medicine to discuss all issues and matters of interest to the College of Medicine. The Leadership Committee will be advisory to the Dean.

- d. The Leadership Committee of the Faculty Council will represent faculty interests at Executive Faculty and Enterprise meetings.
- e. Each Leadership Committee member is a standing member of the Executive Faculty and the College of Medicine Enterprise.

### **3. FACULTY COUNCIL REPRESENTATIVE COMMITTEE**

- a. The Faculty Council Representative Committee shall be composed of the Faculty Council Leadership Committee and elected Core Faculty representatives from appropriate units as discussed below. The Faculty Council Representative Committee will be chaired by the president.
- b. The Faculty Council Nominations committee will recruit candidates for these representative positions. Two representatives will come from the Burnett School of Biomedical Sciences: one from the Lake Nona campus and 1 from the main campus/annex. One representative will come from the Medical Education Department. Two representatives will come from the clinical science departments: one faculty member from Pegasus Health and one faculty member not from Pegasus Health. As the College of Medicine grows, additional representative positions will be added to the Faculty Council Representative Committee on a proportional basis.
- c. Faculty Council representatives shall be members of the Core Faculty of their respective units. Associate Deans, Chairs of departments, and the Director of the Burnett School of Biomedical Sciences are not eligible for Faculty Council representative positions.
- d. Representatives will be elected to staggered two year terms. If an elected representative is unable to complete his or her term, a new election will be carried out within three months to identify a new representative.
- e. The Faculty Council Representative Committee shall consider and formulate short-range and long-range goals of the Faculty Council and of the College of Medicine.
- f. The Faculty Council Leadership will update Council Representative Committee on all issues relating to faculty that are discussed in Executive Faculty and COM Enterprise meetings.
- g. The Dean will be invited as needed to attend Faculty Council Representative committee meetings to inform and discuss specific issues with the committee. In addition, the Dean may request to meet with the Faculty Council Representative committee meetings to discuss issues with the committee.
- h. In order for the Faculty Council Representative committee to integrate information from various areas of the College of Medicine, the Faculty Council Representative committee may request information from the administration, the College of Medicine Enterprise and the standing committees of the college. Reports will be solicited from College of Medicine representatives to the UCF Senate and AAMC CFAS representatives.
- i. The actions of the Faculty Council Representative committee shall be reported to the Faculty Council at the annual meeting by the Faculty Council President. At their respective departmental faculty

meetings, representatives should inform the faculty of the proceedings of the committee as well as solicit input on appropriate topics under consideration by the committee.

- j. For voting purposes, a quorum of the Faculty Council Representative committee will be reached if over 50% of its members are present in person or via teleconference.
- k. Any member of the Faculty Council Representative committee, if unable to attend a Faculty Council Representative committee meeting, may vote by proxy on specific motions identified in the agenda for which a "vote" is required. The absent representative must request, in writing or via email to [COMfacultycouncil@ucf.edu](mailto:COMfacultycouncil@ucf.edu), that his or her vote will 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 a member of the Faculty Council Leadership prior to the meeting at which the proxy vote is to be used. The vice president shall hold all proxy votes at meetings.

#### **4. FACULTY COUNCIL NOMINATING COMMITTEE**

- a. The Nominating committee shall be composed of Faculty Council members with two representatives from the Burnett School of Biomedical Sciences and two from other Departments within the College of Medicine. The chair of this committee shall be the immediate past -president of the Faculty Council. Members shall serve staggered three-year terms.
- b. The Nominating Committee shall have the responsibility of preparing a slate of candidates from among the core faculty for the office of vice president, for the elected members of the Faculty Advocate Committee, and for the positions for the Faculty Council Representative committee. To promote a broad viewpoint in all issues affecting faculty, the committee will consider all forms of diversity in its identification of candidates for open positions. Members of the Nominating Committee may not be candidates for these positions.
- c. Nominations may be solicited via written or electronic correspondence, or in person. The Nominating Committee shall confirm the willingness of nominated faculty to serve in positions prior to elections.
- d. The Nominating Committee of the Faculty Council shall report to the Leadership Committee the names of confirmed candidates for these positions to be filled by April 1st, prior to the start of the term of the open position(s).

#### **5. COMMITTEE ON COMMITTEES**

- a. The vice president of the faculty council shall serve as the chair of the Committee on Committees.
- b. The committee shall be composed of four additional Faculty Council members appointed by the Leadership Committee for appropriate representation from the Schools and Departments within the College of Medicine. Members will serve staggered three-year terms.
- c. In concert with the departmental chairs and/or directors, the Committee on Committees shall seek candidates from among the faculty to fill vacancies on policy and administrative committees of the

college. Whenever time permits, the open positions shall be conveyed to the faculty so that interested individuals can be identified or recruited. To promote a broad viewpoint in all issues affecting faculty, the committee will consider all forms of diversity in its identification of candidates for open positions.

- d. For appointed positions, following a vote of approval by the Leadership Committee of the Faculty Council, the names of the recommended appointees shall be submitted to the Dean or other appropriate administrator for consideration and approval.
- e. For elected positions, the names of the recommended representatives will be forwarded to the Leadership Committee, and then voted on by the appropriate constituency in an election process.
- f. This committee may also be utilized to identify and recruit faculty members for additional elected or appointed positions whenever faculty council input into those positions is desired or appropriate.

## **6. FACULTY ADVOCATE COMMITTEE**

- a. The Faculty Advocate Committee shall receive, hear and make recommendations to individual faculty and to the faculty council leadership committee on unresolved issues from that faculty member. Only issues that were previously addressed at the unit level and remain unresolved may be brought to this committee. The committee shall determine whether any matter is appropriate for its review. The Faculty Advocate Committee shall provide guidance to faculty members as to whether issues brought to it are appropriate to bring through the UCF Faculty Grievance process.
- b. The Committee shall be composed of six members. Three members will be elected from a slate of candidates identified by the Faculty Council Nominating Committee. The electorate for these positions will be the entire core faculty. Staggered three-year terms will be renewable once for a total of six years of service, with one of the members replaced each year.
- c. The remaining three members will be appointed by the Faculty Council Leadership Committee. The three appointed members will be identified on a case-by-case basis and only serve for the duration of that case.
- d. The members of this committee will elect their own chair from among the members.
- e. At the faculty member's request, the committee shall use its discretion in maintaining confidentiality as much as possible.

## **7. FACULTY COUNCIL BYLAWS COMMITTEE**

- a. The Faculty Council Bylaws Committee shall review these bylaws every two years or as needed, and shall consider proposed changes brought to it as well as changes proposed by its own members. The Faculty Council Bylaws committee will make recommendations regarding such changes to the Faculty Council Leadership.
- b. The committee shall be composed of members of the faculty with proportional representatives from the units within the College of Medicine.

- c. The committee will have five members and its members will be appointed by the Faculty Council Leadership committee after consultation with the Committee on Committees. The President of the Faculty Council shall designate the Chair of the Bylaws Committee.

## **8. AD HOC COMMITTEES**

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

# ARTICLE VII: COLLEGE OF MEDICINE COMMITTEES

## **1. COLLEGE OF MEDICINE PROMOTION AND TENURE COMMITTEE**

- a. Faculty members in the College of Medicine are appointed as tenure track (TT) faculty, non-tenure track (NTT) faculty, 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 specific Unit, College and University standards and policies.
- b. The committee shall be composed of faculty members holding an equivalent or higher rank as the rank being considered. For example, Associate and Full Professors are eligible to sit on a committee where a faculty member is coming up for promotion to an Associate Professor position.
- c. Further details on the Promotion and Tenure Committee can be found elsewhere outside these Bylaws.

## **2. ADDITIONAL COMMITTEES**

- a. The College of Medicine shall have Admissions, Curriculum, Student Evaluation and Promotion, and Education/Program committees for all degree programs. COM will also have a Graduate Medical Education Committee (GMEC) overseeing its residency programs.

## **3. AD HOC COMMITTEES**

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

# ARTICLE VIII: UNIVERSITY COMMITTEES

1. Core faculty of the College may serve as COM members of University committees. The Leadership 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 IX: RULES OF ORDER

### 1. 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 X: 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 <b>GOALS</b> 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.

<b>Activity and percentage</b>	<b>Goals</b>
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 _____	<b>ASSIGNMENT</b> for Calendar Year _____
------------	---

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

<b>Activity and percentage</b>	<b>General assignment and specific goals</b>
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**

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 of evaluation is (are) to be attached to the annual evaluation along with the proposed goals and objectives for the next academic year. This annual evaluation of faculty performance is completed by the faculty member's school director in Part II, after the faculty member indicates his/her annual accomplishments in Part I. Effective 2012, the period of evaluation is the academic year.

\_\_\_\_\_ Employee ID# \_\_\_\_\_ Rank/Title \_\_\_\_\_ Period of Evaluation  
 Evaluated Faculty

**PART I - PERFORMANCE PROFILE**

CATEGORY	FACULTY ACCOMPLISHMENTS
A. Education	
Annual Average FTE*  _____	
B. Research and Creative Activities	
Annual Average FTE*  _____	
C. Service (Including Governance)	

Annual Average FTE*  _____	
D. Other Assigned Duties	
Annual Average FTE*  _____	

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

**PART II – PERFORMANCE EVALUATION**

CATEGORY	EVALUATION RATING**	EVALUATOR'S COMMENTS (including suggestions for improvement or change, if appropriate)
A. Education		
Annual Average FTE*		
B. Research and Creative Activities		
Annual Average FTE*		

C. Service (Including Governance)		
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.**\*\*

OVERALL EVALUATION ASSESSMENT \_\_\_\_\_

SPOKEN ENGLISH LANGUAGE COMPETENCY:       Proficient       Recommended Proficiency Test

If recommending proficiency test, explain reasons(s):

EVALUATOR SIGNATURE(S)

The signatures below certify that the data outlined in this evaluation has been derived from the following: Faculty, students, self and other university officials, as appropriate.

