


MEMORANDUM

Date: November 13, 2014
TO: All Faculty Senate Members
FROM: Reid Oetjen
Chair, Faculty Senate
SUBJECT: Faculty Senate Meeting on November 20, 2014

Meeting Date: Thursday, November 20, 2014
Meeting Time: 4:00-6:00 p.m.
Meeting Location: Student Union Key West, Room 218

A G E N D A

1. **Call to Order**
2. **Roll Call**
3. **Approval of Minutes of *October 16, 2014***
4. **Announcements and Recognition of Guests**
 - Parking & Transportation Services, UCFMobile app Shuttles icon shows bus ETA and mapped locations. 
 - Constitution, Article VII C.– automatically changed the title of “provost and executive vice president” to “provost and vice president.”
5. **Report of the Provost**
6. **Old Business**

None.
7. **New Business**
 - Resolution 2014-2015-1: Amend the Definition of Faculty in the Bylaws of the Faculty Constitution
 - Steering Committee support for College of Medicine Faculty Appointments and Tenure Issues.
8. **Committee Reports**
 - Budget and Administrative Committee – *Joseph Harrington*
 - Personnel Committee – *Ana Leon*
 - Parking Advisory Committee – *Amit Joshi*
 - Undergraduate Council – *William Self*
 - Graduate Council – *Annette Khaled*
9. **Other Business**
10. **Adjournment**

Faculty Senate Committee Meeting

Minutes of

October 16, 2014

Reid Oetjen, chair, called the meeting to order at 4:06pm. The roll was circulated for signatures.

MINUTES

Motion to approve minutes of September 18, 2014 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS

Jennifer Sumner, Director Special Projects, Regional Campuses
Melody Bowden, Executive Director of Faculty Center for Teaching and Learning
Lynn Gonzalez, Associate Vice President, Budget and Personnel Administration
Lyman Brodie, Associate Vice Provost, Faculty Relations
Diane Chase, Executive Vice Provost, Academic Affairs

ANNOUNCEMENTS

Manoj announced the Foundation of Excellence (FOE) initiative, headed by the Provost. This initiative is aimed at UCF transfer students. There are three co-leads on this initiative; Manoj Chopra, Jennifer Sumner, and Chandra Torres. Jennifer Sumner provided an overview of the initiative. The FOE study is focused on the transfer experience of students and how we as an institution can elevate that transfer experience. UCF has a high number of transfer students. We plan to look at the entire aspect of transfers. We are partnered with the John N. Gardner Institute For Excellence in North Carolina. We are in the formative stages of developing what is called the dimension committees. In this transfer study, there are nine different areas of focus. It will be essential for faculty to be involved with each of these dimensional committees. The Foundation of Excellence study at UCF is a partnership between Regional Campuses, SDES, and Faculty. As you hear more, we encourage you to get involved. Manoj announced the first event, a launch party in the Student Union, scheduled for October 29 at 2:00 – 4:00 p.m. The success of transfer students is an important part of our overall mission.

Questions: What are the nine areas of focus in the study? The different areas are philosophy, organization, all students, transitions, learning, improvement, diversity, faculty, and learning.

REPORT OF THE PROVOST

Commented on experience with FOE study. At his previous institution, areas that were critical to the success of the study include: significant and substantive involvement by faculty, administration stood behind the recommendations of the committee to close the gap, and administration fully supported and was committed to implement recommendations. The process is transformational. We saw student success grow expedientially. Our graduation rate had been 36% for twenty years. We set a four year graduation rate of 50%. By the fourth year we reached 49.7%. Encouraged everyone to get involved, know what is going on, and encouraged everyone

to act on recommendations and he will do the same. A small bit of bad news, our four-year graduation rate for transfer students has dropped slightly over the past four years. This study is on target and probably will define how we re-write DirectConnect to UCF as we re-consider the next five years.

