

University of Central Florida College of Medicine –
Nemours Children’s Health, Florida
Department of Pediatrics
Appointment and Promotions Requirements

Approved by Department Chairs 3/29/25 (Drs. Gibson, Hernandez, Ross, Parks, Schrimshaw)

Approved by Vice-President for Health Affairs and Dean 3/30/25

Introduction

The University of Central Florida College of Medicine – Nemours Children’s Health Florida Department of Pediatrics (NCHFDP) values the contributions made by faculty in advancing education, patient care, and scholarship. This document provides guidance on faculty appointment, promotion, and award of Tenure of Title. Faculty have the designation of Assistant, Associate, or Professor in the non-salaried core (NSC) clinical track or regular track in the NCHFDP. Faculty may be appointed to the NCHFDP based on application, employment at Nemours Children’s Health, satisfaction of requirements for appointment to academic rank as specified by the appointment and promotion criteria outlined below, and approval of the UCF NCHFL Department of Pediatrics Chair.

FYI: Faculty electing to be a member of the University of Central Florida Department of Clinical Sciences or other COM Departments are not covered in this document.

Definitions

Faculty: Physicians who are employed by Nemours Children's Health, practice at Nemours Children's Health Florida hospital facilities or affiliated clinical sites and are approved for appointment by the UCF NCHFL Department of Pediatrics Chair.

Non-Salaried Core (NSC) Faculty: Faculty not employed by University of Central Florida College of Medicine but having equivalent status to College of Medicine salaried departmental faculty. NSC faculty may be appointed to either the regular or clinical track (50% or greater clinical responsibilities).

Academic Ranks

- Assistant Professor
- Associate Professor
- Professor

Tracks

- **Clinical Track-** 50% or greater of effort in clinical responsibilities; this track is not eligible for Tenure of Title.
- **Regular Track** -Strong academic research and/or education focus; this track is eligible for Tenure of Title.

Tenure of Title: an honorific title. *(Historically, universities awarded Tenure to employed faculty to safeguard academic freedom and promote job security. The designation of Tenure of Title does not provide any guarantee for compensation nor future employment for Non-Salaried Core Faculty.)* In the University of Central Florida College of Medicine – Nemours Children's Health Department of Pediatrics, Tenure of Title is exclusively honorific. Tenure of Title may be awarded to those who were tenured at other institutions, and/or meet or exceed criteria for Tenure at the University of Central Florida.

For informational purposes only:

Affiliate Faculty: Professionals employed by an entity that has an affiliation agreement with the College of Medicine.

Volunteer Faculty: Professionals employed by other practices outside the College of Medicine and serve without compensation or tenure.

Affiliate and Volunteer faculty with the University of Central Florida College of Medicine are not appointed to a Department and are appointed through the University of Central Florida College of Medicine Office of Faculty Affairs. The NCH FL Appointment and Promotions Committee will assist Affiliate faculty in the appointment and promotions process.

Other Ranks (non-promotable, not appointed to the NCHFDP)

- **Resident Instructor:** Resident or Fellow enrolled in a Graduate Medical Education (GME) program.
- **Instructor:** Fellows enrolled in a GME program with primary board certification, Physicians and other professionals with advanced degrees in early stages of career, Advanced Practice Professionals, and other healthcare professionals.

Use of University of Central Florida College of Medicine – Nemours Children’s Health Department of Pediatrics faculty status and rank

Faculty may use their faculty status (UCF COM Department of Pediatrics) and rank on their *curriculum vitae* and scholarly works. No modifier of academic rank (e.g. non-salary core) is necessary. University policy stipulates that faculty may acknowledge their affiliation with the University of Central Florida College of Medicine in print or other media only with respect to work done on the premises of the university, Nemours Children’s Health, or Nemours clinical sites in which the faculty practice is under Department of Pediatrics sponsorship or in collaboration with university faculty. The Department of Pediatrics encourages citing both Nemours Children’s Health and UCF College of Medicine affiliations in scholarly works and the use of both logos in external presentations.

Any use of Department of Pediatrics, Nemours Children’s Health, or UCF status and rank beyond as described above must be approved by Nemours Children’s Health and UCF in advance. Faculty may not use their faculty status or rank in commercial or fundraising activities carried out at a site other than Nemours Children’s Health, UCF or either of their affiliated sites.

Requirements for Appointment as a Non-Salaried Core Faculty - Clinical and Regular Tracks in the Department of Pediatrics

- Completion of Nemours Children’s Health, FL, Academic Appointment and Promotions Committee Appointment Application.
- Submission of current curriculum vitae and photo.
- Attestation of commitment to responsibilities and compliance requirements.
- Employed by Nemours Children’s Health (or affiliated with Nemours Children’s Health such as regional Nemours Children’s Health Medical Staff members).
- In good standing with the Nemours Children’s Health Medical Staff.
- Approval of UCF NCHFL Department of Pediatrics Chair.
- Determined by the Promotion Committee to meet criteria for an academic rank as indicated below in the Promotion Criteria.
- Appointment as Assistant Professor (see detailed criteria below)
Appointment to the rank of Assistant Professor requires an M.D., D.O., Ph.D., or terminal degree in the field of specialization from an accredited institution. For those with an M.D. or D.O. degree, board certification in one’s specialty is required. For those with Ph.D. degrees, clinical fellowship training or post-doctoral experience is expected. Appropriateness of post-graduate training is at the discretion of the UCF NCHFL Department of Pediatrics Chair.