\_\_\_\_\_      BSBS, College of Medicine      \_\_\_\_\_      \_\_\_\_\_  
 Print Evaluator's Name      Department/Unit      Signature      Date

COMMENTS BY THE EVALUATED FACULTY MEMBER (optional)

I acknowledge receiving my annual performance evaluation.

\_\_\_\_\_  
Faculty Signature Date

\_\_\_\_\_  
Print Dean's Name

College of Medicine  
\_\_\_\_\_  
College

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Original: employee's file (Dean's office)  
Copy: employee, department/unit



**APPENDIX D – PART 2**

**DEPARTMENTS OF CLINICAL SCIENCES AND MEDICAL  
EDUCATION**

**College of Medicine**

**University of Central Florida**

**ANNUAL EVALUATION OF FACULTY PERFORMANCE**

<b>NAME &amp; RANK:</b> _____	<b>PROGRESS REPORT</b> for Calendar Year _____
-------------------------------	--

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.

<b>Activity and percentage</b>	<b>Progress and achievements</b>
1. Instructional Activities	<b>A. List of Reportable Activities and Accomplishments:</b>
___%	<b>B. Progress on Previously Defined Instructional Activities Goals:</b>
2. Research/Scholarship	<b>A. List of Reportable Activities and Accomplishments:</b>
___%	<b>B. Progress on Previously Defined Research/Scholarship Goals:</b>
3. Clinical Service (if appropriate)	<b>A. List of Reportable Activities and Accomplishments:</b>
___%	<b>B. Progress on Clinical Service Goals:</b>
4. Service (University, Community, Professional)	<b>A. List of Reportable Activities and Accomplishments:</b>
___%	<b>B. Progress on Service Goals:</b>
5. Other Assigned Duties or Other Reportable Activities	<b>A. List of Reportable Activities and Accomplishments:</b>
___%	<b>B. Progress on Other Assigned Duties Goals:</b>

**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 _____	<b>PERFORMANCE EVALUATION</b> for Calendar Year _____
------------	---

<b>Activity and percentage</b>	<b>Evaluation</b>	<b>Evaluator's Comments</b>
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 _____	<b>SUMMARY EVALUATION</b> 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 EVALAUATION 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

# College of Medicine Promotion & Tenure Guidelines

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3/4/2014

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## **INTRODUCTION**

The University of Central Florida, College of Medicine promotion and tenure criteria set forth the principles for faculty appointment, promotion, and the award of tenure. These criteria and guidelines expand the University of Central Florida's regulations on promotion and tenure pertaining to the College of Medicine. The document addresses specific criteria for faculty in the Departments of Medical Education and Clinical Sciences and in the Burnett School of Biomedical Sciences. Each unit has established criteria for faculty who are in a tenure track position and aspire to be awarded tenure and/or be considered for promotion. Each unit also has developed criteria for promotion of non-tenure track faculty. Separate criteria have also been developed by the Burnett School of Biomedical Sciences for those non-tenure track faculty who function as part of a scientific team of scientists working with a PI.

## COLLEGE OF MEDICINE GENERAL REQUIREMENTS

### Scholarship and Scholarly Activity

The academic mission of the College of Medicine requires all faculty members to engage in scholarship and scholarly activity. Faculty efforts in these areas are reported and assessed during the annual evaluation process and are considered pivotal when a faculty member is considered for promotion.

Scholarship, marked by the methodical accumulation and acquisition of knowledge leads to expert mastery in one or more areas of academic study. The generation and dissemination of new knowledge demonstrates proficiency in a field of study and sets the pace for future generations of professionals and researchers. Scholarship is demonstrated by scientific investigation and publication, and is often accompanied by funded research.

Scholarly activity draws from the current literature and, when appropriate, "best practices" in one's field-to create new knowledge.

Scholarship and scholarly activity requires the dissemination and acceptance of new knowledge by one's peers. Evidence of this can include creative works in teaching, research, academic leadership, clinical expertise, and/or other activities in which the College of Medicine faculty might be engaged. In all cases, the faculty member assumes primary responsibility for dissemination of new knowledge and submission for peer review.

## **Promotion Profile**

Faculty members in the College of Medicine engage in a range of activities, which may include teaching, research, clinical expertise, academic leadership, service, and/or other activities. Such activities support the academic mission of the college and thereby allow the promotion profile to reflect the unique combination of activities and accomplishments of each faculty member and may vary substantially from one faculty member to another. Moreover, the efforts of some faculty members may be concentrated largely in a single area such as teaching or research (thereby establishing a specialized area of concentration for that person), whereas the efforts of other faculty members may be distributed over two or more areas of concentration.

Aspects to the evaluation of faculty members for promotion in the College of Medicine include: (1) evidence of scholarship in research, e.g., peer-reviewed publications, experimental research, clinical trials, population studies, scientific grants, scientific reviews, membership on editorial boards, service on national committees or in scientific societies, (2) evidence of scholarship in teaching, e.g., peer-reviewed publications, classroom teaching, curriculum design, textbook authorship, mentorship, teaching awards, invitations to speak at national conferences, and (3), when appropriate (for clinical faculty), evidence of excellence in clinical practice, e.g., innovative clinical treatment, effective clinical outcomes, evidence of patient safety and quality improvement. To facilitate evaluation of a faculty member's activities in all of the areas in which he/she may support the college's academic mission, the college has identified for each of these areas examples of accomplishments that represent evidence of excellence in scholarly activity and scholarship (Appendix I).

### **General Qualifications for Promotion to the Rank of Associate Professor**

Candidates must have a terminal degree and postdoctoral experience and/or training. Clinician faculty candidates must also have board certification. The usual time in rank as Assistant Professor is five years.

Therefore, requests for promotion to Associate Professor normally will not be considered until a full five years in the Assistant Professor rank has been served. Early consideration for promotion to Associate Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are clearly fulfilled in fewer than five years. Years in the equivalent rank at one or more other institutions prior to beginning employment at UCF may be counted when calculating the total number of years in rank. All candidates for promotion to Associate Professor must demonstrate a sustained record of productive scholarship and scholarly activity demonstrating regional or national prominence, e.g., peer-reviewed publications, invitations to present at regional or national meetings, service on editorial boards.

### **General Qualifications for Promotion to the Rank of Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded based on longevity, but rather because of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate a sustained record of productive scholarly activity and scholarship, e.g., grants and peer-reviewed publications, demonstrating national or international prominence.

## **TENURE-TRACK FACULTY DEPARTMENT OF MEDICAL EDUCATION**

The following criteria shall be used in developing recommendations for promotion and/or the award of tenure for tenure-track faculty in the Department of Medical Education

### **General Criteria for Promotion and Tenure**

Tenure-track faculty members in the Department of Medical Education typically concentrate on teaching (primarily in the M.D. program, although some may have additional teaching responsibilities) and scholarly activity involving research (primarily in medical education, although some may pursue research in other areas). To qualify for promotion to a higher rank, then, all tenure-track faculty members in the department must both demonstrate excellence in teaching and have a sustained, productive record of scholarship and scholarly activity. Some faculty members in the department in addition to teaching and research activities, play a significant role in educational leadership (e.g., as module directors or year directors), in which case evidence of excellence in this area is also required for promotion to a higher rank. Finally, all faculty members in these departments participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. These lists of examples are intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary from one individual to another.

The College recognizes 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 research is demonstrated by having major responsibility for an independent research program, or by playing a documented 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 other external, 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 publication of results generated at UCF in peer-reviewed journals in the profession must be available. A record of strong research grant support must be clear by securing nationally competitive grants. If a faculty member does not secure a significant competitive grant (e.g., from NSF, DOE, USDA or equivalent) as PI by the end of the fourth year it will be considered unsatisfactory progress toward tenure.

### **Award of Tenure – Tenure-Earning Associate Professor**

A faculty member shall be recommended for promotion to Associate Professor prior to or at the same time tenure is recommended; however, in rare instances, faculty can be hired into tenure-earning Associate Professor positions. In order to receive tenure, the candidate must have a record of sustained extramural support from competitive granting agencies. Current substantial grants as PI, such as those indicated in previous paragraph, will be expected. A strong record of publication in peer-reviewed journals in the profession will be essential. By this time, the faculty member should be able to document professional recognition in the form of editorial board membership, invitations to speak at national and international symposia, invitations to write review articles and chapters, and/or membership in national panels for review of grants. There must be a record of independent scholarship, which includes first or senior authorship on high quality peer-reviewed publications.

### **Award of Tenure – Tenure-Earning Professor**

A faculty member shall be recommended for promotion to Professor prior to or at the same time tenure is recommended; however, in rare instances, faculty can be hired into tenure-earning Professor positions. In order to receive tenure, 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, and quantitative measures to demonstrate that a candidate's citation level in their research area is equivalent to that expected at 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 will be expected.

## **Criteria for Promotion to Tenured Associate Professor**

To receive promotion to tenured Associate Professor in the Department of Medical Education, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship in his/her area(s) concentration with a regional or national reputation, (2) excellence in teaching contributions, and (3) substantial service contributions. Examples of achievement of these criteria include, but are not limited to the following. Additional examples are located in Appendix I.

### *Scholarship in Research*

Promotion to tenured Associate Professor in the Department of Medical Education in some cases requires the candidate to have established a strong regional or national reputation for scholarship in his/her area(s) of concentration. Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels, and other lines of evidence can indicate that a candidate has established a strong national or international reputation for scholarship in research.

### *Teaching and Educational Leadership*

Excellence in teaching is an imperative component of promotion to tenured Associate Professor in Medical Education. Examples of achievement in this area include but are not limited to leading or participating in didactic courses; mentorship of medical students, graduate students, and/or postdoctoral fellows; development of novel materials; and teaching in diverse components of the MD program. These activities must be supported by objective, systematic evaluation by students taught or mentored by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

### *Service Activities and Academic Leadership*

Can include:

Membership on committees of affiliated institutions, such as IRB, QI committee, or residence selection committee

Membership on departmental, college, and/or university committees

Participation in activities such as accreditation, assessment, or institutional effectiveness programs.

