

# MEMORANDUM

**Date:** November 6, 2014  
**TO:** Members of the Steering Committee  
**FROM:** Reid Oetjen  
Chair, Faculty Senate  
**SUBJECT:** **STEERING COMMITTEE MEETING on November 13, 2014**

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Meeting Date: Thursday, November 13, 2014  
Meeting Time: 4:00 – 6:00 p.m.  
Meeting Location: College of Arts and Humanities, Room 192

## A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes of *October 2, 2014***
4. **Announcements**

- Parking & Transportation Services, UCFMobile app  
Shuttles icon shows bus ETA and mapped locations.



### **Recognition of Guests**

- Dr. Deborah German, Vice President for Medical Affairs and Dean, COM (phone)
- Dr. Richard Pepler, Associate Dean, Faculty and Academic Affairs, COM
- Dr. Jane Gibson, Professor of Pathology, COM
- Dr. Jeff Jones, Vice Provost, Regional Campuses

### **5. Report of the Provost**

### **6. Old Business**

None.

### **7. New Business**

- College of Medicine Faculty Appointments and Tenure Issues
- Mastery-based and Personalized Learning
- Paid Parental Leave

## **8. Liaison Committee Reports**

- Budget and Administrative Committee – *Robert Cassanello*
- Graduate Council – *Jim Moharam*
- Parking Advisory Committee – *Norma Conner*
- Personnel Committee – *Richard Harrison*
- Undergraduate Council – *Bill Self*

## **9. Other Business**

## **10. Adjournment**

**Faculty Senate Steering Committee Meeting**  
Minutes of  
**October 2, 2014**

Reid Oetjen, chair, called the meeting to order at 4:03pm. The roll was circulated for signatures.

**MINUTES**

Motion to approve the minutes of August 14, 2014 was made and seconded. The minutes were approved as recorded.

**RECOGNITION OF GUESTS**

Tracy Clark, Associate Vice President for Finance and Controller  
William Merck, Vice President and Chief Financial Officer Administration & Finance  
Diane Chase, Executive Vice Provost, Academic Affairs  
Lyman Brodie, Associate Vice Provost, Faculty Relations  
Jana Jasinski, Associate Dean for the College of Graduate Studies

**ANNOUNCEMENTS**

None.

**REPORT OF THE PROVOST**

Question to the committee: how is the semester going? We have a bigger freshman class by 300. Hiring 200 new faculty. As of last week, we had 26 postings up for new hires; all positions had applications coming in, with the exception of four positions. An ad in the Chronicle of Higher Education (full page) has gone out. There are several opportunities with these positions; build faculty in excellence and quantity, take a strong step forward in the diversity of our faculty, and to project what the institution is doing. Advertisements in diversity outlets are coming out soon.

Expressed appreciation to the College of Science and the Center for Success of Women Faculty for the workshop on bias. The College of Sciences brought in an Implicit Bias expert for their Deans workshop. The Center for Success of Women Faculty had the same expert at their luncheon and held an open workshop with approximately 35 faculty.

One thing to put on our radar is the question of joint appointments. It is my understanding that there are not many if any joint appointments at UCF, such as a 50-50 joint appointment across two disciplines. As we get ready to bring in joint appointments, what are your thoughts on the opportunities and the risks, and how do we mitigate those risks?

Comments: Important to develop agreements so that faculty members are not torn. Processes must be put in place to protect the faculty member. How do we define joint appointment? Is it joint tenure, or joint paycheck, or what? How do we reward people for doing joint work? How are faculty evaluated? Implications for tenure and promotion? Right now we have three types of joint appointments: non-financial, shared line with financial sources in two different places, and shared with a center. It may be not needed

for non-financial, such as a professor being chair of a dissertation in another discipline. Provost fellows are looking at joint appointments. What is a cluster vs. joint appointment? What are the promotion and tenure and financial implications? We could probably look at models within the state university system. Lyman and collective bargaining should be included in discussions.

Request to move this discussion within committee. Ida Cook moves to refer issue to personnel committee. Seconded. Motion passes.

Next topic: What academic priorities should we focus on in the mid-term (15-20 year) future? Who do we want to be? Manoj Chopra as a provost fellow is facilitating this discussion and including external and internal stakeholders. External include Jacob Stuart, Buddy Dyer, and similar individuals. Question to Manoj: will the discussions include people from the Sports Commission, Visit Orlando, and Tavistock? The Steering Committee is an internal stakeholder body. We have a 1 year, 10 year, and 30 year chart—immediate future with new hires, where do we see ourselves in ten years, and long-term. What may higher education look like nationally? What is the role of hybrid and distributed learning? These are further questions to consider. We are looking at what is special about UCF and to give rise to it nationally and internationally.

