

# **Appointment, Promotion And Award of Tenure for College of Medicine Salaried Clinical Faculty Employed by UCF and For Non-Salaried Faculty Employed by UCF-Affiliated Hospitals And Institutions**

## **Executive Summary**

Increases in undergraduate M.D. student class sizes, expanding GME programs, and a finite number of faculty lines necessitate the ability to appropriately appoint and promote UCF salaried and non-salaried clinical faculty to sustain and grow the College of Medicine (COM) missions. The College faculty and administration propose that UCF salaried and non-salaried clinical faculty be appointed and promoted using clinical faculty tracks. Additionally, we propose that some non-salaried faculty who meet or exceed University tenure criteria be awarded Tenure of Title and considered to be regular-track faculty. The proposed processes were approved by the College faculty following a vote. The implementation of core clinical faculty tracks is consistent with clinical tracks at many U.S. Medical schools. Such tracks are associated with promotion criteria and procedures which reflect expanded definitions of scholarly activity and timelines for the promotion of faculty whose primary mission contributions are clinical. This document summarizes proposed processes for the following faculty tracks:

1. Clinical track faculty appointments for UCF-salaried College of Medicine core faculty (not eligible for tenure)
2. Core faculty appointments for College of Medicine non-salaried faculty employed by UCF-affiliated hospitals/institutions to include:
  - Clinical Track core faculty- not tenure eligible (Current estimate-60 faculty, numbers will increase)
  - Core faculty who are eligible for Tenure Of Title- these faculty are considered to be regular track (Current estimate- Up to 10 faculty)

UCF COM salaried clinical faculty may be appointed to a clinical track at their current academic rank using existing appointment criteria. Non-salaried clinical faculty who are nominated or wish to be considered for core faculty status will be evaluated using proposed non-salaried core faculty appointment criteria by a committee composed of representatives from each College department. Additionally, a subset of the non-salaried faculty appointed as core faculty will have academic qualifications which meet or exceed the tenure requirements currently in place at the University. These faculty will be offered an opportunity to be awarded Tenure of Title. This practice is consistent with processes at a growing number of U.S. Medical Schools\* including the University of South Florida (USF).

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## **1. A Process For Appointment Of UCF-Salaried College of Medicine Faculty (Core Faculty) To Clinical Tracks**

### **Rationale:**

The UCF College of Medicine will benefit from clinical faculty tracks for UCF-salaried clinical faculty whose major mission contribution is patient care. UCF salaried clinical faculty are not eligible for a tenure-earning track. There is a need to appropriately recognize the efforts of medical school clinical faculty (at Pegasus Health or other UCF practice sites) whose primary assignment (majority of time effort) includes clinical practice in specialty areas, or who participate in the clinical education of medical students and/or residents. Clinical education includes classroom instruction, teaching on hospital wards, and/or administration and oversight of medical student and resident training at affiliated hospitals and other clinical teaching sites. This appointment structure can be selected for faculty who do not have sufficient dedicated time to meet the scholarly requirements for promotion in regular tracks. The implementation of core clinical faculty tracks is consistent with practices at many U.S. Medical schools, and includes promotion criteria that reflect an expanded scope of scholarly activity associated with clinical work.

### **Process:**

UCF salaried faculty who have at least 50% clinical practice effort may transition to the clinical track at the currently appointed rank using existing COM appointment criteria:

1. 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.
2. 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.
3. 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.

With respect to clinical track titles, salaried and non-salaried clinical faculty who are appointed as core faculty would be appointed as Professor, Associate Professor, and Assistant Professor, each with the qualifier, "Clinical Track".

