

COLLEGE of MEDICINE
Faculty Handbook

A guide for faculty members
on the multi-mission and
single-mission tracks

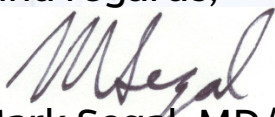


FOREWORD

Dear Colleagues,

We present our University of Florida College of Medicine *Orange and Blue Books* as an online resource handbook for you to access relevant policies, procedures, and resources in our College of Medicine. It was our desire to provide a compilation of single-source materials which are easily accessible and of value to support your professional growth as a faculty member. We designed the Orange and Blue Books to be ‘living’ documents, in that we will update them as our policies, procedures, and college footprint continues to grow. Please take a moment to review and provide your feedback on how we can better serve your needs!

Kind regards,



Mark Segal, MD/PhD

Senior Associate Dean of Faculty Affairs & Professional Development



Colleen Koch, MD, MS, MBA

Folke H. Peterson Dean's Distinguished Professor

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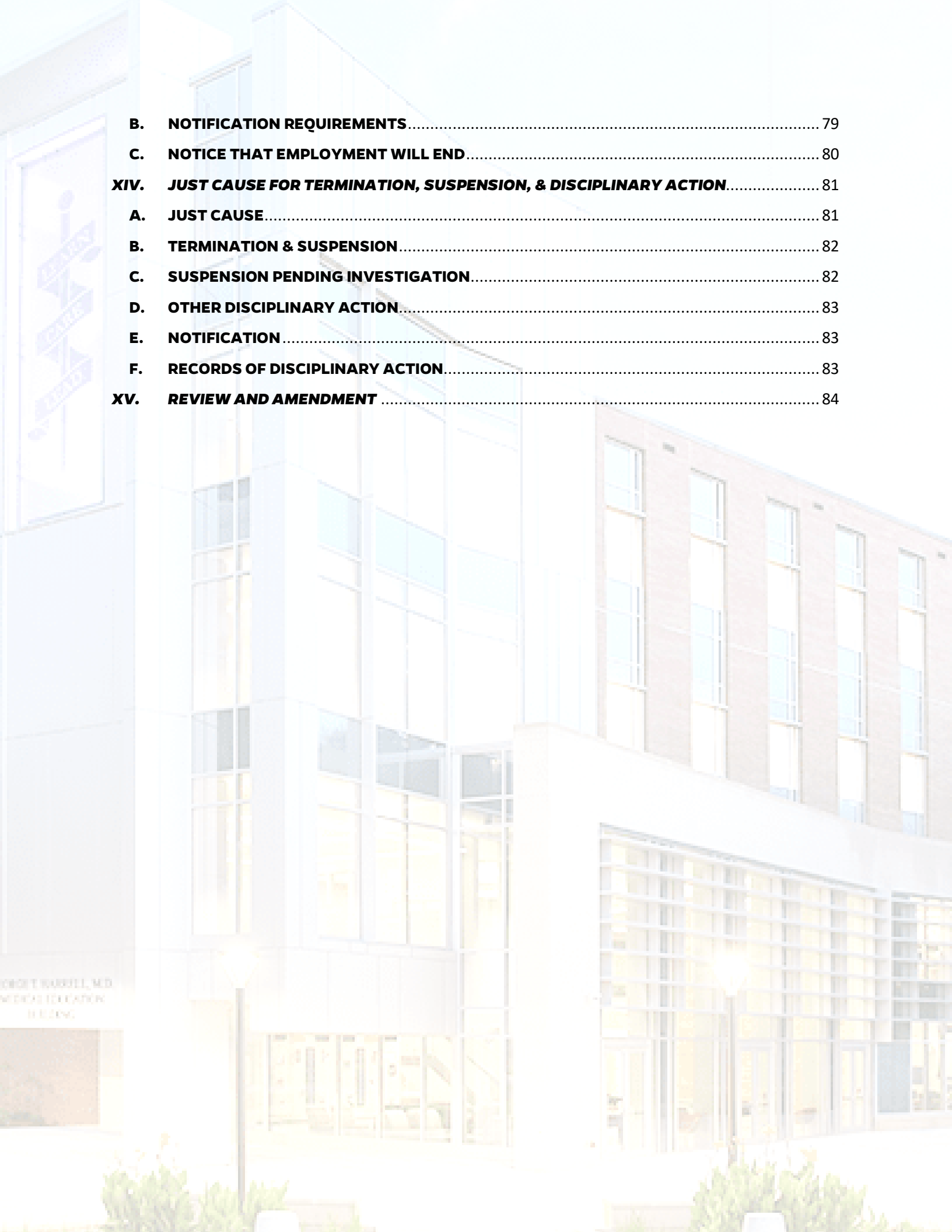
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	<p>The College of Medicine celebrates diversity, challenges inequality, and is committed to nurturing an inclusive and diverse community. We expect everyone, faculty, staff, learners, patients, and other professionals to be treated, and to treat others, with dignity and respect. We have a zero-tolerance approach to discrimination, harassment, bullying, or anything that contributes to a less-than-welcoming working and learning environment. We urge those who have been the subject of any of these behaviors or anyone who has witnessed these behaviors to report them and, if possible, to advocate for the individual affected by these behaviors. The individual affected or anyone having knowledge of the incident should report it to their supervisor. The most efficient way to report any concern is through the UF Compliance Hotline. The University of Florida Compliance Hotline is a 24-hour, 7 day-a-week resource for reporting potential legal, policy, or ethical conduct violations or concerns. You have the option to remain anonymous when submitting reports via the Compliance Hotline, and University policy prohibits retaliation against employees who report any concern in good faith. Some examples of potential legal, policy, or ethical conduct violations include:</p>	
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	CALL: 1-877-556-5356 https://www.mycompliancereport.com/report?cid=UOFL	32
	<p>A third party runs this service and if you want follow-up, the third party will contact you directly. The online form does ask for an email address, but this is optional.</p>	
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FORGET WARRILL, M.D.
MEDICAL EDUCATION
11.11.2016

I. GENERAL CONSIDERATIONS

A. PURPOSE OF THIS DOCUMENT

Faculty are the most important resource of any College of Medicine and it is only through the faculty's growth and success that the College can be effective in carrying out all of its missions. The intent is that this document will provide faculty with the guidance and resources necessary for a successful career at UF. This is not a legal document and in no way does it supplant the [University of Florida's regulations](#), but we hope it will serve as an accessible and understandable reference for all faculty members.

B. MISSION OF THE COLLEGE OF MEDICINE

The College of Medicine strives to improve health care in Florida, our nation, and the world through excellence and consistently superior leadership in education, clinical care, discovery, and service.

To achieve this mission, we aspire to the following goals:

- 1. To develop humanistic, skilled, intellectually disciplined, and authoritative medical professionals who are committed to the highest ideals and standards of the profession and who model an exceptional standard of care for those they treat, lead and serve.**
- 2. To educate and inspire the next generation of leaders in health care, biomedical sciences, health services research, and academic medicine to seek, provide and sustain unparalleled achievements in service, teaching and research.**
- 3. To provide comprehensive, patient-centered, culturally sensitive, compassionate, and innovative health care of the highest quality to all.**
- 4. To develop and utilize innovative models of interdisciplinary healthcare delivery that optimize safety, service, outcomes, and resource use.**
- 5. To provide leadership to the state of Florida, the nation, and the world in efforts to promote health, predict and prevent disease, and deliver care.**
- 6. To improve our understanding of human health and disease through groundbreaking research and to translate these discoveries into new solutions that promote health, and improve health outcomes and quality of care.**

- 7. To recruit, develop and nurture a diverse and academically outstanding community of faculty, students, trainees, and staff, whom each contribute to excellence in our missions.**
- 8. To promote sustained, robust professional and personal growth, productivity, accountability, integrity, synergistic collaboration, and synergy of faculty, students, and staff.**

C. OBLIGATIONS OF THE COLLEGE OF MEDICINE TO ITS FACULTY

The College will encourage, protect, and promote the faculty's full academic freedom in teaching, research/creative activities, professional activities, university activities, and employment-related public service, consistent with the exercise of academic responsibility.

Academic responsibility implies the competent performance of duties and obligations and a commitment to foster within the University a climate favorable to the responsible exercise of academic freedom. Therefore, it is the responsibility of the University to:

- Maintain, encourage, protect and promote academic freedom so that it is not compromised by harassment, censorship, reprisals, or prohibited discrimination. Recognize the right of faculty members to enjoy, without fear of institutional censorship or discipline, the same constitutional rights and freedoms as other individuals.**
- Treat faculty members fairly and civilly in discharging the duties in managing the University.**
- Respect the integrity of the evaluation process, evaluating faculty fairly and accurately according to the criteria and procedures specified in the evaluation process.**
- Sustain principles of the system of shared governance, which recognizes that in the development of academic policies and processes the professional judgments of faculty members are of crucial importance.**
- Prohibit persons who are not authorized students, authorized instructional staff, or authorized officials of the University from entering or interrupting faculty classrooms or laboratories during instructional time, except with prior permission from the responsible administration representative, faculty member or during legitimate emergencies. The University shall support the authority of**

each faculty member to have unauthorized persons removed from the faculty member's classroom/laboratory.