The provost gave an update on people, programs, and buildings. New hires, 197 searches. As of Tuesday, 43 were posted, 867 applications received, and 3 positions have been filled. A slight change has been encouraged, and that is to monitor the pool for diversity before we go to the next level of invitation rather than monitoring the pool after the search is finished. Staff are still able to turn it around in 48 to 72 hours. I have asked the deans to try and get the remaining positions in by October 28 so we can post by October 31. The collective advertisements promoting UCF run out at the end of November so we are trying to make sure everyone gets the benefits of our collective presence. Three Dean search committees have been commissioned; Maribeth Ehasz will chair the committee for the position of Dean and Vice Provost of Undergraduate Studies, Deborah German will chair the committee for the position of Dean of the College of Nursing, and Michael Johnson will chair the committee for the position of Dean of the College of Education and Human Performance. Also, I have sent out a request for interest as the Interim Dean of Undergraduate Studies position. Elliott Vittes would like to help transition someone beginning around November 1 so he can move into another role in the spring semester. This is a short internal request for interest for this appointment. We are looking for someone that has an interest in undergraduate education, has excellent relationships in the university community, and understands curricula.

Downtown campus. We are probably at the 75% stage of putting together an organizational process and set of committees. Many of the committees have place holders for faculty to be determined. As we finish the process, we will seek your opinion on populating those committees. The downtown campus gives us the opportunity to re-define UCF's future and to be something that we aren't currently. We hope to have the committees formed by the end of the month. Encouraged everyone to watch a video on the UCF YouTube channel produced for our community launch that is really an aspirational video and ties into Arizona State.

The Advanced Manufacturing Research Center in Osceola County focuses on smart sensors, first in the world of its kind. A significant contribution commitment has been made by the county. This places us in a competitive role for intelligent manufacturer centers that President Obama announced, which is a \$200 million commitment. The 100,000 square foot center is planned to open in 2016. It will be focused on universal smart centers. We have heavy competition in Texas and New York, but we have a lot of advantages and UCF's history in optics and photonics is just one of the advantages. It gives UCF an opportunity to partner with industries here and also attract new manufacturing and futuristic manufacturing based in Central Florida. Special thanks to President Hitt for his vision and especially to MJ Soileau for his tenacity, his relationships, and his history of delivering on his promises.

As we bring on 197 new faculty, we are going to be in a space crunch. We are trying to address the space crunch by adding office space in new Trevor Colbourn Hall. Working creatively to try and find funding to start up the interdisciplinary lab building or at least a piece of it while we are seeking state support. Although new positions present issues, the opportunity is to see how we

use this to repurpose lab facilities, collaborative work facilities, and maybe even office facilities so we can enhance our multidisciplinary and collaborative work. We have told the deans that we would be supportive of investing in repurposing, remodeling, and putting in some infrastructure support, where needed, in order to enhance the synergy we can get from these facilities.

OLD BUSINESS

Resolution 2014-2015-1: Amend the Definition of Faculty in the Bylaws of the Faculty Constitution

At the last Senate meeting a friendly amendment was added that was substantial. We must allow 30-days before we can vote, and we are at 28-days. Motion to put resolution on the November 20 Senate meeting for discussion and vote. Motion seconded. Motion passes.

NEW BUSINESS

Approval of TIP, RIA, and SOTL documents

These three awards are bargained through the collective bargaining process. The Steering committee presents the documents for approval of date changes only.

Question: There was an agreement that a committee would be formed by the Provost's office to review the awards. Provost Waldrop agreed we would have a joint committee represented with union, faculty senate, and administration to look at these three awards. Provost Whittaker intends on forming committees. The Provost office is still in the process of forming the committees.

Motion to approve date changes in total. Seconded. Motion passes. Point of Order called after mentioning the items will be put on the November 20 agenda. New motion to approve date changes in total. Unopposed. Motion passes.

2013-2014 RESOLUTION REVIEW

Several resolutions sent to Academic Affairs last spring were not approved. Provost Whittaker and Diane Chase provided responses.

Resolution 2013-2014-6 Universal Parking Fee Pricing- to equalize fees for hangtags and stickers. Parking Services agreed to reduce the price of the hangtag from a 50% surcharge over the sticker. Reason for denial, there was some action. Parking services reduced the price of the hangtag and did not raise the cost of the sticker. Parking services is assessing the impact, so there is more to come after we get details. The question is, is this going to reduce revenue, increase the number of people that buy the hangtag. Made an attempt to make a positive change. Amit, chair of the Parking Advisory Committee has preliminary information. The differential between sticker and hangtag was 50% now the differential has been reduced to 25%. Anecdotal evidence indicates they actually made money because more people are buying the hangtag, but we need hard data. Diane Chase suggested it is best to work inside the committee first and if necessary come back with a resolution.