## **Criteria for Promotion to Tenured Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship demonstrating national or international prominence. To receive appointment as tenured Professor in the Department of Medical Education or the Department of Clinical Sciences, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship demonstrating a national or international reputation, (2) continued excellence in teaching, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of these criteria besides those listed above can be found in Appendix I.

## **TENURE-TRACK FACULTY DEPARTMENT OF INTERNAL MEDICINE**

The following criteria shall be used in developing recommendations for promotion and/or the award of tenure for tenure-track faculty in the Department of Internal Medicine.

### **General Criteria for Promotion and Tenure**

Tenure-track faculty members in the Department of Internal Medicine typically concentrate on clinical care delivery, teaching (primarily in the M.D. and GME program, although some may have additional teaching responsibilities) and scholarly activity involving research (primarily in clinical education, clinical studies and translational research although some may pursue research in other areas). To qualify for promotion to a higher rank, then, all tenure-track faculty members in the department must both demonstrate excellence in clinical care and have a sustained, productive record of scholarship and scholarly activity. Some faculty members in the department also play a significant role in educational leadership (e.g., as module directors or program directors), in which case evidence of excellence in this area is also required for promotion to a higher rank. Finally, all faculty members in this department participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. These lists of examples are intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary from one individual to another.

The College recognizes 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 research is demonstrated by having major responsibility for an independent research program, or by playing a documented 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 other external, 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 publication of results generated at UCF in peer-reviewed journals in the profession must be available. A record of strong research grant support must be clear by securing nationally competitive grants. If a faculty member does not secure a significant competitive grant (e.g., from NSF, DOE, USDA or equivalent) as PI by the end of the fourth year it will be considered unsatisfactory progress toward tenure.

### **Award of Tenure – Tenure Earning Associate Professor**

A faculty member shall be recommended for promotion to Associate Professor prior to or at the same time tenure is recommended, however, in rare instances, faculty can be hired into tenure-earning Associate Professor positions. In order to receive tenure, the candidate must have a record of sustained extramural support from competitive granting agencies. Current substantial grants as PI, such as those indicated in previous paragraph, will be expected. A strong record of publication in peer-reviewed journals in the profession will be essential. By this time, the faculty member should be able to document professional recognition in the form of editorial board membership, invitations to speak at national and international symposia, invitations to write review articles and chapters, and/or membership in national panels for review of grants. There must be a record of independent scholarship, which includes first or senior authorship on high quality peer-reviewed publications.

## **Award of Tenure – Tenure Earning Professor**

A faculty member shall be recommended for promotion to Professor prior to or at the same time tenure is recommended, however, in rare instances, faculty can be hired into tenure-earning Professor positions. In order to receive tenure, 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, and quantitative measures to demonstrate that a candidate's citation level in their research area is equivalent to that expected at 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 will be expected.

## **Criteria for Promotion to Tenured Associate Professor**

To receive promotion to tenure Associate Professor in the Department of Internal Medicine, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship in his/her area(s) concentration with a regional or national reputation, (2) excellence in clinical care, (3) excellence in teaching contributions, and (4) substantial service contributions. Examples of achievement of these criteria include, but are not limited to the following. Additional examples are located in Appendix I.

### *Scholarship in Research*

Promotion to tenured Associate Professor in the Department of Internal Medicine in some cases requires the candidate to have established a strong regional or national reputation for scholarship in his/her area(s) of concentration. Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels and other lines of evidence can indicate that a candidate has established a strong regional or national or reputation for scholarship in research

### *Teaching and Educational Leadership*

Excellence in teaching is an imperative component of promotion to non-tenure Associate Professor in the Department of Internal Medicine. Examples of this achievement include but are not limited to leading or participating in didactic courses; mentorship of medical students, residents, graduate students and postdoctoral fellows; development of novel material, and; teaching in the clinical arena. These activities must be supported by objective, systematic evaluation by students, residents, and fellows trained by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

### *Service Activities and Academic Leadership*

Can include:

Membership on committees of affiliated institutions, such as IRB, IACUC Committee, QI committee, or search committees

Membership on departmental, college, and/or university committees

Participation in activities such as accreditation, assessment, or institutional effectiveness programs.

### **Criteria for Promotion to Tenured Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship demonstrating national or international prominence. To receive appointment as tenured

Professor in the Department of Internal Medicine, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship demonstrating a national or international reputation, (2) continued excellence in teaching, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of these criteria besides those listed above can be found in Appendix I.

## TENURE-TRACK FACULTY DEPARTMENT OF CLINICAL SCIENCES

The following criteria shall be used in developing recommendations for promotion and/or the award of tenure for tenure-track faculty in the Department of Clinical Sciences.

### **General Criteria for Promotion and Tenure**

Tenure-track faculty members in the Department of Clinical Sciences typically concentrate on clinical care delivery, teaching (primarily in the M.D. program, although some may have additional teaching responsibilities) and scholarly activity involving research (primarily in clinical education, although some may pursue research in other areas). To qualify for promotion to a higher rank, then, all tenure-track faculty members in the department must both demonstrate excellence in clinical care and have a sustained, productive record of scholarship and scholarly activity. Some faculty members in the department also play a significant role in educational leadership (e.g., as module directors or year directors), in which case evidence of excellence in this area is also required for promotion to a higher rank. Finally, all faculty members in this department participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. These lists of examples are intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary from one individual to another.

The College recognizes 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 research is demonstrated by having major responsibility for an independent research program, or by playing a documented 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 other external, 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 publication of results generated at UCF in peer-reviewed journals in the profession must be available. A record of strong research grant support must be clear by securing nationally competitive grants. If a faculty member does not secure a significant competitive grant (e.g., from NSF, DOE, USDA or equivalent) as PI by the end of the fourth year it will be considered unsatisfactory progress toward tenure.

### **Award of Tenure – Tenure Earning Associate Professor**

A faculty member shall be recommended for promotion to Associate Professor prior to or at the same time tenure is recommended, however, in rare instances, faculty can be hired into tenure-earning Associate Professor positions. In order to receive tenure, the candidate must have a record of sustained extramural support from competitive granting agencies. Current substantial grants as PI, such as those indicated in previous paragraph, will be expected. A strong record of publication in peer-reviewed journals in the profession will be essential. By this time, the faculty member should be able to document professional recognition in the form of editorial board membership, invitations to speak at national and international symposia, invitations to write review articles and chapters, and/or membership in national panels for review of grants. There must be a record of independent scholarship, which includes first or senior authorship on high quality peer-reviewed

publications.

### **Award of Tenure – Tenure Earning Professor**

A faculty member shall be recommended for promotion to Professor prior to or at the same time tenure is recommended, however, in rare instances, faculty can be hired into tenure-earning Professor positions. In order to receive tenure, 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, and quantitative measures to demonstrate that a candidate's citation level in their research area is equivalent to that expected at 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 will be expected.

### **Criteria for Promotion to Tenured Associate Professor**

To receive promotion to tenure Associate Professor in the Department of Clinical Sciences, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship in his/her area(s) concentration with a regional or national reputation, (2) excellence in clinical care, (3) excellence in teaching contributions, and (4) substantial service contributions. Examples of achievement of these criteria include, but are not limited to the following. Additional examples are located in Appendix I.

#### *Scholarship in Research*

Promotion to tenured Associate Professor in the Department of Clinical Sciences in some cases requires the candidate to have established a strong regional or national reputation for scholarship in his/her area(s) of concentration. Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels and other lines of evidence can indicate that a candidate has established a strong

regional or national or reputation for scholarship in research

### *Teaching and Educational Leadership*

Excellence in teaching is an imperative component of promotion to non-tenure Associate Professor in the Department of Clinical Sciences. Examples of this achievement include but are not limited to leading or participating in didactic courses; mentorship of medical students, graduate students and postdoctoral fellows; development of novel material; and teaching in the clinical arena. These activities must be supported by objective, systematic evaluation by students, residents, and fellows trained by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

### *Service Activities and Academic Leadership*

Can include:

Membership on committees of affiliated institutions, such as IRB, IACUC Committee, QI committee, or search committees

Membership on departmental, college, and/or university committees

Participation in activities such as accreditation, assessment, or institutional effectiveness programs.

## **Criteria for Promotion to Tenured Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must

demonstrate: a sustained record of productive scholarly activity and scholarship demonstrating national or international prominence. To receive appointment as tenured Professor in the Department of Clinical Sciences, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship demonstrating a national or international reputation, (2) continued excellence in teaching, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of these criteria besides those listed above can be found in Appendix I.

## TENURE-TRACK FACULTY BURNETT SCHOOL OF BIOMEDICAL SCIENCES

### Criteria for 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 ROI, 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.

## **Criteria for 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.

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, grant reviews for federal agencies, foundations, etc., is expected.

## Criteria for Promotion to Professor

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship demonstrating national or international prominence.

Teaching: Promotion to 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 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 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.

## **NON-TENURE-TRACK FACULTY DEPARTMENT OF MEDICAL EDUCATION**

### **General Considerations**

Non-tenure-track faculty members in the Department of Medical Education typically concentrate on teaching (primarily in the MD program, although some may have additional teaching responsibilities) and scholarly activity involving research (primarily in medical education, although some may pursue research in other areas). To qualify for promotion to a higher rank, non-tenure-track faculty members in the department must both demonstrate excellence in teaching and have a sustained, productive record of scholarship and scholarly activity. Some faculty members in the department in addition to teaching and research activities, play a significant role in educational leadership (e.g., as module directors or year directors), in which case evidence of excellence in this area is also required for promotion to a higher rank. Finally, all faculty members in the department participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. This list of examples is intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary from one individual to another.

## **Founding Faculty effort with Curriculum Development, Achievement of Full Accreditation and Developing Pegasus Health**

Faculty hired by the College between 2007 and 2013 are designated Founding Faculty. Specific activities of these individuals that differ from other university faculty are outlined in Appendix II. The founding faculty, in varying degrees, has devoted their efforts to developing the educational program for the MD degree at the expense of having protected time to produce individual scholarly works. The highly integrative MD educational program necessitated that the efforts of these faculty were directed to having module or clerkship meetings to develop and integrate the content of these courses. Accreditation standards required the development of integrated formative and summative assessment questions related to overall goals and objectives that required faculty to develop questions in group meetings much like processes of the National Board of Medical Examiners. The LCME has twice commended the college for the internally developed system that evaluates module/clerkship performance as well as that of individual faculty. This process of continual quality improvement has been exercised since day one and the result is a dynamic and highly integrated educational program developed and approved by faculty and recognized by the LCME.