The rank of Assistant Professor signifies that the candidate has made or has the potential to make contributions to the teaching, research/scholarly works, and clinical patient care missions of the University of Central Florida College of Medicine – Nemours Children’s Health Department of Pediatrics.

- Appointment to the rank of Associate Professor (see detailed criteria below)

Appointment as an Associate Professor requires an M.D., D.O., Ph.D., or highest degree in the field of specialization from an accredited institution with a demonstrated record of achievement in teaching, research, and service as described below.

The rank of Associate Professor signifies that the candidate demonstrates excellence in at least one area of concentration (teaching, research, service to the profession) and at least satisfactory performance in the other two areas, and that the candidate has demonstrated rising national recognition. Associate Professors will exhibit high levels of skill as educators, researchers, and/or clinicians. They will contribute actively to the education, research and/or clinical programs of the Department of Pediatrics and will demonstrate the ability to guide student and trainees toward a scholarly approach to clinical care and research.

Initial appointment to the rank of Associate Professor requires Nemours Children's Health, FL, Academic Appointment and Promotions Committee review of the Appointment application and curriculum vitae. The Promotion Committee determines if the candidate meets all requirements for the rank of Associate Professor as outlined below in the promotion criteria.

- Appointment to the rank of Professor (see detailed criteria below)

Appointment to the rank of Professor requires M.D., D.O., Ph.D., or terminal 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/or service.

Professors will have achieved national recognition as outstanding educators, researchers, and/or clinicians. They will demonstrate proficiency in design, organization, and presentation of educational content, and contribute significantly to the breadth of educational programs offered by the College. They must demonstrate a more distinguished level of accomplishment in research and/or scholarly activity that is impactful in their chosen field and a longer record of academic involvement than an Associate Professor. Professors must demonstrate excellence in more than one area of concentration. Demonstration of a reputation of expertise at national and/or international level and service to the profession are required.

Initial appointment to the rank of Professor requires Nemours Children's Health, FL Academic Appointment and Promotions Committee review of the Appointment application and curriculum vitae. The Appointment and Promotions Committee determines if the candidate meets all requirements for the rank of Professor as outlined below in the promotion criteria.

Appointment as Instructor (non-promotable track) through the Office of Faculty Affairs

- Appointment as Resident Instructor

The rank of resident instructor is designated for individuals completing their graduate medical education. The term of the appointment corresponds to the dates the individual is in the training program(s). Individuals remaining on staff after completion of residency training will be transitioned to appointment as an Instructor when they become board-certified. Former Residents or Fellows who remain in the Central Florida community but are not located at a UCF affiliated institution must contact the College of Medicine to request appointment as an Instructor. Once board certification is verified, faculty will be eligible for appointment at the Assistant Professor rank.

- Appointment as Instructor

The rank of instructor is appropriate as an entry rank for candidates who are at the early stage of academic and/or clinical service. The rank of instructor is used for physicians or other professionals with advanced degrees (e.g.MD, PhD) 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. A Fellow in a Nemours graduate medical education program would be appointed as an Instructor. Advanced Practice Professionals and other healthcare professionals with similar training could be eligible for appointment as an Instructor if their contributions to teaching or research/scholarly works are considered mission critical.

Faculty Responsibilities

Assignment of duties by the UCF NCHFL Department of Pediatrics Chair includes but is not limited to:

- Attendance at department meetings.
- Service on committees as assigned /elected.
- Education, Research and Scholarly activities.
- Active engagement in service to the University of Central Florida College of Medicine – Nemours Children’s Health Department of Pediatrics medical education activities, which could include:
 - Admissions committee member.
 - Admissions interviewer (Medical Students, Residents, Fellows).
 - Mock interviewer for M4 students.
 - Specialty advisor for senior medical students.
 - Student interest group advisor.
 - Facilitator in the anatomy lab experience.
 - E-portfolio advisor, facilitator for small group experiences.
 - Focused Inquiry and Research Experience (FIRE and FIRE plus) mentor.
 - Resident or Fellow research mentor.
 - Clerkship, Residency or Fellowship director.
 - Preceptor for medical students for the Community of Practice experience, preceptor for students in the clinical skills/simulation center.
 - Preceptor for students in the M3/M4 required clerkships including Internal Medicine/Family Medicine, Neurology, Ob/Gyn, Pediatrics, Psychiatry, and Surgery.
 - Course director and/or course faculty for an M3 or M4 elective.
 - Graduate Medical Education (GME) program faculty.
 - Mentorship of graduate students in the Burnett School of Biomedical Sciences through collaborative research (requires appointment as Graduate Faculty Scholar. See: <https://graduate.ucf.edu/graduate-guide/graduate-faculty-and-graduate-faculty-scholars>).
- Mentorship and facilitation of undergraduate students’ research experiences.