**2. A Process For Appointment Of Non-Salaried College of Medicine Faculty Employed by Affiliated Institutions As Core Faculty:**

- 1) Clinical Track Core Faculty- Non-Tenured (Current estimation-60 faculty, numbers will increase)**
- 2) Regular Track Core Faculty- Eligible for Tenure Of Title (Current estimation- Up to 10 faculty)**

**Rationale**

The UCF College of Medicine is in need of a modified faculty appointment structure to appropriately recognize the efforts of medical school faculty who provide clinical and other educational and research experiences to students and residents, and whose salaries are paid by medical centers, clinical teaching sites, and other institutions that have affiliation agreements with UCF. Non-salaried faculty from affiliated institutions and clinical teaching sites are mission critical, and contribute a significant percentage of their effort to teaching UCF medical students and residents. These activities include classroom instruction, teaching on hospital wards, clinical research, administration and oversight of medical student and resident training at affiliated clinical teaching sites, and/or hold leadership positions at affiliated hospitals which are essential to the future development of College of Medicine programs. Other U.S. Medical Schools commonly use faculty appointment structures that include regular academic titles for faculty whose salaries are paid by affiliated hospitals such as the VA and other medical centers (For example, as of 2011, 70% of VA physicians have faculty appointments at a U.S. medical school). We currently have mission critical faculty at Orlando Health, Florida Hospital, Nemours Children's Hospital, Osceola Regional Medical Center and VAMC-Orlando and Bay Pines.

**Process:**

The College currently has non-salaried clinical faculty appointment criteria in place for volunteer and affiliate faculty:

1. Appointment to the rank of Assistant Professor (early career level) for affiliated and volunteer faculty:

- The rank of assistant professor signifies that the candidate has made or has the potential to make contributions to at least one of the focus areas of academic and/or clinical achievement that constitute the missions of the College of Medicine. These are:
  - teaching (at the medical student and/or resident level; graduate students in the medically-related sciences)
  - research/scholarship
  - patient care and service (administration and/or community service).
  
- 2. Appointment to the rank of Associate Professor (mid Career Level) for affiliated and volunteer faculty
  - The rank of associate professor signifies that the candidate has made tangible contributions to at least one of the focus areas of academic and/or clinical achievement that constitute the mission of the College of Medicine (see above) and that the candidate has achieved regional recognition.
  
  - As affiliated or volunteer members of the faculty, associate professors will exhibit high levels of skill as educators and/or practitioners. They will contribute actively to the educational and/or clinical programs of the College of Medicine, and they will demonstrate the ability to stimulate students and trainees toward a scholarly approach to medical practice. Such clinical faculty members must provide high-quality patient care.
  
- 3. Appointment to the rank of Professor (established career level) for affiliated or volunteer faculty
  - Professors will have achieved undisputed national recognition as outstanding teachers and clinicians. They will demonstrate efficiency in design, organization, and presentation of material, and continue to contribute to the formal teaching programs of the College of Medicine. They must demonstrate a more distinguished level of accomplishment and a longer record of academic involvement than an associate professor.
  
  - The Professorial rank represents the highest rank that can be earned in the Professoriate and the highest academic honor at the University of Central Florida College of Medicine. Promotion or appointment as professor requires that the candidate has remained productive in the academic and/or clinical mission of the College of Medicine, and has national standing.
  
  - Appointment to this rank will be reviewed by the Office of Faculty & Academic Affairs and Dean. Documentation of accomplishments since initial appointment or promotion at lower ranks must be provided. Promotion or appointment to professor requires that a faculty member be recognized in her/his field at the national or international level.

Scholarly presentations or publications of research and/or clinical accomplishments are standard for this promotion.

Volunteer and affiliate non-salaried faculty who are nominated to be core faculty either by the College leadership or through self-nomination will be evaluated using core faculty appointment criteria by the College of Medicine Appointment Committee (COMAC) whose members are appointed by the Dean. The COMAC membership will consist of 5 faculty members: One member shall be from the Burnett School of Biomedical Sciences, 1 member shall be from the Department of Medical Education, and 3 members shall be from the Departments of Clinical Sciences and Internal Medicine. The distribution of membership among the departments is intentional, due to the expectation that almost all of the non-salaried faculty being considered by the committee will be physicians. The committee may periodically request additional review from non-members in cases where a non-salaried core faculty candidate's qualifications may require additional evaluation. The criteria for appointment of non-salaried faculty as College of Medicine core faculty are proposed to include:

1. Faculty whose primary UCF effort is sustained clinical education of students and residents (minimum of one requirement):
  - a. Directorship of a required module, clerkship, or residency program with 25% effort (averaged over 3 month time blocks to reflect intermittent concentrated teaching time)\* which includes administrative/accreditation activities, trainee evaluation, and direct contact time.
  - b. Associate, Assistant, or Site Director for a residency program or clerkship with 25%\* of effort to include administrative/accreditation time, trainee evaluation, and direct contact time.
  - c. Core faculty who are essential to achievement of educational objectives for key programs and who have a minimum of 25%\* direct contact time. An example is a faculty member in a residency program who is on service with residents 20 hours per week for at least 2 weeks per month.
2. Faculty who supervise and mentor medical student research projects in addition to other sustained effort contributions to UCF missions such as teaching and committee responsibilities (minimum of one requirement):
  - a. Supervision of multiple student research projects each academic year.
  - b. Supervision of medical student research projects combined with additional COM program efforts will be considered individually to determine if the sum of all efforts is at least 25%.
3. Faculty with significant sustained UCF-based scholarly activities (minimum of one requirement):
  - a. PI or Co-PI status on funded grants which are administered through the UCF office of Research and Commercialization (ORC).
  - b. VA research faculty-effort contribution will be evaluated based on individual role in COM programs.

4. Individuals with significant leadership roles at affiliated hospitals who are critical to furthering UCF missions through program development and /or strategic hiring initiatives. The affiliated hospital must be a key teaching site for medical students or residents (minimum of 10 average per month) and the candidate must meet one of the following:
  - a. Serve as Chief Academic, Educational, Medical, or Research Officer.
  - b. Serve as a department or section chief or equivalent in a clinical specialty in which many students or residents rotate on a regular basis.

All non-salaried faculty who meet requirements for core faculty status will be appointed for the same duration as salaried faculty: Professors will be appointed for 3 years, Associate and Assistant Professors will be appointed for 2 years. All non-salaried core faculty will be expected to participate in College service activities including membership on committees and task forces, and will undergo an identical annual review process as salaried COM faculty. Non-salaried core faculty will not be eligible for TIP, RIA and SOTL awards or to serve on promotion and tenure committees for salaried faculty. Additionally, they will not be eligible to serve in the faculty senate. It is anticipated that approximately 60 currently appointed non-salaried clinical faculty will qualify for core faculty status, with likely growth to larger numbers anticipated to accompany current expansion of COM programs.

Non-salaried clinical faculty who are appointed as core faculty will also be eligible for promotion using existing College promotion procedures and criteria which include:

1. 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.

## 2. 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.

### **Award Of Tenure of Title To Non-Salaried UCF College of Medicine Core Faculty**

#### **Rationale**

A subset of non-salaried faculty have achieved standards of scholarly accomplishments at other institutions which meet or exceed current standards for tenure at UCF. A growing number of U.S. medical schools including USF are offering Tenure of Title to non-salaried clinical faculty to honor their research, teaching, and service achievements. In order to recruit, recognize, and retain these accomplished non-salaried clinical faculty, we propose to offer Tenure of Title to those (estimated to be up to 10 faculty at present) who have met or exceeded University standards for award of tenure.

#### **Process:**

The UCF College of Medicine proposes to award Tenure of Title to non-salaried core faculty who have demonstrated sustained excellence in scholarly activity, teaching, and professional/collegiate service who meet or exceed the tenure requirements for the unit in which their appointment resides. Tenure of Title is an honorary title granted to faculty who have achieved equivalent levels of scholarly accomplishments as those faculty who have been awarded tenure through a tenure track appointment and established University tenure procedures. Faculty members who have been awarded Tenure of Title are subject to the post-tenure review procedures currently in place.

Tenure of Title is awarded at the discretion of the College without any right to, interest in, or expectation or guarantee of any compensation or future employment. Tenure of Title is granted to non-salaried core faculty through the department in which the faculty member has his/her primary appointment. All existing procedures shall be followed, including existing procedures for newly hired faculty previously tenured at another institution.