National data is available on the performance of the students within the program attesting to the excellence faculty have exhibited in their founding efforts in these initial years. Evaluation of the faculty and the assessment of the particular module/clerkship are paramount and should be outstanding for this recognition in the promotion qualifications. In addition, evidence will need to be provided concerning the continued productivity of the respective faculty.

Some physicians were hired with the responsibility of developing the Pegasus Health Practice. Like those faculty who developed the educational program, these individuals

have devoted their efforts in making the practice functional. Specific activities in this regard are also found in Appendix II. Quality improvement measures and evidence based medicine practice will be used for their evaluation and assessment of effectiveness.

Founding faculty who demonstrate significant involvement in the examples of founding activities which are found in Appendix II may use these activities as evidence of one component of accomplishment for one step in the promotion process from Assistant to Associate or from Associate to full Professor. It is expected that the founding faculty will also be involved in other activities demonstrating scholarship.

## **Criteria for Promotion to Non-Tenure-Track Associate Professor**

To receive appointment to non-tenure-track Associate Professor in the Department of Medical Education, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship in his/her area(s) of concentration with regional or national reputation, (2) excellence in teaching contributions, and (3) substantial service contributions. Examples of achievement of these criteria include the following: (Additional examples are located in Appendix I.)

### *Scholarship in Research*

Promotion to non-tenure-track Associate Professor in the Department of Medical Education in some cases requires the candidate to have established a strong regional or national reputation for scholarship in his/her area(s) of concentration. Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels, and other lines of evidence can indicate that a candidate has established a strong regional or national reputation for scholarship in research.

### *Teaching and Educational Leadership*

Excellence in teaching is an imperative component of promotion to non-tenure-track Associate Professor in Medical Education. Examples of achievement in this area include but are not limited to leading or participating in didactic courses; mentorship of medical students, graduate students and/or postdoctoral fellows; development of novel materials; and teaching in diverse components of the MD program. These activities must be supported by objective, systematic evaluation by students taught or mentored by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

### *Service Activities and Academic Leadership*

Can include:

- Membership on committees of affiliated institutions, such as IRB, IACUC, QI committee, or search selection committee
- Membership on departmental, college, and/or university committees
- Participation in activities such as accreditation, assessment, or institutional effectiveness programs.

### **Criteria for Promotion to Non-Tenure-Track Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded based on longevity, but rather on the basis of superior achievement at the national level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Promotion is not based solely on performance at another university; one must demonstrate productivity at UCF. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship demonstrating national prominence. To receive appointment to non-tenure-track Professor in the Department of Medical Education, a candidate must demonstrate: (1) a sustained and productive record of peer-reviewed scholarship demonstrating a national or international reputation, (2) continued excellence in teaching, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of these criteria besides those listed above can be found in Appendix I.

## **NON-TENURE-TRACK FACULTY DEPARTMENT OF INTERNAL MEDICINE**

### **General Considerations**

Non-tenure-track faculty members in the Department of Internal Medicine typically divide their time among the following areas: clinical practice, medical student and resident teaching, and research. They may participate in scholarly activity in any or all of these domains. To qualify for promotion to a higher rank, all non-tenure-track faculty members in the department must both demonstrate excellence in their primary area of concentration and competence in the other areas in which they have responsibilities. In addition, they should be able to show evidence of sustained productivity in scholarship pertaining to their primary area(s) of concentration. Some faculty members in the department in addition to clinical, teaching and research activities, play a significant role in educational leadership (e.g., as module directors or program directors), in which case evidence of excellence in this area is also required for promotion to a higher rank.

Finally, all faculty members in the department participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in clinical activities, teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. These lists of examples are intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary widely from one individual to another.

## **Founding Faculty effort with Curriculum Development, Achievement of Full Accreditation and Developing Pegasus Health**

Faculty hired by the College between 2007 and 2013 are designated Founding Faculty. Specific activities of these individuals that differ from other university faculty are outlined in Appendix II. The founding faculty, in varying degrees, has devoted their efforts to developing the educational program for the MD degree at the expense of having protected time to produce individual scholarly works. The highly integrative MD educational program necessitated that the efforts of these faculty were directed to having module or clerkship meetings to develop and integrate the content of these courses. Accreditation standards required the development of integrated formative and summative assessment questions related to overall goals and objectives that required faculty to develop questions in group meetings much like processes of the National Board of Medical Examiners. The LCME has twice commended the college for the internally developed system that evaluates module/clerkship performance as well as that of individual faculty. This process of continual quality improvement has been exercised since day one and the result is a dynamic and highly integrated educational program developed and approved by faculty and recognized by the LCME.

National data is available on the performance of the students within the program attesting to the excellence faculty have exhibited in their founding efforts in these initial years. Evaluation of the faculty and the assessment of the particular module/clerkship are paramount and should be outstanding for this recognition in the promotion qualifications. In addition, evidence will need to be provided concerning the continued productivity of the respective faculty.

Some physicians were hired with the responsibility of developing the Pegasus Health Practice. Like those faculty who developed the educational program, these individuals have devoted their efforts in making the practice functional. Specific activities in this regard are also found in Appendix II. Quality improvement measures and evidence based medicine practice will be used for their evaluation and assessment of effectiveness.

Founding faculty who demonstrate significant involvement in the examples of founding

activities which are found in Appendix II may use these activities as evidence of one component of accomplishment for one step in the promotion process either from Assistant to Associate or from Associate to full Professor. It is expected that the founding faculty will also be involved in other activities demonstrating scholarship.

### **Criteria for Promotion to Non-tenure Track Associate Professor**

For promotion to Associate Professor, a candidate must demonstrate: (1) excellence in at least one area of concentration (teaching, clinical or research, and competence in the others, (2) a sustained and productive record of peer-reviewed scholarship in his/her area(s) concentration and, (3) substantial service contributions. Examples of lines of evidence that may be used to demonstrate achievement of these criteria are listed in Appendix I. Moreover, for promotion to Associate Professor, the candidate must have established a strong regional or national reputation for scholarship in his/her area(s) of concentration.

Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels and other lines of evidence can indicate that a candidate has established a strong regional or national reputation for scholarship.

#### *Clinical Practice and Clinical Leadership*

Excellence in clinical practice is an important component for promotion to non-tenure track Associate Professor in Internal Medicine. Examples of achievement in this area include but are not limited to founding faculty activities in the establishment of the College's clinical practice, documented practice of evidence-based medicine, excellent clinical outcomes, high patient satisfaction, establishment of a regional or national referral base, effective participation in clinical quality and safety initiatives and regional or national recognition as a clinical authority.

#### *Teaching and Educational Leadership*

Excellence in teaching is an important component for promotion to non-tenure Associate Professor in Internal Medicine. Examples of this achievement include but are not limited to leading or participating in didactic courses; mentorship of medical students, residents,

graduate students and/or postdoctoral fellows; development of novel materials; and teaching in diverse components of the MD and/or GME program. These activities must be supported by objective, systematic evaluation by students and/or residents taught or mentored by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

#### *Service Activities and Academic Leadership*

Can include:

- Membership on committees of affiliated institutions, such as IRB, IUCUC committee, QI committee, or search committees
- Membership on departmental, college, and/or university committees
- Participation in activities such as accreditation, assessment, or institutional effectiveness programs

#### **Criteria for Promotion to Non-tenure Track Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Promotion is not based solely on performance at another university; one must demonstrate productivity at UCF. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship in their area(s) of concentration leading to national prominence. To receive appointment to non-tenure earning Associate Professor in the Department of Internal Medicine, a candidate must demonstrate: (1) continued excellence in his/her primary area of concentration, (2) a sustained, and productive record of scholarship in his/her area(s) of concentration, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of

these criteria besides those listed above can be found in Appendix I.

## **NON-TENURE-TRACK FACULTY DEPARTMENT OF CLINICAL SCIENCES**

### **General Considerations**

Non-tenure-track faculty members in the Department of Clinical Sciences typically divide their time among the following areas: clinical practice, medical student teaching, and research. They may participate in scholarly activity in any or all of these domains. To qualify for promotion to a higher rank, all non-tenure-track faculty members in the department must both demonstrate excellence in their primary area of concentration and competence in the other areas in which they have responsibilities. In addition, they should be able to show evidence of sustained productivity in scholarship pertaining to their primary area(s) of concentration. Some faculty members in the department in addition to clinical, teaching and research activities, play a significant role in educational leadership (e.g., as module directors or year directors), in which case evidence of excellence in this area is also required for promotion to a higher rank.

Finally, all faculty members in the department participate in service activities. Service activities typically represent a relatively small proportion of any faculty member's assignment; yet, significant contributions in this area should also be recognized when considering a faculty member's qualifications for promotion.

The College of Medicine has identified examples of evidence (Appendix I) that may be used to demonstrate excellence in clinical activities, teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank. These lists of examples are intended to cover the wide range of activities and products that might be associated with a diverse group of faculty. Therefore, a faculty member is not expected to demonstrate every example of evidence listed. The actual mix of examples included as evidence of excellence and achievement in a promotion portfolio may vary widely from one individual to another.

## **Founding Faculty effort with Curriculum Development, Achievement of Full Accreditation and Developing Pegasus Health**

Faculty hired by the College between 2007 and 2013 are designated Founding Faculty. Specific activities of these individuals that differ from other university faculty are outlined in Appendix II. The founding faculty, in varying degrees, has devoted their efforts to developing the educational program for the MD degree at the expense of having protected time to produce individual scholarly works. The highly integrative MD educational program necessitated that the efforts of these faculty were directed to having module or clerkship meetings to develop and integrate the content of these courses. Accreditation standards required the development of integrated formative and summative assessment questions related to overall goals and objectives that required faculty to develop questions in group meetings much like processes of the National Board of Medical Examiners. The LCME has twice commended the college for the internally developed system that evaluates module/clerkship performance as well as that of individual faculty. This process of continual quality improvement has been exercised since day one and the result is a dynamic and highly integrated educational program developed and approved by faculty and recognized by the LCME.