Compliance Requirements

- Completion of University of Central Florida background attestation form on application.
- Annual University of Central Florida Industry Relations Training.
- Adherence with related University of Central Florida and College of Medicine policies and procedures.
- University of Central Florida Conflict of Interest Reporting.

Criteria for Renewal of Appointments

- Annual evaluation and effort reporting demonstrating ongoing academic activity commensurate with rank.
- Good standing in Department and Medical Staff.
- Approved performance plan for subsequent year.

Academic Promotion of Rank

Academic promotion is considered after approximately five (5) years in rank and with achievements commensurate with Department criteria for promotion. Promotion has a three-step process and review of promotion materials by the Nemours Academic Appointment and Promotions Committee following approval by the UCF NCHFL Department of Pediatrics Chair. The committee shall be comprised of individuals who are at the rank to which the candidate is being considered for promotion. (i.e. Associate Professors and Professors can vote for Assistant Professors being considered for Promotion to Associate Professor, only Professors can vote for Associate Professors being considered for Professor). Following NCHFDP Promotions Committee review and voting, the promotions packet is submitted to the UCF College of Medicine Promotion & Tenure Committees. Following review and voting by the College level committees, final promotion decisions reside with the Dean, College of Medicine. The faculty member is notified of the decision. The timeline takes approximately one and one-half (1-1/2) years from the initial notification of intent to apply for promotion and follows the UCF Faculty Excellence promotion and tenure cycle calendar. Changes in academic rank and tenure status (if applicable) become effective July 1.

Process for Applying for Promotion

Step 1: Assessment of Promotion Readiness (January/February) **

Candidates for promotion update their CV and meet with their clinical site or unit leader (e.g. Division Chief or Department Chair). With their leader's support, faculty contact the NCHFDP Academic and Promotions Committee to determine promotion readiness.

***Note: The usual time in rank is 5 years before applying for promotion. However, faculty may apply for promotion earlier if accomplishments meet the required criteria. Successful candidates for promotion must demonstrate sustained participation in College of Medicine activities during the majority of time in rank. Promotion readiness meetings after February 28th will delay submission one year.*

Step 2: Preparation of Materials (March - May)

With positive assessment of readiness, the candidate will assemble and refine their promotions materials. Candidates will identify individuals who will be invited to write an external letter of review. Usually, the candidate and the promotion committee each prepare a list of possible letter writers and exchange names to decide the final list of 4. Individuals are invited to write external letters of review following the approval of names by the NCHFDP Academic and Promotions Committee. The promotions packet includes:

- Curriculum vitae (CV)- The NCH FL Academic Appointments and Promotions Committee will provide a format.
- Personal statement summarizing evidence of activities, products, or achievements commensurate with promotion rank supported by evidence of activities from time of appointment or last promotion. Successful candidates for promotion must be active in College of Medicine activities a majority of time for each year of time in rank.
- A list of 4 individuals who will be invited to write letters of evaluation. Candidates should not contact letter writers directly to request letters until approval of the list by the promotions committee. Letters of evaluation must come from individuals who have academic appointments at least at the academic rank being considered for the candidate. A letter of evaluation discusses the evidence for promotion and how the candidate's accomplishments meet the promotion criteria. At least one letter must be from a module, clerkship, GME program director or equivalent, or clinical site or unit leader (e.g. Division Chief or Department Chair). One letter should be from an individual from an external institution with knowledge of the candidate. Letter of Evaluation authors should be able to comment on the following:
 1. The setting in which the evaluator has familiarity with the candidate's work.
 2. Evaluation of how the candidate's accomplishments meet the promotion criteria for the requested rank.
 3. Impact made in at the regional, national, or international level in the area(s) of focused achievement as appropriate for the rank being considered.
 4. Comment regarding the candidate's abilities as a role model and mentor.
- Teaching evaluations from activity while in rank are required to demonstrate one's trajectory of teaching excellence. These should be submitted individually by year. These may be obtained from the College of Medicine (if available) or may be a site-specific evaluation (i.e. some residency and fellowship programs have site-specific evaluation formats which are archived with the program office). In rare cases, if teaching evaluations are not available, a letter from the department or unit head, or module, clerkship or program director can be used and must detail the candidate's teaching quality during the years in rank with comments describing teaching quality, teaching frequency, and teaching skills development.

Step 3: Submission of Materials (June)***

- Current curriculum vitae, personal statement, cover letter including proposed writers of letters of evaluation and other supporting materials which may include an educational portfolio, student evaluations, peer evaluations among others are forwarded to the NCHFL Academic Appointments and Promotions Committee.
- The Department of Pediatrics requests writers of letters of evaluation to send their letters directly to the UCF NCHFL Department of Pediatrics Chair (with electronic copy sent to the NCHFL Academic Appointments and Promotions Committee) by the end of June. The request to write a letter of evaluation should be accompanied by departmental promotion and Tenure of Title criteria (if applicable) along with (Step 2) items 1-4 above which are requested to be included in the letter.