The short-term relies on funding, including performance funding. We feel we are in good shape on performance funding metrics, but we do not know the numerator.

Last, with respect to the downtown campus. We are forming committees. One is academic programs, with three groups. One is community relations and engagement, chaired by Michael Frumkin (COHPA Dean). Second is arts, visualization and communications, chaired by Mike Johnson (COS Dean). We are probably 2 years away (assuming funding) maybe 3 before a move begins. Who will move downtown? It won't be "officially" announced because it will be a visible process.

Update on Dean searches: College of Education, Nursing, and Undergraduate Studies. We are getting close on those; they will all be national searches.

## **OLD BUSINESS**

None

## **NEW BUSINESS**

### Approval of TIP, RIA, and SOTL documents

The Steering committee can only change dates; we cannot change the substance of the awards. We need to approve TIP, RIA, and SOTL, and the same specifically for College of Medicine.

Academic Affairs is putting together a committee, but any changes the committee makes won't change TIP, RIA or SOTL until next year.

Motion to approve date changes made by Ida Cook. Seconded. Motion passes.

Budget Presentation—William Merck II and Tracy Clark

William Merck and Tracy Clark delivered a presentation on the University Budget including; operating budget, capital budget, the budgeting process, and DSO budgets, see University Budget handout pdf.

Question: What model is used to determine college allocations? The University receives a budget from the Florida Legislature then we allocate to each division. Academic Affairs then allocates from their budget to each college.

Provost Whittaker addressed the question on Academic Affairs budget model relating to the distribution of funds to divisions. The emphasis is on slow, deliberate introduction of budget models, including the possibility of pilot testing models in select divisions. The goal will be to distribute funds that facilitate collaboration and resource sharing, while also facilitating entrepreneurial behavior at the division and sub-division level.

Acknowledged the role of student activity fees for providing new facilities and operations for facilities.

Goal in budget: high quality academic experience that is affordable and accessible. We are looking now at program that can help families in the \$40k to \$100k income range to attend the university.

**LIAISON COMMITTEE REPORTS**

Budget and Administrative Committee—Robert Cassanello

Potential agenda items: (1) look into efficiency and quality of facilities, (2) process for getting legal involved in projects outside the university, (3) redundancy in organization chart.

Graduate Council—Jim Moharam

Graduate policy committee voted to make a change to the definition of graduate faculty to allow ranked lecturers and instructors serve on the committee.

Another issue discussed: allowing people to defend thesis/dissertation from a distance. University policy currently requires in-person defense. There are benefits and drawbacks. Benefits: convenience and accessibility. Drawbacks: perhaps never meeting committee in person.

Parking Advisory Committee—Norma Conner

Hang tag issue: 25% reduction in cost but sales have increased.

Expectant mother parking: 5 temporary spaces will be designated as expecting mothers in spring, for 3 months near the expecting women's building. These parking spaces will move based on need. Another issue: increased demand with 200 new faculty?

Personnel Committee—Richard Harrison

Met on September 16. Four issues: (1) salary compression and inversion; requested more information from faculty affairs; the last university-wide salary study was in 2005; (2) college criteria for promotion of lecturers and instructors; wait until spring 2015 when colleges develop criteria before taking further action (3) emeritus/emerita rank criteria, and (4) implementation of faculty climate survey.

Undergraduate Council—Bill Self

Will be meeting next week. No agenda items last month.

**OLD BUSINESS**

The Recording Academic Engagement AdHoc committee made a recommendation to post campus closure events (such as sports games) or possible timeframes on the university academic calendar as soon as the events are known in order for faculty to plan classes. Athletics has event dates by the end of June or July each year. A recommendation is being developed. This issue can probably be handled informally by talking with Dave Hansen instead of voting on a resolution.

**OTHER BUSINESS**

None

**ADJOURNMENT**

Motion to adjourn made and seconded. The committee adjourned at 5:58pm.

# **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).

\*\*AAMC Group on Faculty Affairs (GFA) Annual Meeting-Boston, MA. July 2014

## **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.

## Tenure of Title

- University of South Florida
- Drexel University
- Mount Sinai
- University of Pennsylvania
- Columbia University

**Appointment, Promotion and Tenure Guidelines**  
**USF Morsani College of Medicine**

Revised August 18, 2014

1. **PREFACE**
2. **ORGANIZATION OF THE FACULTY**
3. **CORE FACULTY**
4. **COLLATERAL FACULTY**
5. **VOLUNTARY FACULTY**
6. **DOCUMENTATION OF MERIT AND ACCOMPLISHMENT**
7. **FACULTY PROFESSIONAL PRACTICE**
8. **AMENDMENT OF GUIDELINES**