Resolution 2013-2014-3 SoTL Eligibility – was denied only because we are about to establish a committee that will be looking at TIP, RIA, and SoTL. Seemed premature to vote on just SoTL

when all three are going to be reviewed. The committee needs to look at eligibility for all three of the awards.

Resolution 2013-2014-4 To encourage implementation of the Chronicle of Higher Education Great Colleges to Work Program or similar instrument – approved and hopefully by next meeting we can tell everyone what the similar instrument is. We selected one that is probably a better tool than this one.

COMMITTEE REPORTS

Budget and Administrative Committee – *Michael Arthur*

The Committee was asked to look at faculty concerns and develop responses to be shared with Senate and the administration. At the meeting yesterday we identified a few problems that will be looked at in the next couple of months. 1) Faculty concerned about the lengthy amount of time for General Counsel to review contracts, especially those contracts that don't have significant changes from year to year. 2) Information technology – some departments not being able to use UCF Outlook. 3) Unfunded mandates – units on campus take control over procedure or implement a policy that puts a burden on departments. 4) Concerns how overhead from grants is being spent. 5) Still completing paper timesheets, leave & exception reports. 6) Faculty wanting more input in the process for new faculty hiring and bring forth ideas that come from the full department and not just selected people. 7) Support for new hires. The committee will request input from various people on campus. Chair update on timesheet, summer 2015 upgrading Peoplesoft system to include a module to take timesheets electronic.

Comments: Ida Cook suggested that the last two issues (6 & 7) should be referred to the Personnel committee.

Reid Oetjen asked the committee to look at the efficiency of facilities as they work around campus to do any modifications or construction.

Reid urged all committees, when you have a lot of issues, rather than waiting until March to bring these issues to the Senate floor, please focus on one or two and let's get the resolutions going forward. Please keep minutes for your committees meetings. You can either send them to the Senate Office at the end of the year or after each meeting so we can keep record of the work.

Manoj Chopra: it's important that we maintain the dignity and credibility of the Faculty Senate. Therefore, the committees are meant for campus-wide faculty issues. It becomes difficult to manage a large number of individual issues at a committee level. As someone that has been involved in this for 12 years, it's important we don't water down the committees by addressing individual complaints.

Reid Oetjen: e-mail issue: That particular issue was discussed at the IT Resource Advisory committee. The committee should be discussing the issue directly with Joel Hartman. That way this committee can move forward on other issues.

Art Weeks: On overhead, in 2012-2013 the budget committee passed a resolution supporting the efforts of Provost Waldrop to form a committee to look at overhead. I don't know what every happened or what it was called.

Personnel Committee – Ana Leon

Committee met two times, once in August and September. The committee identified four major areas to explore in terms of discussion and action/recommendations. 1) College criteria for promotion of Instructors and Lecturers. The only promotion criteria that exists is what has been developed by Faculty Relations. We should wait on the colleges/departments to develop criteria. 2) Challenges existed in the Emeritus category. Confusion on criteria, how criteria is interpreted, who sits on committee, and how applicants prepare portfolio. We will be working with Lyman Brodie and Foard Jones to get more information. 3) Implementation of Chronicle of Higher Education Great Colleges To Work For, based on the resolution passed last year. We are discussing the situation with no faculty exit survey and considering recommendations. 4) Salary compression and inversion. Communicating with Lyman to explore where we go from here.

Comments: Reid – 4th item. Are we hiring faculty at market? We may not have a compression/inversion issue if everyone is getting paid the same for a number of years. Manoj: on the 2nd item, glad you are discussing with Foard. I believe that committee is a reporting committee to the Faculty Senate, the commencements, convocations, and recognitions committee. It's time we looked at the criteria.

Richard Harrison: The last University-wide study of salary compression/inversion was done in 2005.

Parking Advisory Committee – Amit Joshi

We have three issues that we discussed. 1.) Reservation of parking spots for expecting mothers. We did not pass a resolution simply because Parking Services promised to roll out a pilot a select number of parking spots in spring to be reserved for expecting mothers. 2.) Equalization of hang tags and decals. Still waiting on figures from Parking Services. 3.) Signage issue. Tasked with improving the signage across the campus. Nobody seems to know who is in charge of signage. Reid suggested committee talk to Lee Kernek. She may be able to pinpoint who you need to talk too.