****Late Submissions will not be processed.*

Review Process with approximate timeline:

1. Final dossier review and vote by the NCH FL Academic Appointments and Promotions Committee.
2. Review by the UCF NCHFL Department of Pediatrics Chair and Chair letter of evaluation is added to the dossier. (July/August)
3. Transfer dossier and committee voting forms to the Office of Faculty Affairs. (August/September)
4. Review by the College of Medicine Promotion Committee (November). If Tenure of Title is being considered the dossier will be reviewed by the College of Medicine Promotions and Tenure Committee.
5. Review by the Dean, College of Medicine. (December/January)
6. Notification of determination of candidate's rank (in February) with effectiveness date of July 1.

REQUIREMENTS FOR APPOINTMENT AND PROMOTION FOR NON-SALARIED CORE FACULTY IN THE CLINICAL TRACK - DEPARTMENT OF PEDIATRICS (Not eligible for Tenure of Title Track)

For promotion to Associate Professor, excellence in ONE area of focus is required (Teaching or Research and scholarly activities) with satisfactory performance in scholarly activity, as well as Service/Leadership activities.

A. General Considerations

Clinical track (non-tenure earning) faculty are those who: 1) Have at least **50% effort** providing direct patient care at Nemours Children's Hospital, FL or UCF COM faculty practice sites, such as UCF Health and affiliated hospitals, 2) are engaged in clinical teaching and direct supervision of trainees (medical students, residents, and fellows at affiliated hospitals and practice sites), and/or 3) provide educational leadership and/or administrative roles (program, department, division chiefs/department chairs, Chief Medical Officer). Clinical track (non-tenure track) faculty may participate in teaching and scholarly activities in any or all these domains.

To qualify for promotion to a higher rank, clinical track non-tenure track faculty members are expected to demonstrate excellence in a primary area of focus and a minimum of satisfactory performance in the other areas in which they have responsibilities. All faculty members participate in institutional service activities that advance the missions of the NCHFDP and College (committees, task forces, etc.). Service activities typically represent a relatively small proportion of any faculty member's assignment; yet significant contributions in this area should be recognized when considering qualifications for promotion.

The College of Medicine and NCHFDP have identified examples of evidence (Appendix 1) that may be used to demonstrate accomplishments in clinical service, 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 a wide range of activities and work products associated with a diverse faculty. Therefore, a faculty member is not expected to demonstrate every example listed. Consequently, evidence of excellence and achievement submitted as part of a promotion dossier may vary significantly from one individual to another.

B. Criteria for Promotion to Associate Professor in the Clinical Track (Non-Tenure of Title)

The rank of Associate Professor recognizes accomplishments in 1) clinical practice, 2) teaching and/or educational administration, 3) scholarship in area(s) of concentration, and 4) substantial service contributions. Promotion to Associate Professor requires demonstrated excellence in one of the areas of concentration, and a minimum of satisfactory performance in the other areas respectively – at least one of which should be teaching. In addition, service to the College, University and profession is expected. Examples of lines of evidence that may be used to demonstrate achievement of these criteria are listed below.

Clinical Practice

Excellence in clinical practice is an important element for promotion to Associate Professor in the clinical track (non-tenure track). Examples of achievement in this area include, but are not limited to, documented practice of evidence-based medicine, high scores on patient satisfaction surveys, establishment of a local or regional referral base as indicated by patient travel to the clinic from locations less than 2 hours away, authorship of clinical quality assurance and patient safety policies, and invitations to speak at grand rounds at local or affiliated hospitals.

Teaching

Excellence in teaching is an important component for promotion to Associate Professor in the clinical track (non-tenure track). Examples of this achievement include, but are not limited to, course and module leadership, leading or participating in didactic sessions, mentorship of medical students, graduate students and/or postdoctoral fellows, residents, clinical fellows, development of novel instructive materials, and teaching in diverse components of the MD and/or GME programs. These activities must be supported by objective, systematic evaluation by learners taught or mentored by the faculty member. Additionally, systematic evaluations by senior faculty within the department and by faculty within other divisions and/or departments in which the candidate has had an active teaching role are considered.

Scholarship

Evidence of scholarship and/or creative work in one's area of expertise is an important element for promotion to Associate Professor in the Clinical (non-tenure) track. Acceptance of educational or other materials in peer-reviewed repositories, acceptance of articles for publication in refereed journals, poster presentations, 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/or other similar lines of evidence that a candidate is on a trajectory to establishing a strong reputation as an expert in the field.

Service Activities

Service activities and leadership may include membership on a wide variety of departmental, Nemours Children's Health central FL, College and University committees and task forces. Service to the profession is evidenced by membership on committees and leadership roles within national professional organizations. Service may also include membership on committees of affiliated institutions, such as IRBs, IACUC committees, QI committees, Safety committees, search committees, boards, and medical staff committees or other clinical committees.