**(6) Tenure of Title (Clinician Educator):** Tenure of Title may be awarded to a faculty member whose scope of duties for the College and USF Health are primarily clinical or patient care who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, teaching and professional/collegiate service; (b) has achieved national recognition in their field by professional office, awards, and/or recognition in their discipline; (c) has demonstrated clinical work productivity by exceeding collegiate and national benchmarks for their discipline; and (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for clinician educators. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University College of Medicine for eligibility for consideration for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in **Section 6** substantially the same as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

**(7) Tenure of Title (Scientist Educator):** Tenure of Title may be awarded to a non tenure accruing faculty member whose scope of duties for the College and USF Health are primarily educational with educational scholarship who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, teaching and professional/collegiate service; (b) has achieved national recognition in their field by professional office, awards, and/or recognition in their discipline; (c) has demonstrated sustained excellence in student and peer teaching evaluations by exceeding collegiate benchmarks for their discipline; and (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for scientist educators. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University College of Medicine for eligibility for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in Section **6.2** and **6.3** in substantially the same manner as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

**(8) Tenure of Title (Research Scientist):** Tenure of Title may be awarded to a non tenure accruing faculty member whose scope of duties for the College and USF Health are primarily research and scholarly activities supported by extramural research funding



who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, research productivity, and professional/collegiate service; (b) has achieved national recognition in their field by professional office, research grant awards, and/or recognition in their discipline; (c) has demonstrated sustained excellence in research recognition through publication in peer reviewed journals and research grant support (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for research scientist. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University Morsani College of Medicine for eligibility for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in Section 6.2 and 6.3 in substantially the same manner as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

(9) **Post Tenure Review:** There shall be a collegiate policy that all tenured, core faculty in the Morsani College of Medicine participate in a process of post-tenure review if the individual faculty member has a summary five-year performance score assigned by the department chair of less than satisfactory on the collegiate evaluation form for the most recent five year period.

The purpose of the post-tenure review process is to assure the faculty member's continued professional growth and development beyond the award of tenure and to provide a process for both periodic and episodic ("triggered") college level evaluation.

An episodic review may occur at the request of the Dean of the Morsani College of Medicine when there is reason to believe that performance expected of a faculty member in the Morsani College of Medicine is below expectation.

The full process shall be available on the Collegiate Faculty Affairs web page.

### **3.8 APPOINTMENT, PROMOTION, AND TENURE COMMITTEES**

(1) **College Appointment, Promotion, and Tenure Committee:** The College Appointment, Promotion, and Tenure (APT) Committee consists of nine tenured members of the Core Faculty (at least two-thirds {2/3} of whom shall hold the rank of Professor) and two non tenure accruing faculty of advanced rank from other pathways (Associate Professor or Professor) appointed by the Dean under terms and conditions outlined in the College Faculty Bylaws. The Committee is responsible for reviewing all applications for appointment and promotion of Core and Collateral Faculty to the ranks



## TENURE AND PROMOTION TO TENURE POLICY

### DREXEL UNIVERSITY COLLEGE OF MEDICINE

The Board of Trustees and the faculty acknowledge and affirm the important role of tenure in promoting academic freedom, the search for knowledge and a robust academic environment within the Drexel University College of Medicine ("College").

#### Principles for the Awarding of Tenure or Tenure of Title

Within the College, tenure (as defined below) may be awarded to a faculty member who holds an unqualified faculty title, who is employed by the College on at least a .75 FTE basis, and whose scope of duties for the College is primarily research, or scholarly activity in the field of medical education and curricular development.

Tenure may be awarded to a faculty member who, in the opinion of the College, has demonstrated academic excellence. This may be made manifest through either:

(i) sustained excellence in research and scholarly activity; (ii) sustained record of being well supported by external funding; and (iii) having received external peer recognition at the national level; and in addition the candidate is expected to have shown sustained performance at least at the satisfactory level in teaching and College or community service; and must be judged capable of continuing all such activity over the balance of the course of his or her career.

or:

(i) sustained excellence in the teaching of the College's medical students (excellence in the teaching of graduate students and residents will also be taken into account); and (ii) demonstrated leadership in the College community in the area of education; and (iii) sustained excellence in medical curricular development and scholarly activity; and (iv) having received external peer recognition as an educator at a national or international level; and in addition it is preferable that the candidate has been supported by extramural funding; and must be judged capable of continuing all such activity over the balance of the course of his or her career.

**Tenure of Title (as defined below)** may be awarded to a faculty member holding an unqualified title and whose scope of duties for the College are primarily clinical or patient care who, in the opinion of the College: (a) has shown sustained excellence in scholarly activity, teaching and College or community service; (b) has achieved national recognition in their field; and (c) who is judged capable of continuing such activity over the balance of his or her career.