National data is available on the performance of the students within the program attesting to the excellence faculty have exhibited in their founding efforts in these initial years. Evaluation of the faculty and the assessment of the particular module/clerkship are paramount and should be outstanding for this recognition in the promotion qualifications. In addition, evidence will need to be provided concerning the continued productivity of the respective faculty.

Some physicians were hired with the responsibility of developing the Pegasus Health Practice. Like those faculty who developed the educational program, these individuals have devoted their efforts in making the practice functional. Specific activities in this regard are also found in Appendix II. Quality improvement measures and evidence based medicine practice will be used for their evaluation and assessment of effectiveness.

Founding faculty who demonstrate significant involvement in the examples of founding activities which are found in Appendix II may use these activities as evidence of one

component of accomplishment for one step in the promotion process either from Assistant to Associate or from Associate to full Professor. It is expected that the founding faculty will also be involved in other activities demonstrating scholarship.

### **Criteria for Promotion to Non-tenure Track Associate Professor**

For promotion to Associate Professor, a candidate must demonstrate: (1) excellence in at least one area of concentration (teaching, clinical or research, and competence in the others, (2) a sustained and productive record of peer-reviewed scholarship in his/her area(s) concentration and, (3) substantial service contributions. Examples of lines of evidence that may be used to demonstrate achievement of these criteria are listed in Appendix I. Moreover, for promotion to Associate Professor, the candidate must have established a strong regional or national reputation for scholarship in his/her area(s) of concentration.

Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, invitations to speak at regional or national meetings, service as an ad hoc reviewer or on editorial boards, service on regional or national committees or review panels and other lines of evidence can indicate that a candidate has established a strong regional or national reputation for scholarship.

#### *Clinical Practice and Clinical Leadership*

Excellence in clinical practice is an important component for promotion to non-tenure track Associate Professor in Clinical Sciences. Examples of achievement in this area include but are not limited to founding faculty activities in the establishment of the College's clinical practice, documented practice of evidence-based medicine, excellent clinical outcomes, high patient satisfaction, establishment of a regional or national referral base, effective participation in clinical quality and safety initiatives and regional or national recognition as a clinical authority.

#### *Teaching and Educational Leadership*

Excellence in teaching is an important component for promotion to non-tenure Associate Professor in Clinical Sciences. Examples of this achievement include but are not limited to leading or participating in didactic courses; mentorship of medical students, graduate students and/or postdoctoral fellows; development of novel materials; and teaching in

diverse components of the MD program. These activities must be supported by objective, systematic evaluation by students taught or mentored by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

#### *Service Activities and Academic Leadership*

Can include:

- Membership on committees of affiliated institutions, such as IRB, IUCUC committee, QI committee, or search committees
- Membership on departmental, college, and/or university committees
- Participation in activities such as accreditation, assessment, or institutional effectiveness programs

#### **Criteria for Promotion to Non-tenure Track Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded on the basis of longevity, but rather on the basis of superior achievement at the national level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Promotion is not based solely on performance at another university; one must demonstrate productivity at UCF. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion to Professor must demonstrate: a sustained record of productive scholarly activity and scholarship in their area(s) of concentration leading to national prominence. To receive appointment to non-tenure earning Professor in the Department of Clinical Sciences, a candidate must demonstrate: (1) continued excellence in his/her primary area of concentration, (2) a sustained, and productive record of scholarship in his/her area(s) of concentration, and (3) continued significant service contributions. Examples of the lines of evidence that may be used to demonstrate achievement of these criteria besides those listed above can be found in Appendix I.

## **NON-TENURE-TRACK FACULTY BURNETT SCHOOL OF BIOMEDICAL SCIENCES**

### **General Criteria**

Non-tenure track faculty in the Burnett School of Biomedical Sciences devote most of their effort to teaching with a substantial portion of this effort committed to the scholarly education of undergraduate, graduate and medical students. future generations of investigators, e.g. demonstration of ability to evaluate and counsel biomedical, pre-professional health science or graduate students, effective communication and mentorship skills, success and accomplishments of trainees, recruitment, and effective mentorship of postdoctoral fellows. The following promotion guidelines present the timing, procedures and requirements for promotion in the teaching track. Promotion decisions are not merely a totaling of an employee's annual performance evaluations, rather, the University, through its faculty, professional employees, and administrators assesses the employee's potential for growth, high quality teaching, and scholarly contribution as well as meritorious performance.

Beginning with the third year in a rank, an individual is eligible for consideration for promotion and may be appraised of their progress towards it, if they desire. The appraisal shall be included as a separate component of the annual evaluation and is intended to provide assistance and counseling to faculty to help them fulfill the necessary requirements to qualify for promotion. The faculty member may request, in writing, a meeting with an administrator at the next higher level to discuss concerns regarding the promotion appraisal, which were not resolved in previous discussion with the evaluator. Promotion decisions shall be a result of meritorious performance as outlined in the promotional criteria.

Criteria for promotion consist of a (1) productive record of scholarly teaching and educational leadership, and (2) demonstrated commitment to service to BSBS, the College, and the University. An individual's achievements in these areas will be evaluated with exceptional performance required for promotion. Faculty are expected to produce scholarship in teaching activities for promotion. Teaching itself, no matter how scholarly, is not scholarship; however the associated products of scholarly teaching may be, e.g., research of teaching/learning processes that generate new and/or effective methods and approaches.

## **Criteria for Promotion to Non-tenure Track Associate Professor**

Non-tenure track faculty in the Burnett School of Biomedical Sciences must possess an earned doctorate or terminal degree. Promotion from assistant to associate professor requires substantive contributions to scholarship in teaching and educational leadership, as well as appropriate service contributions. Usually 5 years of service at the rank of assistant professor is required. Examples of achievement of these criteria include, but are not limited to the following: effectiveness in instructional activities through outstanding evaluations; development of curricular and instructional materials; web-based or computer-assisted novel learning mechanisms; published refereed journal articles on pedagogic issues; curricular models with peer review; presentations on teaching methods at meetings or professional conferences; membership on committees of affiliated institutions, university, college and department; participation in activities such as accreditation, assessment or institutional effectiveness programs. Additional examples are located in Appendix I under teaching and educational leadership, scholarship in research and service activities.

These activities must be supported by objective, systematic evaluation by students trained by the faculty member. Additionally, systematic evaluation by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has played an active teaching role are considered.

## **Criteria for Promotion to Non-tenure Track Professor**

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic community. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded based on longevity, but rather because of superior achievement at the national or international level with the promise of continued contribution. The usual minimum time in rank as Associate Professor is five years. There is no limit to the maximum years for consideration. Early consideration for promotion to Professor is appropriate when all of the criteria that would have been evaluated after a five-year interval are all clearly fulfilled in fewer than five years. Years served in the equivalent rank at one or more institutions prior to beginning employment at UCF may be counted when calculating the number of years in rank. However, there is no maximum number; more than five years might be required to establish acceptable credentials. All candidates for promotion from non-tenure track associate professor to non-tenure track Professor must demonstrate: (1) continued excellence in scholarship of teaching and education, (2) a sustained and productive record of scholarship, and (3) continued significant service contributions. Other examples of the lines of evidence that may be used to demonstrate achievement of these criteria are listed in Appendix I under teaching and educational leadership, scholarship in research and service activities

## **NON-TENURE TRACK RESEARCH FACULTY BURNETT SCHOOL OF BIOMEDICAL SCIENCES**

### **General Considerations**

This track is appropriate for scientists who are engaged primarily in research activities. The individuals are typically part of a scientific team of scientists working with a PI or a unit/department or have achieved independence in a research program and have demonstrated excellence in initiation, direction and completion of research projects. Research faculty also may have either independent extramural funding in which they are the principal investigator or their contribution is crucial to the funding of the host laboratory under a mentoring PI or to the sponsoring unit as a co-investigator. Appointments to this track are temporary in nature and the titles may be used for the stated term of the appointment, not to exceed 4 years, with no guarantee or expectation of renewal or promotion. The PI or unit head will establish mutually agreed milestones and outcome measures for this type of position. Non-tenure track research faculty in the Burnett School of Biomedical Sciences will be eligible for consideration for appointment and promotion based on the following criteria.

### **Promotion Criteria for Non-tenure Track Research Assistant Professor**

- A clear proof of research productivity, with a minimum of 3 peer-reviewed publications of results in standard front-line journals in the profession the past 4 years at UCF. The candidate needs to be either first/corresponding/or senior author.
- Documented co-mentoring at least one student at the MS or PhD level.
- Co-investigator or joint principal investigator on one competitively funded federal grant.
- Manage or supervise everyday laboratory activities such as biological, chemical and radiation safety compliance, human subjects and animal use standards, and ordering/budgeting.
- Manage (supervise use and/or maintain) one or more pieces of Core equipment.
- Promotion subject to availability of funds from the appropriate source(s) of funding in the current appointment.

## **Promotion Criteria for Non-tenure Track Research Associate Professor**

- Meet and exceed criteria for Research Assistant Professor.
- A strong record of publication - co-author on a minimum of 5 peer-reviewed publications in front-line journals in the profession in the past 6 years. The candidate needs to be either first/corresponding/or senior author.
- Documented co-mentoring of at least three students at the MS or PhD level.
- Co-investigator on at least one federal-level grant and the PI or joint PI of a federal or non-federal extramural grant award.
- By this time, the faculty member should be able to document professional recognition, such as invitations to speak at national and international symposia or invitations to write review articles and chapters or membership in national panels for review of grants, etc.
- Promotion subject to availability of funds from the appropriate source(s) of funding in the current appointment/grants.