C. Criteria for Promotion to Professor in the Clinical Track (Non-tenure of Title)

The title of Professor represents the highest academic award within the institution and holds special recognition in the College and academic communities. Not all Associate Professors will reach the rank of Professor. Promotion to Professor is not awarded based on longevity but rather based on superior achievement with the promise of continued contributions. Promotion is not based solely on performance at another university; one must demonstrate productivity while appointed to the NCHFDP. To receive appointment to Professor in the Clinical Track (Non-Tenure Earning), a candidate must demonstrate evidence of accomplishments beyond those of Associate Professor. Areas of accomplishment include: (1) continued excellence in their primary area(s) of concentration- one of which should be teaching, (2) a sustained record of scholarship in their area(s) of concentration, and (3) continued service contributions. Refer to examples of evidence (Appendix 1) that may be used to demonstrate accomplishments in clinical service, teaching, scholarship, leadership, and other activities when a faculty member is considered for promotion to a higher rank.

REQUIREMENTS FOR APPOINTMENT AND PROMOTION FOR NON-SALARIED CORE FACULTY IN THE REGULAR TRACK (Eligible for Tenure of Title) - DEPARTMENT OF PEDIATRICS

A. General Considerations

To qualify for promotion to a higher rank, regular track faculty members are expected to demonstrate excellence in a primary area of focus and a minimum of strong performance in scholarly/creative activity, as well as Service/Leadership activities. All faculty members participate in institutional service activities that advance the missions of the NCHFDP and College (committees, task forces, etc.). Service activities typically represent a relatively small proportion of any faculty member's assignment; yet significant contributions in this area should be recognized when considering qualifications for promotion.

The College of Medicine and NCHFDP have identified examples of evidence (Appendix 2) that may be used to demonstrate accomplishments in clinical service, 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 a wide range of activities and work products associated with a diverse faculty. Therefore, a faculty member is not expected to demonstrate every example listed. Consequently, evidence of excellence and achievement submitted as part of a promotion dossier may vary significantly from one individual to another.

B. Criteria for Promotion to Associate Professor in the Regular Track (Eligible for Tenure of Title)

Focused Area of Excellence-Teaching: Evidence must be presented that documents the candidate's quality of teaching.

Required:

- A summary statement that describes teaching activities.
- Evaluations of teaching by medical and/or graduate students, undergraduate students, residents, clinical fellows, or postdoctoral fellows that show a sustained teaching excellence during a time in rank as Associate Professor. Such evidence should include learner evaluations (either COM based, or institution specific). In rare instances, when teaching evaluations are not available, a letter from the Division Chief/Department Chair, unit head or clinical site director which specifically documents teaching frequency and details quality during the majority of time in rank must be submitted. Faculty are strongly encouraged to contact educational leaders for courses/rotations/clerkships/residency programs, etc. to request teaching evaluations for each instructional activity.
- Documentation of teaching excellence- See examples in Appendix 2.

Focused Area of Excellence-Research and Scholarly Activity: Evidence must be presented that the candidate has contributed to a research program that is of high quality and significance to advancing one's field.

Required:

- A summary that describes research and scholarly activity and could include participation in industry sponsored trials (which might not result in authorship), participation/consulting on research of others, working on research with students, residents and/or fellows (even if not published), serving on grant reviews, reviewing articles for publication, serving as journal editorial board, etc. and any other activities which demonstrate scholarship.
- Peer-reviewed publications that demonstrate recent research activities in which the candidate is a significant contributing scholar as shown by authorship of manuscripts with impact on a national level. Dissemination of curriculum and publication of educational methods are comparable scholarly activities.
- Documentation of scholarly excellence- See Appendix 2 for examples.

Focused Area of Excellence-Clinical Practice: Evidence must be presented that the candidate demonstrates sustained and impactful contributions to patient care as a national or international expert in their specialty.

Required:

- A summary statement that describes the impact and summarizes the evidence for the candidate's sustained and widespread contributions to advancing patient care in their specialty as a recognized expert on an emerging national level.
- Evidence of sustained regional, national, or international referrals for a period equal to or greater than the time in current rank.
- Evidence that the candidate's patient care contributions have been clearly sustained with high impact to patient care and are recognized on a national or international level through authorship of textbooks, published manuscripts, published practice guidelines, prestigious invited presentations, visiting professorships, and other extensive peer recognitions as an expert.

C. Criteria for Promotion to Professor in the Regular Track (Eligible for Tenure of Title)

For promotion to Professor, excellence in TWO areas of concentration (teaching, research and scholarly activities, clinical practice) is required and substantive achievement in the remaining area and contributions to service/leadership.

Focused Area of Excellence-Teaching: Evidence must be presented that the candidate has demonstrated sustained excellence in teaching quality and/or educational leadership.

Required:

- A summary statement that describes sustained teaching activities.
- Evaluations of teaching by medical and/or graduate students, undergraduate students, residents, clinical fellows, or postdoctoral fellows that show a superior teaching quality during the majority of time in rank as Associate Professor. Evidence should include learner evaluations (either COM based, or institution specific). In the absence of learner evaluations, a letter from the Division Chief/Department Chair, unit leader or clinical site director which specifically documents teaching frequency and quality during the time in rank is required. Faculty are strongly encouraged to contact educational leaders for courses/rotations/clerkships/residency programs, etc. to request teaching evaluations for each instructional activity.
- Documentation of outstanding teaching accomplishments- See Appendix 2 for examples.