Although the focus of the tenure process is aimed at evaluating the individual performance of the faculty member, the changing needs and priorities of the department and College may also affect the decision to grant tenure. As part of the tenure review process, any department proposing faculty for tenure should consider the programmatic and budgetary implications of granting tenure. In addition, it is expected that any faculty member seeking tenure will have demonstrated appropriate collegiality towards colleagues, students, staff and patients throughout their employment at the College. The responsibility always lies with the individual faculty member to demonstrate to the College that he or she has met the requirements for tenure.

In order to implement these aforementioned principles for the awarding of tenure and tenure of title the Tenure Committee of the College shall develop more specific criteria and standards for tenure, subject to the approval of the Executive Committee of the faculty, the Dean and the Board of Trustees. These standards and criteria shall be published to the College faculty and used as guidelines in making tenure recommendations to the Board of Trustees.

**Definitions.** Faculty members who acquire Tenure ("Tenure") at the College hold their rank and salary for an indefinite term, absent death, resignation, retirement, dismissal for cause, financial exigency or discontinuance of the department under which the rank and salary are held.

For purposes of this policy, salary shall mean base salary, without clinical, administrative or other supplement. For Tenured faculty, the guaranteed base salary will be either (i) fifty percent (50%) of the median percentile salary for the faculty member's rank and department as determined by the 2006 American Association of Medical Colleges salary survey table for basic science departments in the Northeast region of the country (to be reviewed and modified, if appropriate, at three year intervals by the Board of Trustees in its sole discretion); or (ii) one hundred percent (100%) of the faculty member's salary during the previous fiscal year, which ever is less. This guarantee will extend so long as the faculty member maintains the expected level of teaching, research, or scholarly activity.

Faculty members who acquire Tenure of Title at the College hold that designation as an honorary title at the discretion of the College, and without any right to, interest in, or expectation of any compensation or other property right. Faculty members holding Tenure of Title remain subject to the provisions of Article II, Section 7 of the Faculty Bylaws with regard to the renewal and termination of their faculty appointment.

**Tenure track.** The decision to hire or place a faculty member on a tenure track position shall be made by the department chair in which the primary appointment is made acting with the concurrence of the Dean. The faculty member's appointment letter shall clearly state the appointment is for a tenure track position and, if applicable, carry a specific statement of the maximum length of service that will be required before a tenure decision is made. Any faculty appointment which does not specify a tenure track will be considered to hold a non-tenure track appointment. Any faculty member may apply to their department chair and the Dean to be placed on a tenure track or taken off tenure track.

**Tenure Timeline.** Typically, a period of six to nine years shall be served before the award of Tenure. These times can be adjusted to recognize time in rank at other academic institutions or to meet other competitive situations.

**Authority to Award Tenure or Tenure of Title.** The award of Tenure or Tenure of Title at the College may only be made by the positive action of the College's Board of Trustees, following appropriate review by the candidate's Department, Department Chair, the Tenure Committee of the College, the Executive Committee of the Faculty and the positive review of the Dean and President. Tenure is granted in the Department in which the faculty member has his or her primary appointment.

**Tenure Report.** The Dean will maintain an analysis of the College's staffing and tenure projections, with particular attention to the aggregate number of tenured and tenure-track appointments. The Dean will forward a report to the President and the Academic Affairs Committee of the Board of Trustees, by June 30 of each year stating the aggregate number of tenured and tenure-track faculty at the College.

**Appointment If Tenure Application Denied.** A tenure-track faculty member who has either withdrawn from consideration for tenure or been denied tenure remains eligible for employment with the College on an at-will or contractual basis, at the sole discretion of the College. The acceptance of any such employment shall constitute agreement by the faculty member that she/he has no right, title, interest, or expectation in Tenure and complete release of any further obligation owed her/him under the College's Tenure Policy.

**Termination of Tenure Appointments by the College.** The College will comply with the procedure and process set forth in Article II of the Faculty Bylaws when terminating a faculty member with Tenure and when terminating or non-reappointing a faculty member with Tenure of Title.

**Post Tenure Review.** Tenured faculty who are identified as needing assistance in the pursuit of personal scholarly growth or in maintaining a level of research or teaching consistent with the College's expectations for its faculty may be given access to such resources for a specified period of time before any process of tenure revocation is pursued. The Tenure Committee of the College shall develop more specific criteria and standards for post tenure review, subject to the approval of the Executive Committee and of the faculty, the Dean and the Board of Trustees. These standards and criteria shall be published to the College faculty and used as guidelines in post Tenure review.