## **Promotion Criteria for Non-tenure Track Research Associate Professor**

- Meet and exceed criteria for Research Associate Professor as exemplified by:
- Documented co-mentoring of at least three students at the MS or PhD level.
- Recognized as a leader in his/her profession by peers with three outside support letters.
- Maintains a strong record of publications - at least 6 total publications in the last 3 years in top-tier peer-reviewed journals, as first/senior/or corresponding author
- Co-investigator on at least one competitive federal level grant or secures own funding from competitive extramural sources with the role as PI.
- Other types of recognition would include invitations to write reviews in major professional journals, review manuscripts, give addresses at major national and international symposia, and review grants.
- Promotion subject to availability of funds from the appropriate source(s) of funding in the current appointment/grants.
- Promotion from the rank of research associate professor to the rank of research professor: In addition to the above, successful development of independent research program and documented abilities to attract independent extramural

funding, collaboration with other PIs within and/or outside the institution, participation in peer review processes (manuscript and grant) reviews, national and international scientific reputation, are essential.

Approved by COM Faculty, December 2011  
Approved by UCF Faculty Affairs, April 2012  
Approved by Provost, May 2012  
Approved by COM Faculty, August-December 2012  
Updated: March 4, 2014

## **APPENDIX I**

### **UCF College of Medicine Examples of Evidence of Scholarship and Scholarly Activities**

NOTE: The examples of scholarship, teaching, and service listed at each rank below are not exclusive to that rank. In particular, those examples of excellence in scholarly activity and teaching listed under Associate Professor, if sustained, would provide evidence for promotion to the rank of Professor. Founding faculty activities apply only to non-tenure track faculty.

Area	Associate Professor	Professor (In addition to examples for Associate Professor)
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<p>Scholarship in Research</p>	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum and practice program only applies to non-tenure track faculty</li> <li>• Experimental studies in basic research or clinical trials</li> <li>• Scientific grants</li> <li>• Publication of original research findings in peer-reviewed journals</li> <li>• Publication of materials in peer-reviewed depositories such as MedEdPORTAL</li> <li>• Publication of book chapters</li> <li>• Publication of teaching tools</li> <li>• Publication of guidelines and/or protocols for patient treatment or delivery of care</li> <li>• Presentations at national/international meetings (with refereed published abstracts)</li> <li>• Invited seminars/lectures at other institutions</li> <li>• Peer evaluation of materials presented at meetings or published in MedEdPORTAL</li> <li>• Peer review of curricular materials</li> <li>• Peer review of manuscripts for major journals</li> <li>• Adoption of innovative educational materials by</li> </ul>	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum practice/research programs only applies to non-tenure track faculty</li> <li>• Citations in peer-reviewed journals</li> <li>• Chairmanship of study sections/peer review groups</li> <li>• Publication of original findings in highest-impact journals within one's field</li> <li>• Publication of invited review articles</li> <li>• Procurement (as PI) of competitive grant funding for research, curriculum development, or other scholarly activities</li> <li>• Authoring entire textbook or other books</li> <li>• Invited presentations at national/international meetings</li> <li>• Editor of text, research, or other types of books</li> <li>• Editor or member of editorial board of journals</li> <li>• Member of grant review panels for major funding agencies (NIH, NSF, AHA, ACS, etc.)</li> <li>• Awards or other recognition for excellence in the scholarship of teaching and learning (SoTL)</li> <li>• Evidence of sustained performance as an outstanding faculty member with demonstrated commitment to teaching, advising, and student welfare</li> <li>• Development, enhancement, or</li> </ul>
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	<p>other institutions</p> <ul style="list-style-type: none"> <li>• Co-investigator on funded grants</li> <li>• Invitations to serve on regional clinical or research study groups</li> <li>• Invitations to serve ad-hoc reviewer for journals</li> <li>• Invitations to serve ad-hoc reviewer for grant proposals</li> <li>• Invitations for consulting (clinical, educational, or research)</li> <li>• Contribution to the development or enhancement of a model program that is integral to the success of one's own department or other departments or programs within University of Central Florida College of Medicine</li> <li>• Contribution to the development of a program that expands the services, productivity, revenue, and reputation of the University of Central Florida College of Medicine</li> </ul>	<p>management of a model program that is integral to the success of one's own department or other departments or programs within University of Central Florida College of Medicine</p> <ul style="list-style-type: none"> <li>• Development, enhancement, or management of a program that expands the services, productivity, revenue, and reputation of the University of Central Florida College of Medicine</li> <li>• Organizing committee member/executive committee/board of scientific organizations</li> </ul>
Teaching and Educational Leadership	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum and practice program only applies to non-tenure track faculty</li> <li>• College/university teaching awards</li> <li>• Documented effectiveness in research training and</li> </ul>	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum and practice program only applies to non-tenure track faculty</li> <li>• National/international teaching awards</li> <li>• National recognition for curriculum development,</li> </ul>

	<p>mentorship of medical students, graduate students, postdoctoral fellows, and/or residents</p> <ul style="list-style-type: none"> <li>• Participation in thesis committees of masters and Ph.D. level students</li> <li>• Success and accomplishments of trainees</li> <li>• Documentation of effective learning outcomes (student, self-reported outcomes, performance on exams, etc.)</li> <li>• Student performance on NBME subject exams and USMLE Step 1 &amp; Step 2 exams</li> <li>• Demonstrated use of "Best Practices" in pedagogies and instructional materials</li> <li>• Demonstrated effectiveness in curricular integration and/or use of highly innovative approaches</li> <li>• Development of educational technology</li> <li>• Development of effective formative and summative assessment tools</li> <li>• High ratings on student, peer, and/or supervisory teaching evaluations</li> <li>• High ratings on evaluations of faculty member clerkship, module, course director, or residency program director</li> </ul>	<p>evaluation, and/or integration</p> <ul style="list-style-type: none"> <li>• Adoption of course materials, curricular designs, novel technologies, etc. by other institutions</li> <li>• Documented effectiveness in research training and mentorship of medical students, graduate students, postdoctoral fellows, and/or residents</li> <li>• Participation in thesis committees of masters and Ph.D. level students</li> <li>• Sustained high ratings on teaching evaluations, teaching evaluations, evaluations of course materials, evaluations of mentoring/advising, etc.</li> <li>• Development, enhancement, or management of a model program that is integral to the success of one's own department or other departments or programs within the College of Medicine</li> <li>• Development, enhancement, or management of a program that expands the services, productivity, revenue, and reputation of the College of Medicine</li> </ul>
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	<ul style="list-style-type: none"><li>• High ratings on Program Evaluation Subcommittee report</li><li>• High ratings on evaluations of instructional and/or curricular materials</li><li>• Student or other evaluations of advising and mentoring effectiveness</li><li>• Contribution to the development or enhancement of a model program that is integral to the success of one's own department or other departments or programs within the College of Medicine</li><li>• Contribution to the development of a program that expands the services, productivity, revenue, and reputation of the College of Medicine</li></ul>	
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<p>Clinical Activity</p>	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum and practice program only applies to non-tenure track faculty</li> <li>• Use of innovative clinical treatments</li> <li>• Effective clinical outcomes</li>   <li>• High patient satisfaction scores</li> <li>• Evidence of safety and quality improvement</li> <li>• Involvement in clinical outreach, as evidenced by regional referrals for care and by recognition as clinical expert</li> <li>• Demonstrated practice of evidence-based medicine</li> <li>• Contribution to the development or enhancement of a model program that is integral to the success of one’s own department or other departments or programs within the College of Medicine</li> <li>• Contribution to the development of a program that expands the services, productivity, revenue, and reputation of the College of Medicine</li> <li>• Participation in multi-center clinical trials, initiation of new clinical trials</li> <li>• Procurement of extramural</li> </ul>	<ul style="list-style-type: none"> <li>• Founding faculty activities in development of the curriculum and practice program only applies to non-tenure track faculty</li> <li>• National recognition for new patient programs and/or clinical innovation</li> <li>• National recognition for safety and quality improvement</li> <li>• Impact on care at national level</li> <li>• National referrals for care</li> <li>• Development, enhancement, or management of a model program that is integral to the success of one’s own department or other departments or programs within the College of Medicine</li> <li>• Development, enhancement, or management of a program that expands the services, productivity, revenue, and reputation of the College of Medicine</li> <li>• Participation in multi-center clinical trials, initiation of new clinical trials</li> <li>• Procurement of extramural support for clinical trials</li> <li>• Collaboration and participation in translational research</li> </ul>
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	<p>support for clinical trials</p> <ul style="list-style-type: none"> <li>• Collaboration and participation in translational research</li> </ul>	
<p>Service Activities and Academic Leadership</p>	<ul style="list-style-type: none"> <li>• Membership on departmental, college, and/or university committees</li> <li>• Membership on committees of affiliated institutions, such as IRB, QI committee, or residence selection committee</li> <li>• Participation in activities such as accreditation, assessment, or institutional effectiveness programs</li> <li>• Provision of continuing education programs for community and/or university</li> <li>• Recognition from regional or national societies</li> <li>• Service to local community and community organizations</li> <li>• Development of programs that promote diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Membership on national/international academic, medical, or research committees</li> <li>• Chairing of departmental, college, and/or university committees</li> <li>• Officer/leadership of national/international academic, medical, or research organizations</li> <li>• Recognition from national/international societies</li> <li>• Development of mentoring programs for new faculty</li> <li>• Organization of teaching workshops, seminars, and/or professional meetings</li> <li>• Member of accreditation site teams (LCME, SACS, etc.)</li> <li>• Unpaid service as journal editor, book editor, or member of journal editorial board</li> <li>• Unpaid service on grant panels</li> </ul>

	<ul style="list-style-type: none"> <li>• Officer/leadership of regional academic, medical, or research organizations</li> <li>• Unpaid ad hoc reviewing of journal articles and/or grant proposals</li> <li>• Service as Department Chair</li> <li>• Service as Assistant or Associate Dean</li> <li>• Service as director of laboratory or practice site (or other practice program-related leadership)</li> <li>• Demonstration of attainment of benchmarks for successful change (i.e., AAMC graduation questions.)</li> </ul>	<p>for major funding agencies</p> <ul style="list-style-type: none"> <li>• Service as department chair, assistant dean, or associate dean</li> <li>• Service as director, or associate director in established units</li> <li>• Representation of COM in official activities</li> </ul>
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## Appendix II