Focused Area of Excellence-Scholarship and Research: Evidence must be presented that the candidate has impactful peer-reviewed research and/or scholarly work that advances his or her field of expertise.

Required:

- A summary statement that describes the impact of the research and scholarly activity on the field of expertise.
- Peer-reviewed publications that demonstrate recent research activities and evidence of an impactful contribution as first or senior /corresponding author on a national/international level.
- Any other documentation of outstanding research and/or scholarly accomplishments - see Appendix 2 for examples.

Focused Area of Excellence-Clinical Practice: Evidence must be presented that the candidate demonstrates sustained and impactful contributions to patient care as a national or international expert in their specialty.

Required:

- A summary statement that describes the impact and summarizes the evidence for the candidate's sustained and widespread contributions to advancing patient care in their specialty as a recognized expert on a national and/or international level.
- Evidence of sustained regional, national, or international referrals for a period equal to or greater than the time in current rank.
- Evidence that the candidate's patient care contributions have been clearly sustained with high impact to patient care and are recognized on a national or international level through authorship of textbooks, published manuscripts, published practice guidelines, prestigious invited presentations, visiting professorships, and other extensive peer recognitions as an expert.

Focused Area of Excellence-Service to the Department of Pediatrics, College of Medicine, University, and/or to the profession:

Required:

- A summary statement that describes how the candidate has contributed exemplary service to the College that has advanced the visibility and impact of the University of Central Florida College of Medicine – Nemours Children’s Health Department of Pediatrics at the local, state, regional or national level.
- Documentation of outstanding service activities that demonstrate leadership.
- Implementation of a new educational program such as a residency program or fellowship.
- Leadership/Senior Membership on national/international academic, medical, or research committees.
- Chairs committees of national or international professional societies.
- Chairing of departmental, college, and/or university committees.
- Officer/leadership of national/international academic, medical, or research organizations.
- Recognition from national/international societies
- Development of mentoring programs for new faculty.
- Organization of teaching workshops, seminars, and/or professional meetings.
- Member of accreditation site teams (LCME, SACS, ACGME etc.).
- Leadership role in national or international professional organization.
- Significant contribution to development of national standards in area of expertise.

Tenure of Title

Tenure of Title is awarded at the discretion of the College of Medicine without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment. Designation of Tenure of Title is restricted to non-salaried core faculty in the “Regular” Track. Tenure of Title is granted upon the demonstration of distinctive and sustained performance and not on basis of longevity. The conferral of Tenure of Title signifies there is evidence of sustained continued impactful contributions to the Department, College of Medicine, University and to the profession. Candidates must meet or exceed the requirements for tenure in the College of Medicine which includes: (1) sustained excellence in teaching as evidenced through evaluation by learners (students, residents, fellows or other faculty (CME evaluations), and/or learning outcome measures (student or learner performance on standardized or national board examinations, as appropriate), (2) sustained excellence in clinical care at a regional or national level as supported by patient satisfaction indicators and/or peer evaluation, (3) a sustained and productive record of scholarship demonstrating a national or international reputation, and (4) continued significant service contributions beyond the College or University level.

In considering tenure, an individual’s long-term value to the University is the central issue. Fundamental to the determination of value is academic maturity which is based on both qualitative and quantitative evaluation. A variety of factors contribute to achievement of academic maturity including professional judgment, wisdom, the ability to effectively contribute within a team-based environment, collegiality, citizenship in the academic community and the aptitude to mentor the development of colleagues and learners.

Process for Applying for Tenure of Title

1. Faculty are invited to apply for Tenure of Title after nomination by Nemours Children's Health and/or College of Medicine leadership. Nominations can be solicited from chairs, directors, associate/assistant deans, faculty council, core faculty in educational leadership positions as module/clerkship/GME program directors, and leaders of affiliated institutions.
2. The Chair of the University of Central Florida College of Medicine – Nemours Children's Health Department of Pediatrics endorses the designation of Tenure of Title and provides a Chair letter for the dossier.
3. The NCHFDP Appointment and Promotion Committee will review the CV and personal statement of those individuals appointed to Non-Salaried Core Faculty Regular Track for consideration of this honor. The Committee will evaluate the individual's accomplishments against the established criteria for the award of Tenure of Title, and vote. Only tenured faculty may vote for Tenure of Title.
4. The College Promotion and Tenure Committee reviews the dossier and votes.
5. If the College of Medicine Promotion and Tenure determines the individual meets or exceeds these requirements for Tenure, then a recommendation for the award is forwarded to the Dean. The Dean in turn will submit documentation to Faculty Relations requesting that the Tenure of Title be awarded.
6. Upon approval by the Provost, a letter is sent to the respective faculty member indicating that he/she has been awarded the distinction of Tenure of Title.

Appendix 1. Examples of Evidence for Promotion of Clinical Track Faculty (Non-Tenure Earning)

The examples of teaching, scholarship, clinical patient care and service listed at each rank below are not exclusive to that rank. Examples of excellence for promotion to Associate Professor, if sustained, would provide evidence for promotion to the rank of Professor.