- **Prohibit disruptive student behavior, including behavior that involves violence against faculty, staff or students, threat(s) of violence, instigation of violence, malicious vandalism, possession of weapons of any type, willful disregard of a faculty member's legitimate directions, continued use of abusive language or gestures, or other behavior that is so unruly, disruptive, harassing, or abusive that it seriously interferes with the faculty member's ability to effectively communicate with other students in the class or with the ability of the student's classmates to learn. The University shall support the authority of each faculty member to have disruptive persons removed from the faculty member's classroom/laboratory.**

D. OBLIGATIONS OF THE FACULTY TO THE COLLEGE OF MEDICINE

Faculty have the responsibility for the competent performance of duties and obligations and the commitment to support the responsible exercise of academic freedom by others. Members of the faculty have a responsibility to:

- **Observe and uphold the ethical standards of their disciplines in the pursuit and communication of scientific and scholarly knowledge;**
- **Treat students, staff, patients, and colleagues fairly and civilly in discharging one's duties as a teacher, researcher, physician, and intellectual mentor. Avoid any exploitation of such persons for private advantage and treat them in a manner consistent with the provisions of the article on non-discrimination;**
- **Respect the integrity of the evaluation process, evaluating students, staff, and colleagues fairly according to the criteria and procedures specified in the evaluation process;**
- **Represent oneself as speaking for the University only when specifically authorized to do so;**
- **Participate, as appropriate, in the system of shared academic governance, especially at the department level, and seek to contribute to the civil and effective functioning of the faculty member's academic unit (program, department, school and/or college) and the University;**

- **Perform appropriate duties assigned by the University and observe applicable state and federal law and applicable published College, University, and Board of Governors regulations, policies, and procedures, provided that the assigned duty or the regulation, policy, or procedure at issue does not contravene the provisions of the Agreement or the faculty member’s right to criticize or seek revision of those duties, laws, regulations, policies, or procedures. Faculty members seeking change must not do so in ways that unreasonably obstruct the functions of the University.**

II. LEAVES OF ABSENCE

Every department in the College of Medicine has different practices for requesting and approving time off. Faculty should reach out to their department to understand their processes for requesting time off. UF HR needs to be involved in the case of serious life events, unexpected absences, and extended leaves of absence.

Faculty who have been appointed this title do not accrue vacation or sick leave and do not qualify for paid family leave. Faculty should refer to their primary appointment for leave accrual and benefits.

A. ACADEMIC LEAVE

If you need to be off campus to attend an academic meeting or conference, attend a meeting of the state or federal government, serve on a granting agency study section, visit another university, hospital, or non-profit academic institution, then an academic leave request should be filed with your department. Each department has particular policies regarding the amount of academic leave that can be taken during an academic year. Each department also has different policies on how to proceed under the circumstance that clinic cancellation is required for a faculty member to take academic leave.

Faculty should reach out to their respective departments for information on academic leave, proper forms, and documentation.

B. FACULTY ENHANCEMENT

The COM does not have sabbaticals, but faculty do have the option to apply for a Faculty Enhancement Opportunity (FEO). FEOs are intended to advance the academic, professional, and scholarly abilities of full-time faculty members. Thus, they are similar to sabbaticals. However, FEOs are intended to be more flexible in nature and duration than traditional sabbaticals. Thus, FEO funds are to be expended primarily for salary/benefit offset for the faculty member, travel costs, fees for conferences, or similar learning experiences. FEOs may not be used to fund such things as equipment/supply purchases, pilot studies, replacement

salaries, graduate research assistants, or similar items. The provost puts out a call for FEOs twice yearly and you need to have completed three years of service at UF to be eligible. More information about FEOs can be found at this link: [Faculty Enhancement](#)

C. PAID HOLIDAYS

Faculty receive [Paid Holidays](#) each academic year:

- **New Year's Day**
- **Martin Luther King, Jr's Birthday**
- **Memorial Day**
- **Juneteenth**
- **Independence Day**
- **Labor Day**
- **Veterans Day**
- **Thanksgiving - Thursday & Friday**
- **Homecoming**
- **Christmas**

All full-time faculty members earn eight hours of holiday pay as long as they are being paid for the last regularly scheduled workday before the holiday. Part-time faculty earn holiday time on a prorated basis.

Importantly, Shands closes clinics for only the holidays listed below:

- **New Year's Day**
- **MLK Jr. Day**
- **Memorial Day**
- **Independence Day**
- **Labor Day**

- **Veteran's Day**
- **Thanksgiving Day (and Friday)**
- **Christmas Day**

Thus, if you have clinic on a Friday or a Monday you should plan on having a clinic on Homecoming or Juneteenth, respectively, unless prior arrangements are made. Similarly, clinics are open during the December Personal Leave, the 4-day period between December 26 to 31.

D. DECEMBER PERSONAL LEAVE

Vacation-accruing faculty are eligible for four personal leave days per year (32 hours assuming full-time status). Personal leave days are intended to give the flexibility to enable units to close during the period of December 26 to 31, when possible. Certain units on campus will have to remain open and this is determined on a unit-by-unit basis by a department's chair or designee.

The four personal leave days will be credited to eligible faculty on December 2 of each year; however, to receive these personal leave days a faculty member must be receiving pay during the last scheduled workday before December 25. A faculty member's FTE as of December 26 will be used to prorate this benefit for part-time faculty.

Faculty who are required to work, due to the nature of their job duties, during this period are considered "essential." Faculty who are off are designated "non-essential."

Non-essential Faculty must use the personal leave days in full-day increments (an 8-hour day for full-time faculty, a 4-hour day for .50 FTE faculty, etc.) from December 26 to 31, inclusive.

Essential faculty members, who are required to work between December 26 and 31, may use their personal leave days in any increment (at the department's discretion) from December 2 of each year through the end of that fiscal year. Please note: In the event a faculty member who is initially designated essential personnel is later determined to be non-essential after using his or her personal leave days between December 2 and 24, he or she must use vacation leave or leave without pay during the December 26 to 31 period.

E. SICK LEAVE

Full-time faculty of the College of Medicine accrue 4.0 hours of sick leave bi-weekly. These hours are prorated for part-time faculty, proportionate to their FTE.

Leave may only be used in the amount necessary to bring you up to your regular FTE.

- **Any accrued sick leave hours will never expire. Sick leave hours do not qualify for cash out.**
- **Sick leave may be used in reasonable amounts for illness, injury, or death within your immediate family, pending supervisory approval. In some cases, you may be eligible for extended medical leave under FMLA or UF's extended leave of absence program.**
- **A Doctor's note may be requested if:**
 - **Absences are excessive,**
 - **A pattern emerges, or**
 - **A faculty member has been absent three times in any 30-day period**

It is expected that faculty schedule their sick leave hours, when possible, in advance. Faculty should refer to their respective department for policies on planned and unplanned sick leave.

F. VACATION LEAVE

Full-time faculty of the College of Medicine accrue 6.769 hours of vacation leave bi-weekly. These hours are prorated for part-time faculty, proportionate to their FTE.

Leave may only be used in the amount necessary to bring you up to your regular FTE.

- **Requests for vacation leave must be submitted to your supervisor as far in advance as possible. Each department has specific policies on taking vacation when it entails cancellation of clinic or specific clinical duties.**
- **Vacation leave may be used for personal business.**
- **Any accrued vacation hours over 352 by the end of the year will become sick leave hours.**
- **Any accrued vacation hours up to 352 will carry over until the faculty member no longer works for the University.**
- **Up to a lifetime maximum of 200 vacation hours may be cashed out when the faculty member leaves the University.**
 - **Hourly rate * Leave hours = cash out amount**

- **Greater than \$5,000: Payment will be sent via a one-time, tax-deferred retirement contribution account.**
- **Less than \$5,000: Payment will be sent electronically to the banking information provided.**
- **UF policy allows vacation-accruing faculty to request usage of up to 160 hours (4 weeks) of vacation leave upon notice of termination from UF. This is in addition to the leave cash out the faculty member may receive upon separation. As always, approval of vacation leave requests are at the discretion of a faculty's chair.**

G. PAID FAMILY LEAVE (PFL)

Whether you're managing a personal medical issue, supporting a loved one in their time of need or welcoming a new member of the family, the family leave program provides you the flexibility to deal with life's challenges. The University provides 8 full weeks of leave over a rolling 24-month period for qualifying events to support improved work-life balance and to protect against income loss during major life events.

These eight weeks count towards your FMLA entitlement. Faculty can use this time in one of two ways:

- **Parental: to cover absences related to parental leave (birth, adoption, fostering)**
- **Medical: a personal illness/injury, or an immediate family member's illness/injury**

Faculty are not required to exhaust their accrued leave in order to use this benefit. The 8 weeks of Paid Family Leave is based on a 1.0 FTE. Faculty at less than 1.0FTE will earn the 8 weeks on a prorated basis.

Parental PFL is available to all faculty upon beginning work with the University of Florida. A maximum of eight weeks of parental PFL is available to both parents or legal guardians in cases of birth, adoption, or placement for fostering. This leave must be taken within 12 months of the birth or placement of a child and may be used intermittently with the approval of the department.

Medical PFL is available to all faculty after 12 months of continuous service with the University of Florida. In order to qualify for medical leave, a faculty member must provide certification from a medical provider for an FMLA qualifying event. Prior to accessing medical leave, faculty must first use 10 days (80 hours) of sick leave. Once 80 hours of sick leave has been used, a maximum of eight weeks of paid medical leave will become available to the faculty member, to be used in a minimum of one-week increments.

Note: Paid Family Leave can be a combination of parental and medical leave, but the total cannot exceed a total of 8 weeks in a rolling 24-month period.

H. PARENTAL LEAVE

UF takes FMLA and Paid Family Leave a step further by offering a separate Parental leave policy. Faculty are eligible for 6 calendar months off work in one continuous period. Faculty may work part-time with department approval. The official parental leave entitlement period of up-to 6 calendar months may begin as early as two weeks before the expected date of the parental event (e.g., birth, adoption, placement for fostering) or as late as the day prior to the child's first birthday. Faculty may choose to use any additional paid benefits offered, personally accrued leave, unpaid leave, or a combination of paid and unpaid leave.