**Senior Faculty Members in Place.** Tenure is hereby confirmed for those current faculty members who either (i) received appointment letters signed by the President of the College that expressly state that the appointment came with tenure or (ii) were awarded tenure by the College's Board of Trustees between November 10, 1998 and April 8, 1999. Records of tenure status for these faculty members are maintained in the Dean's Office. The guaranteed base salary for such faculty members whose scope of duties for the College are not primarily research or scholarly activity in the field of medical education and curricular development will be the percentage of their salary as of the effective date of this policy that is dedicated to educational duties. Any tenure status that was granted by the Allegheny University of the Health Sciences or its predecessors is not recognized by the College.

**Amendments.** This policy may be amended from time to time as the Board of Trustees, after consultation with the faculty, deems necessary in the best interests of the College. After consultation with the faculty, the administration shall issue and maintain procedures that implement this policy. Faculty members are responsible for familiarizing themselves with applicable Tenure policies and procedures. No provision of this Policy may be waived or modified by any officer, faculty member, employee or agent of the College without the prior approval of the Board of Trustees.

**Effective Date.** This Policy shall become effective March 1, 2004 (and as amended by Board of Trustees on May 11, 2005).





## Faculty Handbook

### Tenure

The granting of tenure is at the sole discretion of the School of Medicine and the Board of Trustees. The following applies to tenured faculty.

#### A. Definition of Tenure

Tenure represents a permanent, forward-looking commitment by the School of Medicine. Granting of tenure is based upon the past achievements of the individual and expectations for future programmatic contributions related to the missions and needs of the department and the School of Medicine. Tenure recognizes and rewards faculty of high quality and demonstrates the School's interest in retaining excellent faculty throughout their productive careers.

Tenure is a professional status involving an assurance of continued service appropriate to rank and is recognized and granted formally by the Board of Trustees of Icahn School of Medicine upon recommendation by the Dean, or in the case of faculty from affiliated institutions conjointly by the Board of Trustees of both institutions upon recommendation by the Dean. Tenure is indispensable to the success of an institution in fulfilling its obligations to students, in maintaining academic freedom, and in contributing to knowledge and human health.

Recommendations for tenure are considered separately from appointment and promotion recommendations.

Faculty at the rank of Associate Professor and Professor in three full-time tracks – Investigator, Clinician and/or Educator and Research – and in the voluntary track may be considered for tenure (see Chapter V, Appointments and Promotions).

#### B. Financial Obligations of Tenure

Tenure is an academic position available to full-time and voluntary School of Medicine faculty at the ranks of Associate Professor and Professor.

##### 1. Full-Time Faculty

The financial obligation to all tenured full-time faculty is limited to the minimum rate for rank established by the School of Medicine.

For a tenured full-time School of Medicine-based faculty member, the obligation of the School to fund the faculty member's salary will be limited to funds in the faculty member's Department unless the Dean has given prior written approval that other institutional funds may be committed.

For a tenured full-time School of Medicine-based faculty member whose Department or Institute is eliminated, resource allocation, including space and salary, will be reviewed in accordance with relevant policies.

For tenured full-time faculty member whose base salary is paid by an affiliated institution, financial support will be limited by the affiliate institution's funds and will be subject to the written policies of the affiliate institution. Such policies of the affiliate must be consistent with the policies for Icahn School of Medicine-based faculty described above.

##### 2. Voluntary Faculty

Tenure for voluntary faculty members carries no financial obligation for the Department, the affiliate or the School of Medicine.

#### C. Procedure for the Granting of Tenure

Faculty members eligible for tenure may be recommended by the respective Department Chairperson to the Committee on Appointments, Promotions and Tenure. All applications for tenured positions will be reviewed by an Ad Hoc committee and subsequently reviewed by the full Committee on Appointments, Promotions and Tenure. All subsequent procedures for appointment or promotion to a tenured position will follow the guidelines as outlined in Chapter V, Faculty Appointments and Promotions.





## **II.C. Tenure System at the University of Pennsylvania**

*(Source: Procedures Concerning Tenure, Office of the Secretary, 1969 and 1969 Handbook for Faculty and Administration; Standing Resolution of the Trustees, September 9, 1983) -*

[http://www.upenn.edu/provost/images/uploads/Faculty.Handbook\\_Fall\\_2010.pdf](http://www.upenn.edu/provost/images/uploads/Faculty.Handbook_Fall_2010.pdf)

### **II.C.1. Purpose of the Tenure System**

The protection of the academic freedom of individual teachers and scholars is the instrument by which society at large is protected from hindrances to the search for knowledge and from limits on the dissemination of knowledge. The statutes of the University hold that a system of tenure for faculty members is the preeminent means of fostering and protecting academic freedom of the faculty in teaching and in scholarly inquiry.