Associate Professor

Teaching

- College and/or University teaching awards.
- Contributing author of published teaching methods.
- Participation in thesis committees of masters and Ph.D. level students.
- Teaching effectiveness as evidenced by student performance on NBME subject exams and USMLE Step 1 and Step 2 exams.
- Development of effective formative and summative assessment tools.
- High ratings on learner evaluations from students, residents, fellows and peer teaching evaluations.
- Successful Module, Clerkship, or GME program Directorship/Assistant Directorship as evidenced by exam scores, learner evaluations, Program Evaluation Subcommittee (PES) reports, or accreditation documents.

Research/Scholarship

- Serve as PI or Co-PI for research studies.
- Peer review and publication of curricular materials.
- Peer review of manuscripts for PubMed indexed journals.
- Submission of grants.
- First or contributing author of publications in peer-reviewed journals.
- First or contributing author of teaching materials in peer-reviewed depositories.
- Contributing author of book chapters.
- Participates as a co-author of published guidelines and/or protocols for patient treatment or delivery of care.
- Presentations at local, or regional meetings.
- Invited seminars/presentations at local or regional institutions or affiliated hospitals.
- Invitations to serve as a reviewer for grant proposals for government and private grant agencies.
- Founding faculty activities for implementation of a new clinical service line at UCF Health or a new GME program (May be used as evidence ONCE – either for promotion to Assistant or Associate Professor).

Clinical (Patient Care)

- Attainment of local reputation for clinical excellence as evidenced by patient referrals from the Orlando area (less than 2 hours away).
- Demonstrated effective clinical outcomes through high patient satisfaction scores.
- Participates in patient safety and quality improvement committees.
- Contribution to the development or enhancement of programs which enhance the success and reputation of one's department or other departments or programs within the College of Medicine.
- Engaged in clinical practice committed to addressing identified community health needs.

Service

- Membership on departmental, college, and/or university committees.
- Service to professional societies at a local or regional level.
- Membership on committees at Nemours Children's Hospital, FL, and/or affiliated institutions, such as IRB, IACUC, QI committees, M.D. program Admission Committee, residency or fellowship program selection committees, other hospital-based committees.
- Participation in activities such as accreditation, assessment, or institutional effectiveness programs.
- Provision of continuing education programs for UCF faculty and staff.
- Recognition from local, regional or state professional societies or organizations.
- Service to local community and community organizations.

Professor

In Addition to Criteria for Promotion to Associate Professor:

Teaching

- Documented effectiveness in teaching and mentorship of medical students, graduate students, postdoctoral fellows, and/or residents/clinical fellows as evidenced by learners who advance to successful independent careers as healthcare providers or researchers.

Research/Scholarship

- Senior author for publications of scholarly work in peer-reviewed journals indexed in PubMed.
- Chairperson of grant study sections for extramural funding agencies.
- Principal Investigator of multi-center clinical trials.
- Leads procurement of extramural support for multiple clinical trials.
- Leads collaborative research teams for clinical or translational research.
- Leads or designs a model program that is integral to the success of one's own department or other departments or programs within the College of Medicine.
- Publication of invited review articles.
- Authors a book or serves as Editor of a textbook or other book.
- Invited presentations at national and/or international meetings.
- Editor or member of editorial board for journals relevant to one's field.

Clinical

- National and/or international recognition for new patient programs and/or clinical innovation as evidenced by broad geographical area (including locations greater than 2 hours away) for referrals of patients or published practice standards and guidelines.
- National recognition for safety and quality improvement as evidenced by invited lectures, or other acknowledgments of one's expertise in area of clinical care.

Service

- Service to professional societies at a national level.
- Chairs committees of national or state professional societies.
- Chairing of departmental, college, and/or university committees.
- Officer/leadership of professional societies.
- Recognition or achievement awards from professional societies.
- Development of mentoring programs for new faculty.
- Organization of teaching workshops, seminars, and/or professional meetings.
- Member of accreditation site teams (LCME, SACS, etc.).
- Representation of COM in official activities.
- Develop and implement strategies to improve access to care regionally, nationally, and/or internationally.

Appendix 2. Examples of Evidence for Promotion and Tenure of Regular Faculty

The examples of teaching, scholarship, clinical patient care and service listed at each rank below are not exclusive to that rank. Examples of excellence for promotion to Associate Professor and tenure, if sustained, would provide evidence for promotion to the rank of Professor.

Associate Professor

Teaching

- College and/or University teaching awards.
- Founding faculty activities for implementation of new educational programs (i.e., GME programs).
- Development and publication of innovative teaching methods.
- Documented effectiveness in training and mentorship of medical students, graduate students, postdoctoral fellows, and/or Residents and fellows.
- Participation in thesis committees of masters and Ph.D. level students.
- Mentorship of trainees and documentation of trainee success.
- Teaching effectiveness as evidenced by student performance on National Board of Medical Examiners (NBME) subject exams and USMLE Step 1 and Step 2 exams.
- Demonstrated effectiveness in curricular integration and/or use of highly innovative teaching approaches.
- Development of effective formative and summative assessment tools.
- High ratings on learner evaluations from students, residents, fellows and peer teaching evaluations.
- Successful Module, Clerkship, or Graduate Medical Education (GME) program
Directorship/Assistant Directorship as evidenced by exam scores, learner evaluations, Program Evaluation Subcommittee (PES) reports, or accreditation documents.