I. FMLA

The [Family and Medical Leave Act](#) entitles eligible faculty to take unpaid, job-protected leave for specified family and medical reasons. View the [FMLA Policy](#) at the UF Policy Hub for eligibility, qualifying conditions, and payment. View the [FMLA Benefits](#) for an overview of the benefits and eligibility available to you. The UF HR Central Leave team is available to support you through the FMLA process, provide additional information, and address any questions you may have at any time.

FMLA is given on a 12-month rolling basis. When on FMLA, the faculty member can be paid through taking vacation, sick leave, PFL or a combination of all of these, or the leave can be unpaid.

FMLA and Paid Family Leave are not in addition to each other. Because Paid Family Leave counts toward FMLA entitlement, a total of no more than 12 weeks of FMLA (including 8 weeks of Paid Family Leave) can be taken by faculty in one FMLA entitlement period. Because of this, the University encourages faculty members to use PFL during any period of FMLA and not hold off. Faculty may only use accrued and not future vacation or sick hours, so PFL will provide the best option for payment during FMLA.

J. EXTENDED LEAVES OF ABSENCE

“Extended leave” encompasses forms of leave with or without pay that last longer than 15 consecutive workdays. Extended leave may be provided for medical (self and family), parental, military, and personal reasons.

Please note: When a faculty member uses vacation leave and compensatory leave to cover an absence of more than 15 consecutive workdays for personal reasons, in keeping with the university's vacation and compensatory leave policies, the faculty member will not be

considered to be on an “extended leave,” so long as the faculty member has sufficient vacation and compensatory leave to remain in full pay status.

The University of Florida’s extended leave of absence policy incorporates at a minimum that which is required by the federal Family and Medical Leave Act of 1993, or FMLA.

Upon return from an extended leave, including FMLA leave, a faculty member will be returned to the same position or a position in the same classification unless he or she and the university have agreed in writing otherwise.

Faculty may use their individually accrued paid leave, be on leave without pay status, maintain reduced work schedules, or be absent from work intermittently ([Intermittent Leave Application form](#)) while on many forms of extended leaves of absence. As appropriate, all of the above will count against the 12 weeks of a faculty member’s FMLA entitlement.

All leave types may impact benefits eligibility, including creditable service under the Florida Retirement System. Check with UF Benefits regarding your unique situation prior to taking a leave of absence. For eligibility and required paperwork, see [Extended Leave of Absence](#)

K. LEAVE AND STATE TRANSFER

A faculty member may transfer up to 80 hours of vacation leave and 80 hours of sick leave when transferring from an eligible institution: these include another university in the Florida State University System, select State of Florida agencies, and Santa Fe College.

Upon separation, hours transferred are included with any UF leave accruals, and will be cashed out in accordance with UF leave policies, based on credited years of service with UF.

L. DOMESTIC VIOLENCE LEAVE

Under Florida law, the University must provide faculty up to 3 days of leave in a twelve-month period if the faculty member or a family or household member is a victim of domestic violence. The fiscal year of July 1 to June 30 will be considered the 12-month period.

Except in cases of imminent danger to the health or safety of a faculty member, or to the health or safety of a family or household member, a faculty member seeking leave from work under this section must provide his or her employer advanced notice of the leave.

The faculty member is required to use accrued leave. In the event that the faculty member does not have sufficient leave hours to cover the event, the leave that is not covered will be unpaid.

M. ADMINISTRATIVE LEAVES

See the UF Human Resources website for details on eligibility and documentation requirements.

Administrative Leave

1. Athletic Competition

Any faculty member of the University who qualifies as a member of the United States team for athletic competition on the world, Pan American, or Olympic level in a sport contested in either Pan American or Olympic competition shall be granted athletic competition leave for the purpose of preparing for and engaging in the competition. In no case shall the athletic competition leave exceed the period of the official training camp and competition combined or 30 calendar days in a calendar year, whichever is less. The term “United States team” includes any group leader, coach, official, or athlete who is a member of the United States official delegation for athletic competition to world, Pan American, or Olympic competition.

Approval: This type of administrative leave is approved by the department of the faculty member.

Documentation: A faculty member should provide documentation from the U.S. team as to his or her involvement in the competition. This documentation should be kept in the department along with the faculty member’s application for leave requesting administrative leave.

2. Civil Disorder/Disaster

A faculty member who is a member of a volunteer emergency response team may be granted up to two days (maximum of 16 hours if full-time) of civil disorder or disaster leave on any one occasion by the university president or designee, in proportion to the faculty member’s FTE, for civil disorder or disaster. A volunteer emergency response team is defined as members of the Salvation Army, Southern Baptist Relief Organization, Catholic Charities, or American Radio Relay League (HAM operator). A faculty member who is a member of a volunteer fire department, police auxiliary or reserve, or civil defense unit may be granted civil disorder or disaster leave as described above when such a faculty member is called to perform duties in times of civil disturbances, riots, and natural disasters. Faculty who are members of the Civil Air Patrol or Coast Guard Auxiliary may be granted civil disorder or disaster leave as described above when assisting in emergency search and rescue missions.

Approval: This type of administrative leave is approved by the University of Florida president or designee, pending departmental support of a faculty member’s leave request.

A department is not obligated to accommodate this request but is encouraged to be responsive to a faculty member's civic responsibility.

A request to the university president or designee for this type of leave should be signed by the appropriate dean, director, or department chair. It should specify the time frame for which the leave is to be granted. It should be addressed to the president or designee but submitted to UF Benefits, which will facilitate the approval process on behalf of the department.

If a faculty member requires the time off from work prior to receiving approval from the president or designee, a department may grant the faculty member vacation leave for the specified time frame. Once approval is provided by the president or designee, the department can return the vacation leave to the faculty member and substitute administrative leave to cover the time. If the president or designee does not approve the leave, the faculty member's vacation leave usage would remain.

If the department does not wish to grant the faculty member vacation leave prior to receiving notice from the president or designee, it may grant the faculty member leave without pay. Upon receiving approval, the department would retroactively pay the faculty member for the administrative leave provided.

Documentation: Faculty should provide documentation from the volunteer emergency response team as to his or her involvement. This documentation should be kept in the department along with the faculty member's application for leave requesting administrative leave. A copy should be submitted to UF Benefits along with the request to the president or designee.

3. Florida Disaster Volunteer

A faculty member who is a certified disaster service volunteer of the American Red Cross may be granted paid leave for up to 15 workdays (8 hours per day) each fiscal year to participate in specialized disaster relief services for the American Red Cross. Such paid leave may be granted upon the request of the American Red Cross and with the approval of the faculty member's supervisor. A faculty member granted paid leave under this section shall not be deemed to be a faculty of the university for purposes of workers' compensation. Paid leave under this act shall be granted only for services related to a disaster occurring within the boundaries of the state of Florida.

Approval: This type of administrative leave is approved by the department. A department is not obligated to accommodate this request but is encouraged to be responsive to a faculty member's civic responsibility

Documentation: Faculty members should provide documentation of their certification and also should provide a copy of the American Red Cross's request for their assistance. This documentation should be kept in the department along with the faculty member's application for leave requesting administrative leave.

4. Official Emergency Closing

Faculty shall be provided leave for official emergency closing of University of Florida facilities. Except for those Faculty determined by the University of Florida to be necessary for providing essential service, Faculty assigned to those facilities which have been closed shall be released from duty and granted paid leave for the period the facility is closed. Such official emergency closing leave shall not be reduced.

Approval: Administrative leave for an official emergency closing typically is provided due to natural disasters—for example, hurricanes, tropical storms. In these instances, relocation of affected faculty is the first course of action to be taken. If, however, a Governor's executive order is in place (to close a county, for example) or relocation is not an option, the following applies.

With a Governor's Executive Order

If a Governor's executive order is in place, no approval beyond the order is necessary. Faculty will be granted administrative leave. However, this process still should be coordinated through UF Benefits.

Please note that the language of the Governor's orders varies—sometimes the executive orders provide administrative leave based on where a faculty member works; other times, the orders provide leave based on where a faculty member lives. Given that it is not always possible to get specific information in a timely manner, in appropriate situations and in the absence of good information, faculty should be authorized vacation leave pending further information about whether that vacation leave may be changed to administrative leave. In the event, the vacation leave cannot be changed to administrative leave (the Governor's order specifies work site and the faculty member used leave based on where he or she lives, for example), the faculty member would have used his or her vacation leave appropriately.

Without a Governor's Executive Order

In the absence of a Governor's executive order, administrative leave for the official emergency closing of university facilities is approved by the Vice President for Human Resource Services.

In all cases, UF Benefits or the appropriate personnel satellite office should be contacted prior to approving the leave.

Documentation: The names of faculty to whom the leave has been granted and the number of hours granted should be provided to UF Benefits. Again, UF Benefits or the appropriate personnel satellite office should be contacted prior to approving the leave.

5. Military Leave

A faculty member who has been rated by the Veterans Administration to have incurred a service-connected disability and has been scheduled by the Veterans Administration to be reexamined or treated for such disability shall, upon presentation of written confirmation of having been so scheduled, be granted administrative leave or leave not affecting accrued leave balances for such reexamination or treatment without loss of pay, benefits, or efficiency rating, not to exceed six days (up to a maximum of 48 hours if the faculty member is full-time) in any calendar year.

Approval: This type of administrative leave is approved by the department. If a faculty member meets the criteria outlined above, a department is obligated to provide the faculty member with the time off from work.

Documentation: The faculty member should provide documentation from the VA as to his or her appointment as explained above. This documentation should be kept in the department along with the faculty member's application for leave requesting administrative leave.

For more information, please visit: [Military Leave](#)

6. Jury Duty

A faculty member who is summoned to jury duty will be granted paid leave for all hours required for such duty, not to exceed the number of hours in the faculty member's normal workday. Such paid leave shall not be reduced.

If the jury duty does not require absence for the entire workday, the faculty member should return to work immediately upon release by the court. The university will not reimburse the faculty member for meals, lodging, and travel expenses while serving as a juror. However, any jury fees paid may be kept by the faculty member.