The tenure system consists of rules and procedures that establish an essentially selfregulated body of scholars enjoying the continuity of existence and economic security within which academic freedom is both fostered and protected. The protections of academic freedom are extended to all members of the faculty during their terms of appointment. The rights and privileges embodied in the tenure system are extended to all members of the Standing Faculty during their terms of appointment. Certain of these rights and privileges are also extended to members of the Associated Faculty during their terms of appointment.

The concomitant responsibility of faculty members, benefited and encouraged by the tenure system, is to use the opportunities thus provided for the advancement of the purposes of the University and of the communities it serves. These purposes include teaching and scholarship. Members of the Standing Faculty are obliged to share in the teaching mission so that their students may advance in learning. They are also obliged to push forward the frontiers of knowledge through study and research. These activities go hand in hand, for scholarship is unavailing if its results are not communicated, and a lively stimulus to learn is best imparted by one who is adding to our store of knowledge.

### **II.C.2. Basic Principles of the Tenure System**

A faculty member who has received tenure has a continuous appointment that extends to retirement unless terminated sooner by resignation, death, or by action of the Trustees under the provisions for removal for just cause or by reason of financial exigency. Only members of the Standing Faculty are eligible to be appointed with tenure. Members of the Standing Faculty—Clinician-Educator, the Associated Faculty or the Academic Support Staff do not acquire tenure; service in any of these three classes is without tenure significance. Each decision creating tenure status for a faculty member is made, upon recommendation of the faculty, the Provost and the President, only by positive action of the Trustees, except in the case of the “rare instances” mentioned below. No faculty member shall be appointed or promoted to the rank of Professor in the

Standing Faculty without a simultaneous affirmative grant or confirmation of tenure status. The faculty of any school of the University may adopt a resolution asking the Provost's approval for promotion of members of the Standing Faculty to the rank of Associate Professor without simultaneous affirmative grant of tenure. After receiving the advice of the Senate, the Provost may authorize this type of promotion for the school in question. The school may then recommend individual members of the Standing Faculty for promotion to the rank of Associate Professor without affirmative grant of tenure by the usual process. In such cases, the faculty member may serve without tenure for the remainder of the probationary period established for the faculty member's previous appointment as Assistant Professor. In schools whose faculty have not received authorization for this type of appointment from the Provost, promotion to the rank of Associate Professor must be accompanied by simultaneous grant of tenure. An initial appointment of a faculty member from outside the University, or a transfer from the Associated Faculty, to the rank of Associate Professor is permissible without conferral of tenure status. In no case, except that of faculty who have not previously held appointments at other institutions, can the total probationary period as Associate Professor in the Standing Faculty exceed five years.

There shall be definite limits upon the length of time any faculty member can serve as a member of the Standing Faculty without tenure. For members of the Standing Faculty initially appointed as Assistant Professor, the probationary period is seven years, except for members of the faculty in the health professional schools who have substantial clinical duties and thus are eligible for and elect a probationary period of ten years. Faculty appointed from outside the Standing Faculty to the rank of Associate Professor without tenure have a probationary period of five years except that faculty appointed to the rank of Associate Professor who have not previously held faculty appointments at other institutions may elect a probationary period of seven years. In cases where a proposed untenured appointment to the Standing Faculty is substantially different from the present appointment of an untenured faculty member, the Provost is authorized to decide, after consultation with the Senate Committee on Academic Freedom and Responsibility, that the probationary period for the present appointment should not be considered as probation for the proposed appointment because of the degree of professional dissimilarity and to determine whether or not the new untenured appointment would preserve academic freedom. If the Provost decides that the new appointment may be untenured, the new tenure probationary period will be measured without regard to any probationary period already served at the University by the faculty member.

For faculty members serving with reduced duties on a half-time basis, the probationary period shall be extended by one year for each two years spent in such halftime service, except that the total extension cannot exceed three years. For faculty with a normal seven-year probationary period, the total tenure probationary period including the time spent in reduced duties cannot exceed ten years. For faculty with substantial clinical duties, who elect a probationary period of ten years, the total tenure probationary period, including time spent in reduced duties, cannot exceed thirteen years. The University expects that each recommendation for a tenure appointment shall be

made only after the most careful and searching inquiry by the faculty concerned, and thorough review by the Provost and President of the attainments and the capabilities of the candidate in light of the University's perceived academic needs and plans, and in the context of a financial plan commensurate with the new commitment proposed to be undertaken.

**Tenure in Part-Time Status**—In very rare instances prior to July 1, 1976, the University granted tenure to persons serving on a part-time basis. In such cases the University's financial commitment has only been for corresponding partial salary. Since July 1, 1976, part-time service, has never been considered tenure-probationary except for faculty who after appointment to tenure probationary status received approval for a reduced load (*See* II.E.2, Reduction in Duties).