### Founding Faculty Activities in establishing foundation of a new medical school

Planning and arranging for interim facilities to conduct laboratory experiences in anatomy, histology, pathology, physiology and microbiology for establishing foundation of a new medical school

Travel to other institutions to observe systems in place for educational programs

Establishing interim facilities for establishing foundation of a new medical school

Arranging for transportation back and forth to facilities on main campus from Research Park for students and faculty

Planning and arranging for interim Clinical Skill facilities with Department of Army in Research Park

Conceptualization, operation and actual design of laboratory facilities in Education Building at Lake Nona from working with architects to contractors

Planning, designing and initiating a human body donation program to receive human remains

Planning and implementing surgical courses for faculty in Florida, other states and other countries to learn new methods and technologies

Design of simulation and clinical skills center in Education Building at Lake Nona

Recruitment and training of standardized patients to participate in educational program

Development of individual preceptor training sites for each medical student to spend 4 hours every other week in the first and second years

Conducted personal visits to each preceptor site and provided faculty development and orientation to the educational goals of the college

Creating underlying policies and procedures for faculty and students for a new medical school in all aspects

Participation in orientation sessions conducted for volunteer/affiliated faculty who were going to participate in different modules (N=14) and clerkships (N=10)

Search committee responsibilities as faculty (N=25) were recruited for establishing foundation of a new medical school

Hiring of a full component of faculty to teach medical students

Participating in the preparation of support materials for the LCME site visits required for the stages leading to full accreditation of the college of medicine

Development of acceptable training sites for six core third-year clerkships and four, fourth-year clerkships

Development of over 100 electives in various disciplines in medicine at multiple hospital and practice locations throughout Central Florida to include Orlando, Titusville, and Melbourne

Recruitment of mentors for research projects for Focused Individualized Research Experience module

Fulfilling criteria for 135 LCME standards to achieve preliminary, provisional and full accreditation

Establishing clinical practice at practice site on University Boulevard

Participating in the design and space planning for the site

Selecting and implementing an electronic medical record

Participation in marketing activities for the new practice

Establishing a medical staff model

Developing policies and procedures for the practice

Developing quality and safety programs

Establishing patient satisfaction monitoring program

Establishing appropriate work flow at the practice site

Integrating evidence based medicine into the electronic medical record

Planning, designing, implementing and evaluating an integrated medical curriculum

Developing a process for fostering continuous quality improvement of the medical curriculum

Exploring and implementing new computer technologies for the educational experiences in the new and evolving medical curriculum

Training support staff involved in the implementation of the medical curriculum

Development of educational and research programs in UME and GME at VAMC-Orlando and Nemours Children's Hospital

**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**  
**University of Central Florida College of Medicine**  
**Industry Relations Policy and Guidelines**

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- 9.** COM Partnerships and Business Arrangements with Industry
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**13. COM Industry Relations Committee**

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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 charitable donations from Industry that support the COM mission. 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 ownership of stock of, or investments in a mutual fund that owns shares in companies constituting Industry 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 COM Legal Affairs, COM Compliance, a member of the COM Industry Relations Committee (the “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 Section 8 of 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 the COM and university policies and 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 system<sup>1</sup>. COM Personnel may not accept complimentary tickets to sporting or other events or other such benefits from Industry.

Meals or other food and hospitality funded directly by Industry may not be offered to, or accepted, by COM Personnel 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. However, meals or other 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 by COM Personnel.

### 3.2 Outside Relationships with Industry (e.g., any consulting arrangement, advisory board, speaking, publishing, attending meetings or Significant Financial Interest arrangements<sup>2</sup>)

Outside Arrangement means a written or verbal arrangement with Industry for COM Personnel to perform consulting services, to serve on an advisory board, to speak at or attend an Industry sponsored event, to publish in Industry funded publications, or to have a Significant Financial Interest.

COM Personnel may engage in Outside Arrangements with Industry in accordance with this policy provided such activities further the COM's mission and do not conflict with the individual's duties, responsibilities and obligations to the COM. All Outside Arrangements with Industry must be reviewed in accordance with this policy and approved in advance by the individual's Supervisor and one of the following: the individual's Chair, Director, Associate Dean or Associate Vice President, or the Dean or the Dean's designee. It is the individual's responsibility to obtain approval and to furnish a copy of such approval to COM Compliance prior to the start of the arrangement.

All written agreements for Outside Arrangements with Industry when the COM is a party must be reviewed, approved and signed in accordance with the COM and university policies and procedures. For Outside Arrangements with Industry entered into in a personal capacity, it is the responsibility of the COM Personnel to ensure that any such Outside Arrangement meets the requirements of this policy, is consistent with university regulations and policies, complies with the state and federal laws and has appropriate liability coverage. A copy of the agreement or summary of key terms shall be provided to the individual's supervisor and to COM Compliance. COM Personnel may not use the COM or the university's

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<sup>1</sup> Exception: This provision does not prohibit acceptance of items bearing Industry logos provided as part of an off-campus 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 brought into or used in any COM facilities.

<sup>2</sup> A Significant Financial Interest is defined as \$10,000 or more based on Association of American Medical Colleges (AAMC) recommendations.

resources, including its names or logos for Industry, without the express written approval of the university.

For Outside Arrangements with Industry that exceed \$10,000 per company per year in fees received by the individual, in addition to securing the approvals described above, the individual must submit annual reports describing activities, payments, time spent, and the name of the company to COM Compliance for the duration of the relationship.

- 3.2.1 Consulting. Consulting arrangements with Industry must be fully transparent and documented, including the services to be performed, fair market value payment terms, estimated time involved in performance of the service, and the name of the company. COM Compliance will periodically audit Industry consulting arrangements for compliance with this provision. A list of Industry consulting arrangements entered into by COM employees in their personal capacity shall be made available annually by COM Compliance to the COM Industry Relations Committee. These procedures apply whether the consulting fees are received by COM or the individual or donated to another organization. A similar process is required for any part-time employment arrangement with Industry.
- 3.2.2 Advisory board. Membership on Industry advisory boards by COM Personnel is permitted so long as the board regularly meets and provides scientific advice or other guidance that advances academic values and promotes ethical relationships between academic health sciences and Industry. Honoraria for serving on advisory boards, whether received by the individual or by the COM, must be modest and consistent with fair market value. In addition, the individual may receive reasonable travel expenses (such as airfare, mileage, lodging, meals and other transportation costs).
- 3.2.3 Industry Funded Speaking Relationships, Meetings, and Publications. COM Personnel must assure that participation in Industry-funded speaking relationships, meetings, and publications serves to advance scientific knowledge or patient care and are not primarily Industry marketing activities. Honoraria for speaking engagements, whether received by the individual or by the COM, must be modest and consistent with fair market value for the time spent in preparing and presenting the talk. In addition, the individual may receive reasonable travel expenses (such as airfare, mileage, lodging, meals and other transportation costs).

COM Personnel are responsible for the scientific integrity of material presented in any talk or publication. COM Personnel shall not participate in educational presentations or scientific publications (a) if the content is controlled by or requires prior approval by Industry, (b) if the content is not based on the best available scientific evidence, or (c) if significant portions are written by someone who is not an author or otherwise properly acknowledged.

Participation by COM Personnel in "Speakers' Bureau Activity" is prohibited. "Speakers' Bureau Activity" means any speaking engagement in which COM Personnel would be speaking on behalf of Industry. The COM shall not sponsor and/or host any Speakers' Bureau Activities.

COM Personnel may participate in Industry-sponsored meetings where there is opportunity for critical exchange. If an individual is speaking at such an Industry-sponsored meeting, acceptance of meeting registration fee, a modest honorarium consistent with fair market value and reasonable travel expenses is permitted as described above. Otherwise, COM Personnel may not accept payment, gifts, or financial support from Industry to attend lectures or participate in

Industry-sponsored meetings other than through an approved consulting or business arrangement.

#### 3.2.4 Disclosure of Outside Arrangements involving Industry

##### A) University Conflict of Interest Review

In addition to the COM approval process provided in this policy, COM Personnel shall report their Outside Arrangements 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, available online at <http://www.coi.ucf.edu/forms.html>, at least annually and more often as needed to disclose new relationships. All such reports are open to the public.

##### B) Disclosure to students, residents, colleagues and patients

COM Personnel shall disclose Industry, business or consulting relationships and Significant Financial Interests that are relevant to the topic discussed in scholarly publications, lectures, and presentations to students, residents or colleagues (e.g., showing a slide during each lecture/presentation). Disclosure of such relevant relationships and financial interests should also be made to patients when appropriate to enable patients to make informed decisions respecting their medical care. All such disclosures must specify when the COM Personnel is participating in an individual capacity and not on behalf of the COM or university.

##### C) Disclosure to purchasing unit or procurement committee

COM Personnel having a direct role in making institutional decisions on equipment, or drug or medical device procurement must disclose to the purchasing unit or procurement committee, prior to making any such decision, any Significant Financial Interest they or their immediate family have in companies that might substantially benefit from the decision. Such individuals may participate in discussions with full disclosure but shall not vote or otherwise participate in purchasing decisions where there is a conflict or potential conflict.

#### 3.2.5 Publicly Accessible Website

The COM shall post, on a publicly accessible website, at least annually, a list of Industry consulting arrangements of COM Personnel, regardless of whether the consulting fees are received by the COM or the individual or donated to another organization.

### 3.3 Travel Fund

The COM shall allow Industry and others to contribute, through the University of Central Florida Foundation, to (i) a central COM fund to be used at the Dean's discretion to provide travel assistance to COM Personnel, including students, for professional development; or (ii) other approved Department account for use at the particular Department Chair's discretion to provide travel assistance to Department

personnel, including students, for professional development. Contributions to such fund shall be disclosed and acknowledged.