Undergraduate Council – William Self

The curriculum committees have been meeting and making changes to courses. The only significant new program that was just approved was a nano scale technology minor that has been approved and being offered by COS department of Physics.

Graduate Council – Annette Khaled

Has met three times. Approved a change in the Graduate Policy to included new ranked Lecturers and Instructors. They will now be eligible to serve as Graduate faculty instead of just Graduate faculty scholar. Discussed GTA versus non-GTA training. Appeals discussed the 7-year rule and waiting until the month of graduation. Discussed the requirement to defend on campus versus using technology from a distance.

OTHER BUSINESS

Observation – Instructor/Lecturer committee is begging for criteria. It would be interesting to know what percent of Instructor and lecturer promotions are denied.

Lyman: Promotion and Tenure criteria. We are in the third year of the four year rollout. We will be contacting the colleges. After fourth year all are eligible.

ADJOURNMENT

Moved to adjourn at 5:00pm.

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.

Resolution 2014-2015-1 Amend the Definition of Faculty and Eligibility for Election to the Faculty Senate in the Bylaws of the Faculty Constitution

Whereas, Section I of the Bylaws of the Faculty Constitution defines faculty as follows:

- A. Persons employed full-time by the University of Central Florida during the regular academic year are members of the general faculty if they hold one of the following academic titles:
 - 1. Professor, Associate Professor, or Assistant Professor (including faculty with clinical or research appointments).
 - 2. University Librarian, Associate University Librarian, or Assistant University Librarian (professional librarians of comparable rank to those listed in *Bylaws*, Section I.A.1).
 - 3. Lecturer.
 - 4. Instructor or Instructor Librarian; and

Whereas, Section II. Senate Membership, specifies members of the general faculty who are eligible to be elected to the Faculty Senate as follows:

A. General Eligibility

Those defined as members of the general faculty in *Bylaws, Section 1.A* shall be eligible to be elected to the Faculty Senate, with the exception of Lecturers, Instructors, and Instructor Librarians. Visiting faculty, regardless of their rank or duration of appointment, are not eligible to serve on the Faculty Senate.; and

Whereas, new ranks were created in order to establish a promotion pathway for Instructors and Lecturers; therefore

Be It Resolved, that the new ranks of Associate Lecturer, Senior Lecturer; Associate Instructor, and Senior Instructor shall be added to the Section I. Definition of Faculty and to Section II. Senate Membership, A. General Eligibility in the Bylaws of the Faculty Constitution.

See next page for text of Sections I and II of the Bylaws of the Faculty Constitution if revised wording is approved.

Sections I and II showing revised wording to the Bylaws of the Faculty Constitution:

SECTION I. Definition of Faculty

- A. Persons employed full-time by the University of Central Florida during the regular academic year are members of the general faculty if they hold one of the following academic titles:
1. Professor, Associate Professor, or Assistant Professor (including faculty with clinical or research appointments).
 2. University Librarian, Associate University Librarian, or Assistant University Librarian (professional librarians of comparable rank to those listed in *Bylaws*, Section I.A.1).
 3. [Senior Lecturer, Associate Lecturer, or](#) Lecturer.
 4. [Senior Instructor, Associate Instructor,](#) Instructor, or Instructor Librarian

SECTION II. Senate Membership

A. General Eligibility

Those defined as members of the general faculty in *Bylaws*, Section 1.A shall be eligible to be elected to the Faculty Senate, with the exception of [Senior Lecture, Associate Lecturer](#), or Lecturers, [Senior Instructor, Associate Instructor](#), or Instructors, and [Instructor Librarians](#). Visiting faculty, regardless of their rank or duration of appointment, are not eligible to serve on the Faculty Senate.

Statement of Support

Whereas the Faculty Senate Steering has reviewed information provided by the College of Medicine for the appointment, promotion and tenure of College of Medicine faculty employed by UCF and non-salaried clinical faculty employed by UCF-affiliated Hospitals and Institutions,

And whereas the criteria and procedures for appointment of core salaried and non-salaried faculty having primary assignment in clinical practice and/or clinical education have been established,

And whereas the College of Medicine proposal includes the award of tenure of title to non-salaried core faculty that meet or exceed current tenure requirements and who are compensated by our affiliate institutions,

Be it resolved that the faculty senate steering committee supports the proposed revision of titles and the awarding of tenure-of-title to faculty with substantial contributions to the College of Medicine.

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

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 self-regulated 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.

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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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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