**Tenure of Title and Limited Tenure**—The University reserves the right to employ individuals to whom rank in the Associated Faculty is accorded without accepting responsibility for the continuation of their salaries beyond the termination of the contract or grant supporting them, but in such cases the letter of appointment or the Trustees' minute must contain a specific statement to this effect.

Prior to July 1, 1976 appointments were sometimes made of the form "Tenure of Title," "tenure limited to" or "indefinite tenure of academic rank salary limited to" in which the appointments or salary commitments were limited to funds from research grants or contracts, clinical practice funds, or funds from certain administrative appointments. The terms and limitations of the appointments made prior to July 1, 1976 shall continue to be observed. All new appointments made after July 1, 1976 and before July 1, 1989 with such limitations shall be without tenure significance and to the Associated Faculty. Commencing with July 1, 1989, all existing "Tenure of Title" and Limited Tenure appointments shall be in the Standing Faculty.



Introduction	Organization and Governance of the University	Officers of Instruction	Officers of Research	Benefits and Family Services
Obligations and Responsibilities of Officers of Instruction and Research	Student Officers of Instruction and Research	Visiting Scholars/Scientists and Seminar Associates		
University Libraries and Information Services	University Resources and Services	Appendices		

# Officers of Instruction

 Search

**Faculty Handbook Home Page**

**Instructional Titles**

**Appointment and Promotion**

**Appointment with Stated Term**

**Appointment to Tenure**

**Appointment with Tenure of Title**

**Leaves of Absence**

**Compensation**

**Termination**

**Grievance Procedures**

## Instructional Titles

Officers of instruction are appointed to the grades of office defined in the University Statutes. Instruction may be offered only by individuals who hold an appointment in one of those grades. Officers of research, administration, and the libraries who are asked to teach a course, in full or in part, in addition to performing their regular duties, are given a second, part-time instructional appointment. Such an appointment is held only for the period during which the officer is teaching.

No officer of instruction may simultaneously hold more than one grade of instructional appointment.

The University does not make courtesy appointments as officers of instruction. Only those individuals who are providing instructional services may hold appointments in the grades defined below.

Appointments as officers of instruction may be grouped into five categories: research faculty, clinical faculty, practice faculty, special instructional faculty, and student officers of instruction. The first four are described here; the fifth is discussed in Chapter VII.

Appointment to a named professorship is a means of recognizing unusual academic distinction. New named professorships are proposed, on receipt of an endowment, by the dean or vice president of the division of the University in which its holder will serve, and are established by the Trustees, on the recommendation of the Provost and President, on such terms as the donor specifies in the gift document and the Trustees deem appropriate. The Jay Professorship of the Greek and Latin Languages, established in 1830, was the first to be created at Columbia. There are currently over 500 named professorships, most of which are held by members of the research faculty with the rank of full professor.

The Trustees make all appointments to named professorships. Nominations normally originate from the deans and vice presidents and require the approval of the Provost and President before they can be submitted to the Trustees. Before deciding whether to make a nomination, the dean or vice president may, at his or her discretion, consult with the named professors of equivalent or higher rank in the department or school in which the candidate will serve. If the number of named professors in a department or school is too few to ensure that the nomination has adequate support to merit consideration, the dean or vice president may seek the advice of named professors of equivalent or higher rank in cognate disciplines.

### Research Faculty

There are four principal grades of appointment in the research faculty:

*Professors* are scholars and teachers holding the doctorate or its professional equivalent who are widely recognized for their distinction. While they are ordinarily appointed for full-time service without stated term (i.e., with tenure or tenure of title), full-time appointments may also be made in certain instances at this rank for a stated term, which is renewable and is subject to the statutory limits on nontenured service.

department to obtain the approval of the Provost to conduct a new review before it solicits any further letters of evaluation, votes on the candidate, or begins to prepare for a new nomination in any other way. Requests from departments for new reviews require the endorsement of the dean or vice president before they are forwarded to the Provost. In support of such requests, the nominating school or department submits a statement that explains why it believes the new work meets the standard for a second review. That statement should deal only with the new materials and not with the work considered during the first review. The Provost may seek the advice of selected scholars in the candidate's field before reaching a decision on whether to reopen consideration of the nomination.

When the rationale for the new review is scholarly growth, the Provost normally reconvenes the original *ad hoc* committee to conduct a second review, replacing only those members who are not available. The committee does not reassess the quality of the materials submitted in support of the original nomination. Instead, the new evaluation focuses on the work completed after the first *ad hoc* and on whether it is of sufficient quality to overcome the reservations that led to the initial negative decision on the candidate's nomination.