Approval: This type of administrative leave is approved by the department. If a faculty member is called for jury duty, a department is obligated to provide the faculty member with time off from work.

Documentation: A department may require proof of jury duty.

7. Court Appearance and Depositions

1) If a faculty member agrees to appear in court or deposition to provide services as an expert witness in a case where they have not been assigned to appear by their department, for which the faculty member receives professional compensation from an outside party, this shall be considered an outside activity. By way of illustration, the faculty member serves as an expert witness in a medical malpractice case not involving a UF patient. The faculty member may need to request paid leave of absence or an adjustment to their work schedule for the court appearance. The faculty member must also submit a Disclosure of Outside Activities and Conflict of Interest form - <https://coi.ufl.edu/>.

(2) When a faculty member is required to appear in court or pre-trial activities, such as a deposition, etc. because of the faculty member's employment or work activities (e.g., a treating physician), or is otherwise assigned to participate, such activities shall be considered part of the faculty member's job assignment, and the faculty shall be paid, where appropriate, per diem and travel expenses according to University's travel guidelines. The requesting attorney's office may make payment for appropriate per diem and travel expenses in accordance with University travel guidelines either to the faculty member directly, or to their department. Any other payments, if applicable, from the requesting attorney's office shall be made directly to the faculty member's department.

(3) A faculty member involved in personal litigation during work hours shall request personal leave or an adjustment to their work schedule. Where possible, faculty members are encouraged to conduct personal business outside work hours. "Personal litigation" is when the faculty member is a plaintiff or defendant (e.g., a party in a lawsuit such as a divorce proceeding) in any legal matter.

(4) A faculty member subpoenaed as a witness in a court or administrative hearing or deposition for testimony that is not a work assignment as in (2) above, (e.g. witness to a vehicle accident), but also does not fall under (1) or (3) above, shall be granted Administrative Court Appearance Leave, not to exceed the number of hours in the faculty member's regular workday, and any witness fees may be kept by the faculty member. If the appearance does not require absence for the entire workday, the faculty member should return to work immediately upon release by the court or party issuing the subpoena. The University of Florida will not reimburse the faculty member for meals, lodging, and travel expenses. However, any witness fees paid for this type of testimony may be kept by the faculty member.

Approval: Administrative Court Appearance leave is approved by the department. If a faculty member is subpoenaed, a department is obligated to provide the faculty member with the time off from work, unless it is for the types of testimony described in 1 or 3 above.

Documentation: A department may require the faculty member to provide proof of the subpoena.

8. Voting

Normally, faculty should vote during non-work hours. In emergency situations, however, one or two hours of administrative leave may be granted for voting provided the faculty member has obtained approval from his or her immediate supervisor. Faculty shall not be granted administrative leave or leave not affecting accrued leave balances to work at the polls during elections. Faculty may use either accrued leave or leave without pay upon supervisor's approval.

Approval: This type of administrative leave is approved by the department. A department is not obligated to accommodate this request but is strongly encouraged to be responsive to a faculty member's civic responsibility.

Documentation: No documentation is required but faculty should have prior approval.

N. LEAVE REQUEST FORM

The University strongly recommends that faculty fill out UF HR's 'Extended Leave of Absence Request Form' if they expect to be absent from work for more than 15 consecutive days for any reason other than a previously approved reason by the faculty member's respective department. The form can be found here: [Leave Request Form](#)

Each department has different practices for using this form. Faculty should reach out to their department for instruction on extended leaves of absence and the necessity of this form.

All other leave requests should be handled as per your department's attendance policy, including vacation, routine medical appointments, and temporary absences due to non-chronic illness.

III. COMPENSATION

The goal of the University of Florida College of Medicine faculty compensation plan is to assure the fiscal health of the COM while simultaneously promoting and rewarding individual success in teaching, research, service and patient care through monetary incentives. The compensation plan covers both clinical and basic science faculty employed by the COM.

The compensation plan is updated each year. Find an updated version of the plan for each year at the [Faculty Compensation Plan Website](#) for all compensation plan-related documents.

IV. FACULTY RESOURCES & INFORMATION

Below is a list of resources that the College of Medicine encourages faculty members to utilize. Many of these resources are of no cost. This is by no means an exhaustive list of all resources offered by UF and UF COM.

A. GENERAL FACULTY RESOURCES

1. Conflict of Interest/Outside Activity Reporting

All faculty 0.26 FTE or higher must disclose any and all outside activities or potential conflicts of interest through the [UFOLIO Portal](#). Approval of the outside activity, a process that usually takes 2 weeks, must be obtained prior to engaging in any outside activities. Importantly, even if a faculty member has no outside activities or conflicts of interest to report, they are required to log in to UFOLIO and declare that they have “No disclosures” on a yearly basis.

2. Nondisclosure Policy

A faculty member, acting as a representative of the University, cannot sign a nondisclosure agreement from any party unless it is first approved by the College of Medicine’s legal department. Any non-disclosure agreement should be entered into UFIRST by a grant administrator.

3. Speaking to the Media

Many of our faculty receive inquiries from members of the media who seek their expertise on health-related topics. Those who feel comfortable doing so are welcome to speak with reporters and aid in their news-gathering efforts. UF Health Communications encourages those who are approached by the media to let them know as early in the process as possible, so that they may offer assistance or guidance. UF Health Communications has knowledge of reporters’ interviewing styles and how the news media works in general. This may be especially helpful if those who haven’t interacted with journalists and student reporters before. The communications team’s main phone number (352-265-0373) is answered 24 hours a day, every day. Please remember that to protect patients’ privacy, all reporters and photographers who visit our facilities must be escorted by a UF Health Communications representative.

4. Employee Education Program

The Employee Education Program, or EEP, enables full-time faculty, who have been employed in good standing for at least six months, to receive tuition assistance for up to six credit hours of instruction per semester at the state university closest to their work location. Therefore, for faculty who work in Gainesville or Alachua County, the EEP will only apply to classes taken at the University of Florida or Santa Fe College. The EEP application process does not replace admissions or registration processes

The EEP is simply the process by which employees may obtain assistance in paying for coursework. EEP participants must review the program policy, eligibility criteria, and registration guidelines. The university's fee petition and fee refund policies and procedures are not applicable to courses taken through this program. Therefore, there is no petition process for, or a refund of any fees paid. Anyone interested in participating should review the institution's admissions policies and procedures in order to ensure proper enrollment for courses. The University of Florida encourages all employees to pursue professional development in a variety of ways and the Employee Education Program is just one of the opportunities provided to help employees accomplish their educational goals.

To get answers to frequently asked questions and for critical deadlines in the application process, visit the [EEP Website](#).

5. Faculty Lounge

The Faculty Lounge can be used just to relax or to use as a landing site for faculty who work off-site and don't have an office on the main campus. The Faculty Lounge has private rooms with computers, a kitchen with a refrigerator, sink, microwave, coffee, tea, and cocoa, and group meeting rooms. The lounge is located in the Medical Sciences Building in Room M-125. A passcode is needed to enter and can be obtained by stopping by at M-100. Faculty can also reserve group meeting rooms on the [Faculty Lounge Website](#).

6. Patient Safety Reports (PSR)

Medical errors are the 3rd leading cause of death. UF Health has made a commitment Leadership commitment to zero harm, to promote a culture of safety, to a system-wide deployment of process improvement, and to a fair and just culture to promote reporting. To meet these goals, we have developed the PSR to learn about near misses that need attention to prevent actual harm. We encourage everyone to report events such as:

- Actual events (with or without injury or harm)

- **Wrong patient, procedures, or treatments; wrong medication**
- **Treatment, test or procedure variances or complications; refusal of treatment; returns to surgery for retained foreign body; health care-associated infections;**
- **Code blues and rapid response calls, unexpected deaths**
- **AMA discharges; patients leaving ED without being seen**
- **Falls; skin integrity issues**
- **Transfusion-related events; adverse drug reactions; IV infiltration; medication errors, etc.**
- **Equipment or supply-related events– malfunctions; defects; user errors; defective equipment that was used on a patient. If there is a medical device failure, the item needs to be sequestered, a PSR entered, and if there is major injury or harm to the patient Risk Management (or the patient safety hotline) notified**
- **Complaints about the quality of care**
- **Unsafe practices – hand hygiene; unattended medications or housekeeping carts**
- **Anything out of the ordinary that could result in harm to a patient or visitor**

The Patient Safety Reporting System can be accessed through the [Bridge](#), within EPIC, or if assistance is needed by calling the Patient Safety Hotline 352-538-2635.

The Patient Safety Reporting System provides certain legal protections, we encourage faculty to document the facts, what was done, who was notified, what treatment, if any, was provided, etc.

DO NOT PRINT a copy from the online system and DO NOT DOCUMENT in the medical record that a PSR was completed or that Risk Management was notified, the Patient Safety Reports are not part of the patient’s medical record

7. Campus Transportation Assistance

Campus Cab by Lyft provides free transportation for University of Florida faculty engaged in official business between the hours of 7:45 AM – 5:15 PM, Monday – Friday. Service is provided to the Main Campus, East Campus, and to selected UF-owned off-campus locations.

To be eligible for coverage, rides must be taken for official UF business purposes using Lyft Standard service, and they must begin and end in the [Campus Cab by Lyft service area](#) during the program hours.

To sign up for Campus Cab by Lyft the faculty member needs to:

- 1) Create a Lyft account using the free Lyft app. For a step-by-step guide on creating an account, please visit [Lyft's "How To Create An Account" page](#).
- 2) Send an email to campuscab@ufl.edu from their UF account stating an interest in joining Campus Cab by Lyft. Once a faculty member's eligibility to participate is verified, Lyft will send an invitation by email. The invitation will contain a link which allows the faculty member to sign up for the program - simply clicking on the link will add the Campus Cab by Lyft details automatically to the faculty member's Lyft account for future use, and eligible rides will automatically be provided at no cost.