#### 3.4 Educational Symposia Fund

The COM shall allow Industry and others to contribute, through the University of Central Florida Foundation, to (i) the central COM Educational Symposia Fund to be used in the Dean's discretion to provide COM-sponsored educational programs and symposia; or (ii) other approved Department account for use at the particular Department Chair's discretion for Department-sponsored educational programs and symposia. Contributions to such fund shall be disclosed and acknowledged.

#### 4. Pharmaceutical, Medical Device and Medical Supply Samples

The COM prohibits acceptance of samples of pharmaceuticals, medical devices or medical supplies ("Samples") by COM practitioners or faculty members except in limited circumstances as provided in this policy and with prior approval. Samples may be accepted (i) for use in research, provided such use is in a manner that assures full clinical evaluation of its use and adheres to applicable protocols and is approved by the Associate Dean for Research, and (ii) by a Nurse Manager for patient care under circumstances involving a vulnerable patient population, when a COM physician believes lack of provision of samples to their patient would jeopardize their patient's health, provided that the COM physician has requested, and received, a waiver from both the Medical Director and the Director of Quality and Safety of Pegasus Health. The request must outline a clear and convincing benefit to the patient and provide safeguards for the appropriate distribution and control of samples. The request and approval must be documented in writing. No sample may be used personally by COM Personnel. The Pegasus Health Director of Quality and Safety may inspect sample storage areas at any time and may revoke permission if non-compliance is identified.

#### 5. Purchasing and Formularies

COM Personnel are not eligible to participate in product evaluation decisions if they or members of their immediate family have, or have had within the prior 5 years, a Significant Financial Interest or funded research with a related pharmaceutical or medical device company that is being considered or discussed. Every COM employee must avoid both actual conflicts of interest and the appearance of conflicts of interest and be in compliance with the university's Conflicts of Interest policy and procedures. COM Personnel who have such conflicting interests may share information regarding the drug or device, provided that the conflict is fully disclosed in advance, and the individual may participate in discussions but shall not vote or otherwise participate in selection decisions where there is conflict or potential conflict.

#### 6. Site Access to Industry Representatives

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

##### 6.1 Vendor Trade Displays

Industry is not permitted to participate in trade shows conducted in COM facilities except in accordance with this policy and with the prior written approval of the Dean or the Dean's designee. Permitted vendor trade displays may consist of vendor displays where several brands of

medical or research devices, permitted equipment or materials are displayed simultaneously for users and key decision makers to compare them in order to recommend or make purchasing or standardization decisions.

## 6.2 Sales or Marketing Representatives

Sales or marketing representatives of Industry may access COM facilities only if they have 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 wear visible identification that includes their name and current company affiliation. All Industry representatives with access to COM facilities and personnel must comply with the COM Industry Relations Policy (a copy of which must be given in advance and an acknowledgement of receipt and review obtained by the time of site visit) and procedures. Failure of the Industry representative to register or to comply with the COM Industry Relations Policy shall result in adverse actions up to and including denial of access. Meetings with sales and marketing Industry representatives shall not be held in direct patient care areas or 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. All Industry representatives seeking sales or vendor relationships must work directly with their designated COM representative and shall not solicit other COM Personnel.

## 6.3 Patient Care Areas

Access by medical device or equipment representatives to patient care areas is permitted when (a) a COM representative requests essential instruction in use of the equipment or device, (b) the representative is appropriately credentialed by Pegasus Health, and (c) all necessary patient consents have been obtained and documented. Educational materials or product information that includes Industry marketing information may not be placed in patient care areas or waiting rooms.

# 7. Education

## 7.1 Support by Industry 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 hosts and sponsors CME events through ACCME accredited affiliates until it is ACCME accredited.

Industry interested in sponsoring a CME program hosted by the COM, may contribute to a fund in accordance with Section 3.4. Programs hosted or sponsored by the COM through such funds may include modest food and beverage.

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

Industry funding may not be accepted for social events that do not have an educational component or 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 may 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

The COM medical school curriculum includes instruction for medical students in understanding and addressing individual and institutional conflicts of interest in interactions with Industry and how the potential for conflicts of interest impacts/influences education, research and patient care/clinical judgment. Medical students at the COM receive specific instruction regarding this policy through attending a live session, and a copy of the policy and the training materials are posted online for easy reference by the students.

Other COM Personnel are provided online access to this policy and training materials.

## 8. **Philanthropy**

The COM welcomes and solicits donations from Industry that support the COM missions so long as the donations are given centrally to the administration of the COM, either directly or through an affiliated entity or foundation and the allocation and distribution of donation is managed by the COM. Gifts and loans to the COM of equipment, devices, supplies and similar items from Industry for use in education, research or clinical care cannot suggest the expectation of return benefit to the donor, or "quid pro quo." The gift transaction will be documented as a gift in-kind donation.

The UCF Foundation and other tax exempt entities will assist COM in soliciting, receiving, and managing charitable donations. All charitable donations must be free of any implication or expectation of a benefit to the donor, are not tied to any purchase or business arrangement, and are openly acknowledged.

Donations from Industry are reviewed in accordance with this policy and any additional standards that may be developed by the COM Industry Relations Committee and approved by the Dean. The COM Industry Relations Committee may recommend to the Dean steps needed in structuring and acknowledging donations to avoid or minimize conflicts of interest or the appearance of conflicts. Offers of donations over \$10,000 shall be submitted to COM Development for review with the Dean's Office.

## 9. **COM Partnerships and Business Arrangements with Industry**

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 the 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 Industry Relations Committee and approved by the Dean. The COM Industry Relations 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.

COM Industry partners and vendors shall be provided copies of this policy and an acknowledgement of receipt and review must be obtained prior to commencement of a partnership or vendor relationship.

#### **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 Industry Relations Committee and the responsible Institutional Review Board (IRB) and be approved by the Dean. Exceptions to this policy 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.

#### **11. Ghostwriting**

COM Personnel may not publish articles or materials under an individual's own name that are written in material part by Industry representatives. Specifically, COM Personnel shall not accept writing or editorial assistance; manuscript preparation, revision, production, or submission services; slide preparation or revision; or other services from Industry, either directly or indirectly, unless such materials provided by Industry are specifically attributed to the author (i.e., each slide of a presentation must be appropriately attributed). "Guest" authorship or "ghostwriting" is prohibited. All persons who make a substantial contribution to a manuscript, presentation, or other writing meeting the International Committee of Medical Journal Editors (ICMJE) standards/criteria ([http://www.icmje.org/ethical\\_1author.html](http://www.icmje.org/ethical_1author.html)) or other accepted scientific standards for authorship should be listed as authors and their affiliations listed as either academic, Industry or other.

#### **12. Enforcement**

Suspected violations of this policy shall be referred to the individual's Supervisor, Chair, Director or Associate Dean or Associate Vice President, who shall review the matter and if warranted, refer the matter to the COM Compliance for investigation. COM Compliance may consult the COM Industry Relations Committee before advising the Dean or other senior management on proposed enforcement actions, as appropriate. 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.

### **13. COM Industry Relations Committee**

The Dean shall appoint an advisory COM Industry Relations Committee to assist in implementation of this policy and management of COM Industry relations. The COM Industry Relations Committee shall include faculty members representative of COM. *Ex officio* voting COM Industry Relations Committee members shall consist of the Associate Vice President for Medical Affairs and COM Chief Legal Officer, the COM Associate Dean for Clinical Affairs, the COM Associate Vice President for Administration, Finance and Operations, and the COM Associate Dean for Research. COM Industry Relations Committee members, other than the *ex officio* members, and a chair or co-chairs shall be appointed by the Dean for three-year terms. An *ex officio* member may be appointed as a chair or co-chair for three-year terms. The COM Industry Relations 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 COM Industry Relations Committee shall keep minutes and records of its reviews and recommendations. The COM Industry Relations Committee shall review the policy regularly and propose updates as appropriate.

### **14. 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 issues are considered further by the COM and the COM Industry Relations Committee.

#### **Approved and Adopted**

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

#### **Revisions Approved and Adopted:**

March 1, 2012  
October 22, 2012  
February 13, 2014

**APPENDIX H**  
**COLLEGE OF MEDICINE**  
**University of Central Florida**  
**POLICY ON STUDENT SURVEYS**

The purpose of this policy is to monitor the volume and appropriateness of survey requests made to MD students. In all cases it is expected that efforts are made to assure high quality so that results have utility. The two general categories of survey that occur in addition to standard evaluation of instruction surveys are 1) research surveys that are part of an IRB-approved project, 2) informal surveys, the results of which will not be used for publication outside the College of Medicine.

Procedures:

1. Research Surveys:
  - a. May be initiated by students or faculty of the college (outside entities must first seek written approval from the Associate Dean of Faculty Affairs)
  - b. Before developing a unique survey, investigators should confirm that the information sought does not already exist in standard curriculum surveys and that no validated instrument exists in the literature.
  - c. Online survey instruments are preferred and may be deployed via the Office of Assessment. Faculty should contact Dr Basma Selim ([Basma.Selim@ucf.edu](mailto:Basma.Selim@ucf.edu)); FIRE module students should contact the module faculty for advice in survey development and the module coordinator for survey deployment ([Elizabeth.Smock@ucf.edu](mailto:Elizabeth.Smock@ucf.edu)).
  - d. Use of in-class or other paper-based research surveys must be justified and may be used only with the permission of the relevant module/clerkship director and the assistant dean for undergraduate medical education.
  - e. In all cases, evidence of IRB approval/exemption is needed before surveys may be deployed.
  
2. Informal Surveys:
  - a. Are defined as those that are not part of a research project or the standard COM curriculum evaluation process. Permission is not required to deploy informal surveys but the guidelines below apply.
  - b. For surveys canvassing opinions about parts of the curriculum, the relevant committee chair should first be informed as a courtesy. For assistance deploying informal curriculum surveys contact [Soraya.Smith@ucf.edu](mailto:Soraya.Smith@ucf.edu). It is expected that the requested information does not duplicate that already available in the formal college evaluation surveys.
  - c. For all other surveys, the Office of Student Affairs should be notified by contacting Soraya Smith ([Soraya.Smith@ucf.edu](mailto:Soraya.Smith@ucf.edu)).