The *ad hoc* review can only provide the type of rigorous yet fair examination needed to ensure tenure decisions of the highest quality if all of its aspects are kept confidential. Confidentiality is also an act of civility to everyone involved in the review, especially the candidate and those who are asked to evaluate his or her credentials. Consequently, only those who are directly involved in a review are informed of the membership of a committee and when it is scheduled to meet. Information about the committee's deliberations and vote is similarly restricted to its members, the Provost, and the President. Committee members, witnesses, deans, department chairs, and any others who are involved with a review in any way are expected to maintain confidentiality at all times.

While candidates are not told of the membership, date, and deliberations of their *ad hoc* committees, the Office of the Provost does inform them of the process by which their nominations are evaluated. Following the receipt of a nomination, the Senior Vice Provost for Academic Administration sends the candidate a copy of the *Ad Hoc Guidelines* and invites the individual to call with any questions about how the evaluation will be conducted. The candidate may also ask to meet with the Senior Vice Provost to discuss the process. Further information may be obtained from the deans or department chairs who have a special responsibility, consistent with the requirement of confidentiality, for advising their candidates on how *ad hoc* reviews are conducted.

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Last Revised November 2008

## Appointment with Tenure of Title

Certain full-time officers of instruction in the Faculties of Dental Medicine, Medicine, Nursing, and Public Health who are not eligible for tenure may nonetheless receive tenure of title. While those appointments are without stated term, they do not provide a guarantee of salary from the University.

The appointments of officers with tenure of title may be involuntarily terminated for cause or the discontinuation of an academic department (see "Termination," below). In addition, those who hold University appointments as members of an affiliated hospital or institute may lose their appointments if the affiliation agreement comes to an end or if they cease to be connected with the hospital or institute.

Officers eligible for tenure of title are considered first by their department or division, then by their school, and then, if nominated, by the Medical Center's Committee on Appointments and Promotions. In the Faculty of Medicine, all nominations for tenure of title are also reviewed by the Faculty Council before they are proposed to the Trustees for appointment without stated term.

If the faculty member will have an unmodified title, the Provost will conduct an *ad hoc* review before deciding whether to forward the nomination to the President. The



Trustees make the final decision, on the recommendation of the Provost and President, on whether the faculty member should receive tenure of title.

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*Last Revised November 2008*

## Leaves of Absence

The President has the power to grant leaves of absence for reasonable cause and for such length of time as he judges the occasion may require. He has delegated that responsibility to the Provost for officers of instruction, research, and the libraries. This section of the *Handbook* describes the policies governing faculty leaves. Chapter IV contains similar information for officers of research.

The primary objective of the University's policies on leaves is to free its academic officers from their normal duties to conduct research, write, or otherwise engage in scholarly or professional activity. There are three types of faculty leaves for scholarly and professional purposes: sabbaticals, research leaves with or without salary, and exemptions from teaching duties. In addition, faculty are given leaves for medical reasons, child care, military or public service, and compelling personal need.

Leaves contribute to the University's dual mission of research and education by allowing faculty to pursue their scholarly goals and acquire knowledge that makes them better teachers. With the exception of sabbaticals, however, leaves for scholarly purposes are not an entitlement. They are granted at the discretion of the Provost on assurance from the department or school that they will not interfere with the staffing of its curricular obligations. If the number of faculty interested in taking leaves compromises the ability of a department or school to meet its responsibilities, the chair or dean may require some to defer their proposed leaves until a later time. In such cases, sabbaticals are given priority over other types of leaves.

### Eligibility

Only full-time faculty are ordinarily entitled to leaves. As a general rule, part-time officers of instruction must resign or refuse appointment if they cannot carry out their duties during the stated terms of their appointments. Exceptions to this policy are permitted primarily when a part-time faculty member:

- is a member of the United Doctors Association of Harlem Hospital and meets the requirements for taking leaves stated in their collective bargaining agreement with the University;
- qualifies for a leave under the Family and Medical Leave Act of 1993, as described later in this section of the *Handbook*; or
- qualifies for a military leave under the Uniformed Services Employment and Reemployment Rights Act of 1994 (see "Other Leaves," below).

Full-time faculty may request leaves of absence for scholarly purposes and exemptions from teaching duties (ETDs) if they hold an appointment in a professorial rank, with the exception of those with visiting titles. This privilege is not ordinarily available to full-time faculty in nonprofessorial ranks. Exceptions require the prior permission of the dean or vice president and the Provost.

Professors and associate professors with tenure or with tenure of title who have successfully passed an *ad hoc* review are eligible for sabbatical leaves. Clinical faculty with tenure of title may not take sabbaticals.

All full-time faculty, regardless of rank, may receive leaves for medical reasons, child care, military or public service, or compelling personal need.

### General Policies and Procedures

Sabbaticals, leaves of absence for scholarly purposes, and exemptions from teaching duties normally correspond to an academic term or year. The University also seeks to coordinate child care and public service leaves with the academic calendar. Other