8. Mass Transportation Available to Campus

Route 150 is the RTS express bus service developed to connect faculty and staff from Haile Village Center to UF and UF Health with two stops at each end.

M-F Every 30-60 min. First run Haile 6:00am / Last run Haile 6:00pm Sat No Service Sun No Service. For more information: [Haile Plantation Routes](#)

Riders from Haile Village Center Stop may park their vehicles in available on-street spaces, and riders from the Tower/Archer stop may park in the adjacent Tower Square Publix parking lot. Riders may travel fare-free on Route 150 or any other RTS route by displaying their valid Gator 1 card when boarding.

Monday	to Friday				R=Runs during reduced service
Monday	150	Friday	Fall2021		
Haile Plantation	Reitz Union	Reitz Union	Tower Rd	Haile Plantation	
6:00am	6:25	6:30	6:45am	6:55	R
6:30	6:55	7:00	7:15	7:25	R
7:00	7:25	7:30	7:45	7:55	R
7:30	7:55	8:00	8:15	8:25	R
8:00	8:25	8:30	8:45	8:55	R
8:30	8:55				
9:00	9:25	9:30	9:45	9:55	R
10:00	10:25	10:30	10:45	10:55	R
11:00	11:25	11:30	11:45	11:55	R
12:00pm	12:25				R
		12:30pm	12:45	12:55	R
1:00	1:25	1:30	1:45	1:55	R
2:00	2:25	2:30	2:45	2:55	R
3:00	3:25	3:30	3:45	3:55	R
		4:00	4:15	4:25	R
4:00	4:25	4:30	4:45	4:55	R
4:30	4:55	5:00	5:15	5:25	R
5:00	5:25	5:30	5:45	5:55	R
5:30	5:55	6:10	6:25	6:35	
6:00	6:25				R

9. Understanding Room Nomenclature in the Health Science Center

All rooms on the health science campus are identified by one or a series of letters (indicating the building) followed by a G (indicating ground floor) OR a number (indicating the floor), a hyphen followed by numbers (the room number).

- Rooms in the Communicore Building are indicated by a C (ground floor is indicated by the second letter being a G)
- Rooms in the Stetson Medical Sciences are indicated by a M
- Rooms in the Harrell Medical Education Building are indicated by HMEB
- Rooms in the Academic Research Building are indicated by a R
- Rooms in the McKnight Brain Institute are indicated by an L (ground floor is indicated by the second letter being a G)

- **Rooms in the Biomedical Sciences are indicated by a J**
- **Rooms in the Basic Science are indicated by a B**
- **Rooms in the Dental Science are indicated by a D**
- **Rooms in the Health Professions, Nursing, Pharmacy are indicated by HNP**
- **Rooms in the Clinical & Translational Research Building are indicated by CTRB**
- **Rooms in the Davis Cancer Pavilion are indicated by just the room number**
- **Rooms in the Cancer/Genetics Research are indicated by a CGRC**
- **Rooms in the Pathogens Building are indicated by a just the room number**

[Map of UF Campus](#)

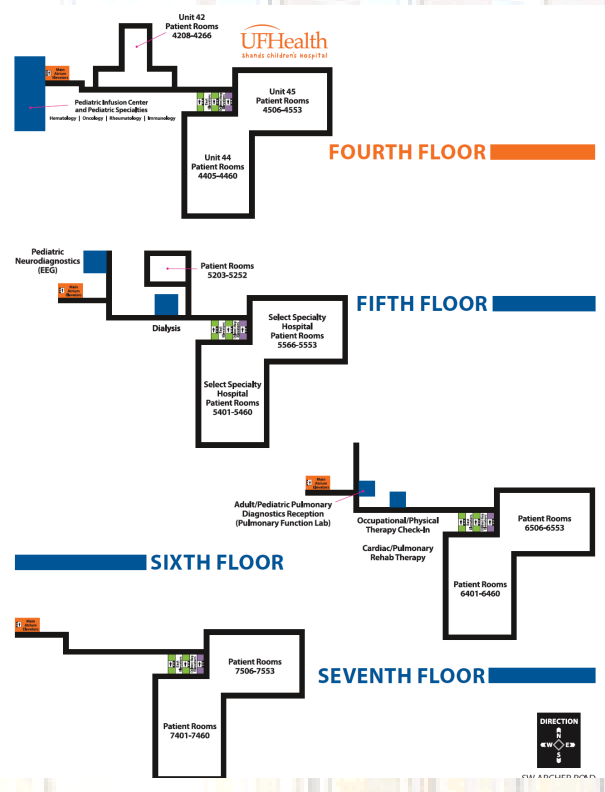
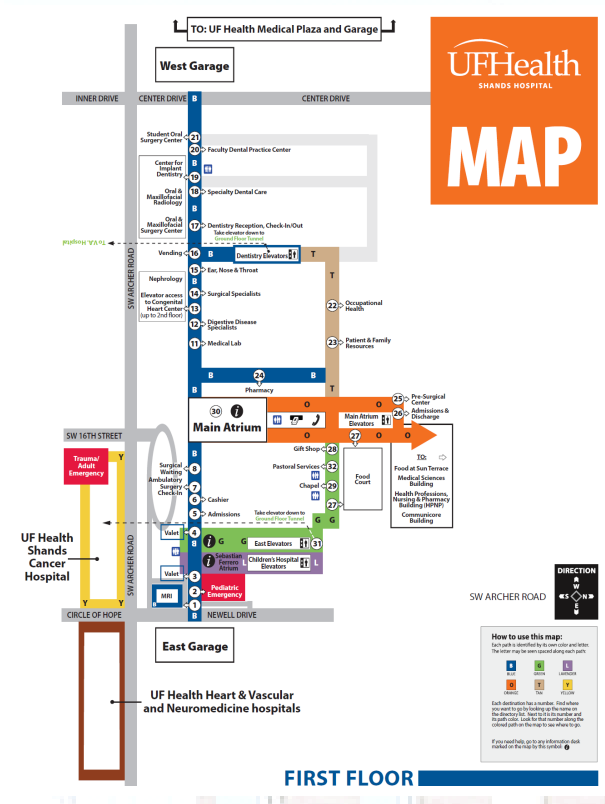
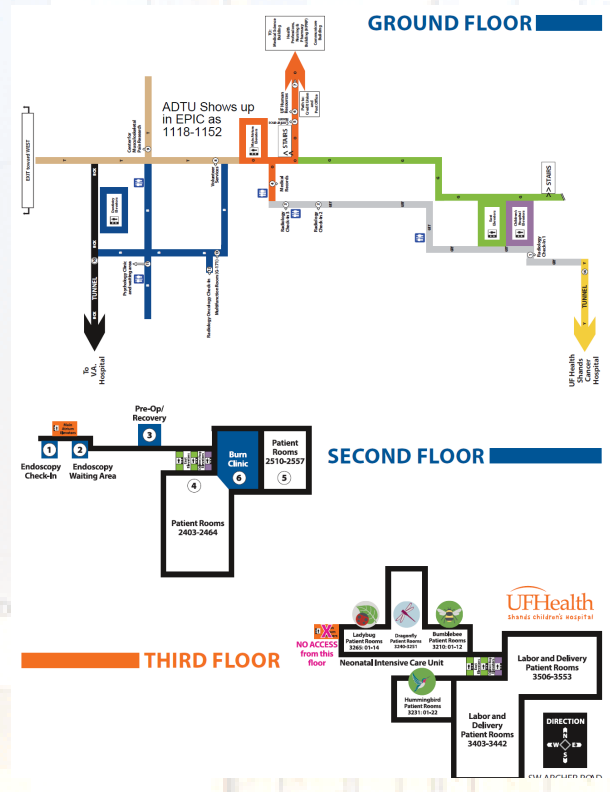
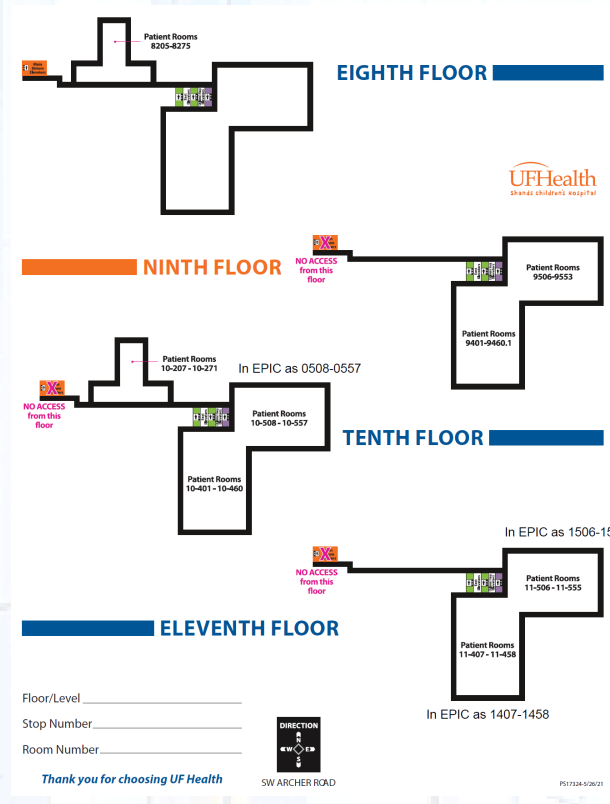
10. Understanding Room Nomenclature Within Shands Hospital

The majority of the Shands Floor numbering is pretty straightforward:

- **No letters in front of the numbers means it is a Shands North Tower room**
- **First number is floor number, up until 9**
- **Second is wing number**
- **2 are rooms above the Atrium elevators**
- **4 are rooms in the South Wing**
- **5 are rooms in the East Wing**
- **Last 2 numbers are the room number**
- **Exceptions:**
 - **ADTU, which is on the first floor north of the Atrium elevators, displays in EPIC as 1118 through 1152**
 - **Tenth Floor Rooms**
 - **Rooms above the Atrium Elevators are displayed as 10207 through 10271**

- **South and East Wings are displayed in EPIC with the first number of 0**
- **South Wing rooms will be displayed as 0401-0460**
- **East Wing rooms will be displayed as 0508 through 0557**
- **Rooms on the 11th floor also start with a 1, but would be either 14 or 15**
- **South Wing rooms are displayed as 1407 through 1458**
- **East Wing rooms are displayed as 1506 through 1555**
- **The majority of rooms in the South Tower or UF Health Shands Cancer Hospital all start with UA**
- **The first number after the UA is the floor**
- **The second number is the wing, either 1 or 2**
- **The last two numbers are the room number**
- **Exceptions:**
 - **Rooms in the Emergency Department on the first floor all start with C, CH (for hall rooms) or TR (for Trauma)**
 - **Rooms in the East Tower or UF Health Neuromedicine and Heart & Vascular Hospitals all start with UB**
 - **The first number after the UB is the floor**
 - **The second number is the wing, either 6 or 7**
 - **The last two numbers are the room number**
- **To include information about the floor location to patient lists in EPIC, right-click on a patient list, choose properties, search for DEPT, select the Dept/Room/Bed Column and choose Add Column, click Accept at the bottom of the form.**

11. UF Health Map



How to use this map:
 Each location is identified by the room number and letter. The letter may be seen separated along each path.
 Each destination has a number. Find where you want to go by looking up the number on the map. Then, follow the letter and the path to the number. Look for that number along the colored path and proceed in the color's direction.
 If you need help, go to any information desk located on the map for the building.

12. National Center for Faculty Development & Diversity

This free membership helps you improve in four areas that help you achieve extraordinary writing and research productivity while maintaining a full and healthy life off-campus. Visit the website here: [National Center for Faculty Development & Diversity](#)

- Strategic Planning
- Explosive Productivity
- Healthy Relationships
- Work-life Balance

13. Ombuds

The role of the [Ombuds](#) is to serve as a resource and designated neutral party for faculty who may have a university-related concern or problem. Such problems may be related to grades, differences of opinion with instructors or co-workers, interpretation of university policies, or other administrative issues that may be of concern. The Ombuds will work with faculty to interpret university policy and help identify options and strategies for resolving issues.

Faculty members are encouraged to first contact the department chairperson or other faculty member before seeking assistance from the Ombuds, although instances do exist where contact with the University Ombuds first is beneficial.

14. Women in Medicine & Science (WIMS)

UF COM supports WIMS in numerous ways. WIMS is not a “group” that needs to be “joined”. The Office of Faculty Affairs and Professional Development supports a WIMS Advisory Board that plans programs and seminars, many of which are open to all COM faculty.

[WIMS Website](#)

15. Faculty Factory

The Faculty Factory is a community of faculty development leaders in academic medicine. They share a passion for serving faculty and helping them exceed their clinical, research, education, program-building, and leadership expectations.

The [Faculty Factory Podcast](#) came from a desire to communicate faculty-development-specific information in a modern and intimate way. Their website serves as a central location for highly-valued faculty affairs and faculty development (FAD) content, including conversations with faculty experts in academic medicine career development and

leadership; a bibliography of FAD scholarship; and the websites for every FAD office in all North American medical schools. <https://facultyfactory.org/>

16. UF COM Faculty Affairs Website

Find links to most resources mentioned in this handbook at the [UF COM Faculty Affairs Website](#). This website also contains links to many official UF COM forms.

B. RESEARCH RESOURCES

1. How to Read a Research Paper

On this page, you will find links to articles in the BMJ that explain [how to read and interpret different kinds of research papers](#).

2. Integrated Data Repository Research Service

Researchers can obtain datasets from the [Integrated Data Repository Research Service](#) with rich details about patients and patient care. These details allow researchers to conduct all sorts of studies on treatments, care quality, safety, utilization, and health outcomes.

3. [Institutional Animal Care and Use Committee \(IACUC\)](#)

The use of animals for research, teaching, or exhibition is a privilege, not a right. High standards exist for the care and use of animals at UF. The University of Florida maintains an Animal Welfare Assurance Statement which declares its compliance with the various regulations and policies. Failure by any individual to adhere to these standards can jeopardize UF's entire animal use program.

4. Institutional Review Boards (IRB)

The University of Florida [Institutional Review Boards \(IRB\)](#) are charged with protecting the rights and welfare of participants in clinical trials and other human subjects research studies. The UF IRBs review all research involving human subjects to ensure the welfare and rights of research participants are protected as mandated by federal and state laws, local policies, and ethical principles.

5. Introduction to Clinical and Translational Research

This is a course offered by the UF Clinical and Translational Science Institute to UF Health Science Center junior faculty, fellows, Ph.D. students, and others interested in patient-oriented research careers. [ICTR Course Details](#)

It is a highly interactive series of 10 sessions led by leading faculty in the UF Health Science Center. It includes basic elements of study design, database design and management, health center resources, regulatory issues, and biostatistical considerations.

The course also includes practical, interactive small-group sessions to develop an interdisciplinary protocol. Individuals wishing to participate in the small group research experience must register for graduate credit. We ask that clinical fellows who attend this course be relieved of all clinical duties during each session.

6. Training and Research Academy for Clinical and Translational Science (TRACTS)

TRACTS is a *wayfinding* program for junior faculty in clinical departments who want to pursue research but don't yet know where to begin. The program accepts 5 to 10 participants each year. The program has didactic, mentor matching, and individual/group mentoring components. The expected outcomes of involvement in this program are 1-2 KL2 or other career development awards and improved faculty engagement. [TRACTS website](#)

7. Guide to Performing Peer-Reviews

Visit the website [here](#).

C. TEACHING RESOURCES

1. UF Center for Teaching Excellence

UF's Center for Teaching Excellence promotes student success through transformative learning environments. They invite faculty to connect with them, explore innovative strategies, and share best practices that support quality and inclusive teaching for the benefit of all students.

Find links to workshops and tools to grow your teaching on the [Teaching Center Website](#)

D. WELLNESS RESOURCES

1. UF Employee Assistance Program

For UF employees, we have counselors who offer free sessions for anyone who would like the support. These sessions are confidential and “off the record” (i.e., no information is recorded in EPIC or in any employee files). Appointments can be requested here: [On-Campus Therapists - Employee Assistance \(ufl.edu\)](#)

Online Support, Through ComPsych the UF Employee Assistance Program offers resources for Wellness, Childcare, Eldercare, Financial, Legal, Home & Auto. For assistance you can call a toll-free number (833.306.0103) provides 24/7 to access a licensed counselor, who will answer your questions and, if needed, refer help get you the resources you need.

You need to be registered even to call: Logon to the web site, guidanceresources.com, click Register tab and enter UFEAP in the Organization Web ID field, click register and create a unique user ID and password, which will ensure confidentiality.

For employees with GatorCare insurance, free unlimited therapy and psychiatry services are available through TalkSpace. Learn more and register at <https://talkspace.com/gatorcare> or email gatorcare-support@talkspace.com for help.

We also have a Care for Colleagues program, which connects any employees associated with UF Health (UF or Shands) who experienced an adverse event in the workplace with a trained peer to listen and provide support. This free resource can be accessed by calling 352-494-5795 and asking for Care for Colleagues.

Crisis resources are available to anyone through:

- **UF Health Shands Psychiatric Hospital at Vista: Emergency Walk-in Hours: 24 hours/day, 7 days/week, 352-265-5481; Toll-Free, 1-888-391-7181**
- **Alachua County Crisis Center: 352-264-6789**
- **National Suicide Prevention Hotline: Call 1-800-273-TALK (1-800-273-8255)**

Visit <https://wellness.med.ufl.edu/counseling-support/> for additional resources.

2. Care for Colleagues

The [Care for Colleagues](#) program provides support to our health care workers after events that are difficult. Situations can include traumatic clinical events, the death of a patient or any other events that are emotionally challenging. Peer supporters are trained to provide crisis intervention, team briefings and mentoring.

A member of the Care team is available to employees who need support and guidance while experiencing a normal reaction to a stressful event or outcome, also called a "second victim:"

Care for Colleagues helps to increase institutional awareness of the second victim phenomenon, provide consistent and targeted systemwide guidance and support of the second victim, and provide additional resources for the management team to effectively support the second victim.

The Care for Colleagues program will:

- Provide "emotional first aid" to our staff who have been involved in unanticipated and stressful events.
- Provide one-on-one peer support and explore the staff member's normal reactions and feelings that often occur after a stressful or traumatic event.
- Provide the second victim with a "safe zone" to express thoughts and reactions to enhance coping.
- Provide the employee assurance that he or she is experiencing a normal reaction.
- Ensure that information shared is strictly confidential.

3. GatorCare Talk Space

GatorCare members are eligible to receive free and unlimited online counseling and psychiatry services through Talk Space. Talk Space provides confidential services through a digital platform via live video or messaging. Communicate with a licensed mental health provider wherever you are, whenever is best for you. Use the registration link below to begin. [Talkspace » GatorCare](#)

4. Mental Health Helpline Devoted Exclusively to UF Faculty

You and your family have access to a mental health service access line that will help to identify and secure access to the mental health services best suited to their needs.

Call (352) 627-0032 between 8 A.M. and 5 P.M. Monday through Friday.