Research/Scholarship

- Serve as PI or Co-PI for clinical or basic science research studies.
- If research assigned effort is 50% or greater, evidence of grant funding from external sources.
- Peer review and publication of curricular materials including acceptance for archiving in depositories for disseminated use.
- Peer review of manuscripts for PubMed indexed journals.
- Submission of grants for extramural funding.
- Publication of original research findings in peer-reviewed journals.
- Publication of book chapters.
- Publication of guidelines and/or protocols for patient treatment or delivery of care.
- Presentations at national/international meetings (with refereed published abstracts).
- Invited seminars/presentations at regional institutions.
- Invited seminars/presentations at regional or national professional society/scientific meetings.
- Invitations to serve as a reviewer for grant proposals for government and private grant agencies.
- Contribution to the development of a program that expands the services, productivity, and reputation of Nemours Children's Health and/or the University of Central Florida College of Medicine.
- Invitations to serve on regional, clinical, or research study groups.
- Invitations to serve as a reviewer for journals.
- Founding faculty activities for implementation of a new clinical service line at Nemours Children's Health, UCF Health or a new GME program (Each individual program or service line may only be used as evidence ONCE – either for promotion to Assistant or Associate Professor).

Clinical (Patient Care)

- Attainment of local reputation for clinical excellence as evidenced by patient referrals within 2 hours driving distance and invitations to speak at local CME events such as grand rounds at affiliated hospitals, etc.
- High patient satisfaction scores on patient satisfaction surveys.
- Participation in the development of or contributing authorship of patient safety and quality improvement policies and procedures.
- Contribution to the development or enhancement of programs which enhance the success and reputation of one's department or other departments or programs within the College of Medicine.
- Engaged in clinical practice committed to addressing social determinants of health and health equity.
- Service as director of laboratory or practice site (or other practice program-related leadership).
- Patient care activities to the underserved including student run clinics such as the Knights Clinic and the Apopka Farmworkers Clinic.
- Provide care to the underserved such as Shepherds Hope, the Nemours Mobile Clinic or other clinics.
- Involvement in clinical outreach, as evidenced by regional referrals for care and by recognition as a clinical expert.

Service

- Membership on departmental, college, and/or university committees.
- Service to professional societies at a national level.
- Membership on committees of affiliated institutions, such as Institutional Review Board (IRB), Institutional Animal Care and Use Committee (IACUC), Quality Improvement (QI) committees, residency or fellowship program selection committees, other hospital-based committees.
- Participation in activities such as accreditation, assessment, or institutional effectiveness programs.
- Provision of continuing education programs for UCF faculty and staff.
- Recognition from local, regional, state, or national societies.
- Service to local community and community organizations.

Professor

In Addition to Criteria for Promotion to Associate Professor:

Teaching

- Documented effectiveness in research training and mentorship of medical students, graduate students, postdoctoral fellows, and/or residents/clinical fellows.
- National or international teaching awards/recognition.
- Sustained excellence in teaching as indicated by learner and/or peer evaluations.
- Mentorship of trainees as evidenced by successful transition to residency, clinical and post-doctoral fellowships, and successful independent careers.
- Development and implementation of curriculum that has spread regionally, nationally and/or internationally.

Research/Scholarship

- Senior authorship of scholarly work in peer-reviewed journals well respected on one's field.
- If research assigned effort is 50% or greater, evidence of sustained grant funding from external sources.
- Chairperson of grant study sections for major funding agencies such as National Institutes of Health (NIH), National Science Foundation (NSF), American Heart Association (AHA), American Cancer Society (ACS), American Lung Association (ALA) and others.
- Principal investigator of multi-center clinical trials, initiation of new clinical trials.
- Procurement of extramural support for clinical trials or other research projects.
- 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.
- Publication of invited review articles.
- Authorship or serving as an Editor of textbooks.
- Invited presentations at national/international meetings.
- Editor or member of editorial board for journals relevant to one's field.

Clinical (Patient Care)

- National or international recognition for new patient programs and/or clinical innovation.
- National recognition for safety and quality improvement.
- Impact on care at national level as evidenced by dissemination of knowledge through corresponding or senior authorship of practice guidelines and invited presentations at professional society meetings.
- Referrals of patients from broad geographical areas including regionally (greater than 2 hours away) and nationally or internationally.
- Lead quality improvement projects that address and eliminate health disparities.
- Develop and implement strategies to improve linguistic access for patients.
- Develop and implement strategies to improve physical access for patients.

Service

- Leadership role in professional societies at a national/international level.
- Chair of committee(s) of national or international professional societies.
- Chairing of departmental, college, and/or university committees.
- Recognition of accomplishment in area of concentration from national/international societies.
- Organization of teaching workshops, seminars, and/or professional meetings.
- Leadership of accreditation site teams (LCME, SACS, etc.).
- Representation of Nemours Children's Health and/or UCF College of Medicine in official activities.
- Develop and implement strategies to improve access to care regionally, nationally, and/or internationally.