5. UF COM Wellness Resources

Located on the UF COM Wellness website under the 'Resources' tab is a listing of resources available to help you develop and maintain your wellness in a number of areas. The list includes resources and programs available through UF COM, the University of Florida, and Gainesville/Alachua County. The list is updated as needed to keep it current. Visit:

<https://wellness.med.ufl.edu/resources/> Topics include but are not limited to:

- Academic Professionalism
- Exercise & Activity
- Family & relationships
- Financial & legal
- Mental Health
- Nutrition
- Personal Safety
- [Helping Students in Distress](#)
- [Supporting Student's' Health & Wellbeing](#)

6. GatorCare Wellness

Located on the [GatorCare](#) website under the 'Wellness' tab is a list of resources related to physical and mental wellbeing. These resources include information, programs, and virtual classes.

7. UF Wellness Weekly Newsletter

This newsletter sends weekly information about wellness enhancing programs across all dimensions and includes nutrition challenges, live-streamed fitness classes, digital wellness campaigns, and more.

Sign-up link: [GatorCare & UF HR \(list-manage.com\)](#)

8. Fun Friday Weekly Newsletter

This weekly email tells you about ways to spruce up your weekend with local events, new activities, recipes, and funny videos.

Sign-up link: [GatorCare \(list-manage.com\)](https://list-manage.com)

V. STATEMENT ON DIVERSITY, EQUITY, & INCLUSION

The University of Florida College of Medicine recognizes that medical education, healthcare excellence, and health equity will best be achieved by a diverse and inclusive healthcare workforce caring for diverse patients in a multicultural environment. The College of Medicine will continually strive to promote, support, and actively enhance the recruitment and retention of underrepresented groups to its student body, residency training programs, and faculty and staff positions, in conjunction with the education in cultural humility of all trainees and healthcare providers.

The College of Medicine will promote excellence where all students, residents, faculty, and staff can interact in an inclusive environment enhanced by differences in race, ethnicity, gender, nationality, religious affiliation, sexual orientation, sexual identity, age, disability, geography, and socioeconomic status. The College is committed to nurturing greater inclusion of African Americans, Hispanics, and Native Americans as well as the socioeconomically disadvantaged (rural and urban) as a primary objective for the achievement of excellence through Diversity. The College of Medicine however recognizes that the inclusion of other ethnic minorities and groups underrepresented in medicine is essential to the promotion of excellence in healthcare and the achievement of health equity for residents in the state of Florida. The College of Medicine is further committed to the establishment of an inclusive environment where the best minds and diversity of talent are attracted to our community in support of our contribution to learning, healing, and the amelioration of human suffering.

The University's policies on nondiscrimination, harassment, invasion of privacy, prohibited consensual relationships, breastfeeding, chosen legal name/gender change, and violence can be found at [Title IX](#)

View the University's full statement on [Diversity, Equity, & Inclusion](#)

View the University's resources for [Responding to Harassment](#)

VI. ZERO TOLERANCE POLICY

The College of Medicine celebrates diversity, challenges inequality, and is committed to nurturing an inclusive and diverse community. We expect everyone, faculty, staff, learners, patients, and other professionals to be treated, and to treat others, with dignity and respect. We have a zero-tolerance approach to discrimination, harassment, bullying, or anything that contributes to a less-than-welcoming working and learning environment. We urge those who have been the subject of any of these behaviors or anyone who has witnessed these behaviors to report them and, if possible, to advocate for the individual affected by these behaviors. The individual affected or anyone having knowledge of the incident should report it to their supervisor. The most efficient way to report any concern is through the UF Compliance Hotline. The University of Florida Compliance Hotline is a 24-hour, 7 day-a-week resource for reporting potential legal, policy, or ethical conduct violations or concerns. You have the option to remain anonymous when submitting reports via the Compliance Hotline, and University policy prohibits retaliation against employees who report any concern in good faith. Some examples of potential legal, policy, or ethical conduct violations include:

- Academic Fraud**
- Conflicts of Interest**
- Accounting/Audit Irregularities**
- Computer Misuse/Information Security**
- Discrimination**
- Employee Relations**
- Fraud, Theft, Waste, or Abuse**
- Grant Misconduct**
- Harassment**
- Privacy/Personal Information Security**
- Scientific/Research Misconduct**

There are two ways to report through the Compliance Hotline:

CALL: 1-877-556-5356 <https://www.mycompliancereport.com/report?cid=UOFL>

A third party runs this service and if you want follow-up, the third party will contact you directly. The online form does ask for an email address, but this is optional.

VII. FLORIDA HOUSE BILL 7

Florida's [HB7](#) is a bill including provisions to protect individual freedoms and prevent discrimination in the workplace and in public schools.

HB 7 defines discrimination to include subjecting “any student or employee to training or instruction that espouses, promotes, advances, inculcates, or compels such student or employee to believe any of the following concepts:”

- **One race, etc. is “morally superior”**
- **A person by virtue of race, etc. is “inherently racist” etc., “whether consciously or unconsciously”**
- **A person’s “moral character or status as either privileged or oppressed is necessarily determined” by race, etc.**
- **Members of one race, etc. “cannot and should not attempt to treat others without respect to” race, etc.**
- **A person by virtue of race, etc. “bears responsibility for, or should be discriminated against or receive adverse treatment because of, actions committed in the past by other members of the same” race, etc.**
- **A person by virtue of race, etc. “should be discriminated against or receive adverse treatment to achieve diversity, equity, or inclusion”**
- **A person by virtue of race, etc. “bears personal responsibility for and must feel guilt, anguish, or other forms of psychological distress because of action, in which the person played no part, committed in the past by other members of the same” race, etc.**
- **“Such virtues as merit, excellence, hard work, fairness, neutrality, objectivity, and racial colorblindness are racist or sexist, or were created by members of a particular race, color, national origin, or sex to oppress members of another race, color, national origin, or sex.”**

But HB 7 has an important caveat:

- **The prohibitions “may not be construed to prohibit discussion of the concepts listed therein as part of a larger course of training or instruction, provided such training or instruction is given in an objective manner without the endorsement of the concepts.”**
- **The University supports discussion of these topics but the discussion must be fact-based and not one’s own opinion.**
- **The state law articulates a right to [free expression on campus](#). Visit the hyperlink for more details on your protected rights.**

VIII. FACULTY EVALUATIONS & IMPROVEMENT

A. ANNUAL EVALUATIONS

Each faculty member shall be evaluated in writing at least once annually on the basis of an assessment of the individual's total performance in fulfilling his or her assigned duties and responsibilities to the University and COM. The basic purpose of this evaluation is faculty improvement in the functions of teaching, research, clinical, service, and any other duties that may be assigned with the resulting enhancement of learning, cultural advancement, and production of new knowledge.

The Faculty Assignment Report (FAR) shall be used to convey the responsibilities and duties of the faculty member at the beginning of a term. The FAR is a plan of effort that is approved by the faculty member's respective department chair and confirmed by the faculty member. Assignments may change during the term, and course titles may not be known at the time of the FAR creation. The assignment should provide faculty members who are eligible for promotion with equitable opportunities in relation to others in the department to meet the required criteria for such status. A link to submit a FAR will be emailed to each faculty member at the beginning of a semester and will be available on MyUFL.

Effort Certification is completed at the end of the term and reflects the actual work accomplished in a given term. This report is certified by the faculty member who is also responsible for the effort records of any individual that works on their grant and is not a faculty member. Effort Reporting/Certification is the way that the University of Florida meets the mandatory requirement for internal controls (2CFR200.430) over payroll that is charged to our sponsors. It is also a way to verify that the commitments that we made to the sponsor agreements are being met. A link to submit an Effort Certification will be emailed to each faculty member at the end of a semester and will be available on MyUFL.

Rules for reviewing your Faculty Activity Report:

- 1. If you put down that you will spend 1.2 months on a grant, this equates to 10% on the FAR. More or less months will correspond to more or less effort, respectively. This is independent on how much money is on your grant for your salary. It is all about the amount of effort you say you will put on your grant.**
- 2. If some of your salary is from state funding sources, some of your effort has to go towards, undergraduate, medical, or graduate student teaching.**

3. **You can't have 100% on grants. You need to have 1-2% of your effort free to write new grants. If you have 100% on grants you will have to request a change of effort on at least one of your grants to get to the 99-98% level.**
4. **For all foundation grants you will need to have at least 1% of your time on the grant to demonstrate your engagement. This is whether or not you put down any salary on the grant.**
5. **If you are a department chair, you need to have some administrative time.**
6. **Your amount of clinical time does not have to necessarily match your effort as long as the above guidance are followed.**
 - a. **For example, if you have students in the clinic as part of your clinical time, that then time is can be reported as instruction even though it is clinical in nature.**
 - b. **If a sponsoring agency is supporting clinical activities, the effort goes to the sponsoring agency and then that effort can be part of your clinical time based on the purpose of the sponsored award.**

The responsibility of the faculty member is the full and competent performance of all duties pertinent to his or her employment with the COM. When first employed, each faculty member shall be informed in writing of what is expected of him or her, generally, in terms of teaching, clinical work, research and other creative activities, and service, and if there are any specific requirements and/or other duties involved. If and when these expectations change during the period of service of a faculty member, that faculty member shall be informed in writing of the change and shall be afforded an opportunity to discuss the assignment prior to its effective date.

Application of evaluations shall not violate the faculty member's academic freedom or constitutional rights, nor shall a faculty member be punished for exercising such freedom or rights, either in the performance of University duties or duties outside the University. At the same time, a faculty member may reasonably be expected to show by his or her behavior, both in performance of University duties and duties outside the University, that he or she is aware that membership in the academic profession carries with it special responsibilities.

B. STATEMENT ON PROFESSIONAL ETHICS

It is expected of all faculty members to conduct their assigned duties with the highest caliber of professionalism, fairness, and ethical integrity. Faculty are expected to meaningfully contribute to the clinical, academic, and research missions of the College of Medicine by

seeking the truth, exercising self-discipline, respecting others, and engaging in peer feedback. While faculty are obligated to promote conditions of free inquiry and academic freedom, faculty shall avoid creating the impression that he or she speaks or acts for the college or the University when speaking or acting as a private person.

In cases where serious dishonesty, incompetence, neglect of duty, or irresponsibility of a faculty member is charged, proceedings should be undertaken involving full due process guaranteed under recognized procedures and standards for dismissal or other disciplinary action as provided in the University regulations and contained in the Constitution of the University.

- **The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities devolving upon members of the profession. The professor's primary responsibility to his or her field is to seek and state the truth as he or she sees it. To this end, the professor devotes himself or herself to developing and improving his or her scholarly competence. The professor accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. The professor must never seriously hamper or compromise anyone's freedom of inquiry.**
- **As an instructor, the professor encourages the free pursuit of learning in students. The professor maintains and represents the best scholarly standards of his or her discipline. The professor demonstrates respect for the student as an individual and adheres to the proper role of intellectual guide and counselor. The professor makes every reasonable effort to foster honest academic conduct and to assure that evaluation of students reflects their true merit. The professor respects the confidential nature of the relationship between professor and student. The professor avoids any exploitation of students for private advantage and acknowledges significant assistance from them. The professor protects their academic freedom.**
- **As a colleague, the professor has obligations that derive from common membership in the community of scholars. The professor respects and defends the free inquiry of associates. In the exchange of criticism and ideas the professor shows due respect for the opinions of others. The professor acknowledges academic responsibilities and strives to be objective in the professional judgment of colleagues. The professor accepts his or her share of faculty responsibility for the governance of the University.**
- **As a member of the University, the professor seeks above-all to be an effective teacher and scholar. The professor observes the stated regulations of the institution, provided they do not contravene academic freedom, but nonetheless maintains the right to**

criticize and seek revision. The professor determines the amount and character of the work he or she does outside the University with due regard to his or her paramount responsibilities within it, provided such amount and character of outside employment is in compliance with State law and University and State University System's policies on outside employment. When considering the interruption or termination of employment, the professor recognizes the effect of this decision upon the programs of the University and gives due notice of his or her intentions.

- **As a member of the community, the professor has the rights and obligations of any citizen. The professor measures the urgency of these obligations in light of responsibilities to his or her field, to students, to the profession, and to the University. The professor, when speaking or acting as a private person, shall avoid creating the impression that he or she speaks or acts for the college or the University. As an individual engaged in a profession that depends upon freedom for its health and integrity the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.**

C. AREAS OF PERFORMANCE TO BE EVALUATED

All faculty members will have an annual review of their performance in each of their mission assignments. The assessment should include a determination of progress toward promotion and readiness for promotion based on the following areas:

- **Teaching: Teaching involves the presentation of knowledge, information, and ideas by various methods including lecture, discussion, assignment and recitation, demonstration, laboratory exercise, practical experience, direct consultation with students, etc. The evaluation shall include consideration of:**
 - **the effectiveness of teaching related to knowledge and skills imparted that correspond with the objectives of the course**
 - **effectiveness of teaching related to stimulation of the students' critical thinking and/or creative ability in light of the objectives of the course**
 - **the faculty members' adherence to accepted standards of professional behavior in meeting his or her responsibilities to his or her students.**
- **Research and Other Creative Activities: Contribution to the discovery of new knowledge, development of new educational techniques, and other forms of creative activity shall be considered and evaluated. Evidence of such shall include, but not be limited to: publications in professional journals, musical**

compositions, paintings, sculpture, works of performing art, papers presented at professional meetings, and current work that has not yet been published. The evaluation shall consider:

- **Productivity, including quality and quantity of what has been done during the year**
- **Recognition by the academic or professional community of what has been done.**
- **Clinical: Evaluation of clinical productivity should include evaluations of work relative value units or equivalent attained, quality of clinical service provided, interaction with learners, and maintenance of specific clinical skills and/or certification if required. Assessment should also include quality and timeliness of closing notes and communication. In addition, recognition of clinical expertise by increasing referrals talks at regional or national meetings should be assessed, if applicable.**
- **Service: Service shall include, but not be limited to, participation in governance processes of the University, public schools, professional organizations, conferences, workshops, agencies, and commissions. Only those service activities which are related to a faculty member's field of expertise or to the mission of the University shall be evaluated.**
- **Other University Duties: The performance of other reasonably assigned duties, such as administration or academic advice, shall be subject to evaluation in the same procedure as normally assigned duties.**

D. SOURCES OF DATA FOR EVALUATION

Evaluation of a faculty member's performance shall include data from the following six sources where appropriate:

- **The chair of the faculty member's department or other administrative unit**
- **Faculty**
- **Students**
- **The faculty member being evaluated**
- **Other university officials**

- **Public school officials and/or personnel**

E. METHODS OF EVALUATION

All appropriate data and evaluations, qualitative and quantitative, shall be collected by the chair of the department or other appropriate administrator.

- **Chair's Evaluation:** The chair of the department shall review and evaluate the teaching, research, and other creative activities, service and other university duties of each member of that department or unit during each academic year.
- **Faculty Evaluation:** The respective college or divisions within the University will develop and implement the processes necessary to evaluate the appropriate faculty for teaching, including extension work, research and other creative activities, service and other university duties when appropriate.
- **Student Evaluation:** Students shall evaluate teaching and, when appropriate, other university duties. The teaching effectiveness of each faculty member may be evaluated in writing by students currently or previously enrolled in his or her classes.
- **Self-Evaluation:** Each faculty member may provide an evaluation of each area of his or her own total performance, and submit the evaluation, along with any appropriate substantiating evidence, to the chair of the department or other administrative unit.
- **Evaluation by Other University Officials:** A faculty member may be evaluated by university officials for duties performed under the supervision of Deans, Directors, the Senior Vice President for Academic Affairs, or any other university official(s) who may supervise the faculty member's activities.
- **Evaluative Comments by Medical Students and House Staff:** The evaluation of the COM faculty shall include and incorporate into the evaluative process the evaluative comments, as well as the numerical data, submitted by medical students, house staff (interns, residents, and clinical fellows), and physician assistant students concerning faculty members.

F. EVALUATION UTILIZATION

The chair of each department or other administrative unit shall collect the evaluation data for each faculty member in the department. The data, if used in the evaluation process shall be placed in the faculty member's personnel file which is normally located in the faculty member's department or unit. The chair shall provide the faculty member with a written summary of the data and shall discuss it privately with the faculty member.

Existing evaluations and the data in the faculty member's personnel file upon which these evaluations are based shall be considered in recommendations and final decisions on promotions and salary.

The contents of the faculty personnel file which deal with the evaluation of performance shall be confidential and shall not be disclosed except to the affected faculty member and those whose duties require access to the file in accordance with the University's evaluation procedures or by the President or President's designee in the discharge of official duties and responsibilities or upon order of a court of competent jurisdiction.

G. ADMINISTRATOR EVALUATIONS

The evaluations of administrators of the COM shall be the responsibility of the dean and/or the applicable senior vice president.

Copies of the administrative evaluation process and procedures requiring input from faculty and others shall be publicly available on the college or senior vice president's website, as applicable.

The results of evaluations for chairs and program directors will be forwarded to the Dean or Director, with copies to the Provost and Senior Vice President for Academic Affairs, or the Senior Vice President for Health Affairs, as applicable.

H. FACULTY MENTORING

The Department Chair or designee will initially select a mentor for all new assistant professors and all new faculty members. Upon the mutual agreement of the mentee and Chair, the original mentor may be replaced by another senior faculty member who has the interests and expertise to effectively mentor the new or junior faculty member.

The mentor will meet with the faculty member and provide him/her with a copy of both the University of Florida and College of Medicine Promotion Guidelines. The first meeting should occur within the first six months of employment as a member of the COM faculty. The faculty member's scholarly interests should be discussed and plans developed for achieving sustained academic productivity. An annual mentor assessment will be completed each spring/summer until the faculty member is promoted in rank. Meetings are encouraged for more frequent intervals than annually, to discuss problems and assess progress on a regular basis. Mentoring sessions are also encouraged to continue after the faculty member is promoted but signed mentoring forms are not required.

At the end of each academic year the faculty member will prepare a summary of accomplishments for formal assessment by the faculty member's mentor and for annual departmental review. The mentor will prepare an annual assessment describing the faculty member's accomplishments and progress toward promotion. This assessment should be provided orally to the faculty member and he/she should be given an opportunity to respond. The mentor's assessment will be forwarded to the Department Chair for review and consideration as part of the annual performance review. In addition, the Mentoring Program Annual Assessment Confirmation form should be forwarded to the Dean's Office along with the faculty member's annual evaluation.

[UF COM Mentoring Program](#)

I. MID-CYCLE REVIEWS

The College of Medicine conducts mid-cycle reviews for all of its faculty members in addition to annual reviews. The outcome of the review shall be shared with the faculty member evaluated, but shall not be used in any future evaluation of the faculty member.

Faculty in the Multi-Mission (MM) Track will undergo a mid-cycle review at the end of the 4th year of employment to address progress toward promotion. While all faculty are encouraged to pursue activities that will lead to academic distinction and promotion, faculty on the MM track are not subject to a fixed probationary period. The review will consist of a self-assessment (including portfolios) and a review by the Department Chair. The College Mission Track Review Committee will review both documents and submit an assessment to the Senior Associate Dean for Faculty Affairs and Professional Development who will submit the findings to the faculty member and Department Chair to be used for career guidance.

Faculty on the Single Mission Track (Lecturer/Instructional, Scientist, Scholar) may have an annual assessment with their Department Chair and a mid-cycle review after 4 years of employment.

Faculty in the Departments of Epidemiology and Biostatistics are subject to a policy that considers their unique position within two colleges (College of Medicine and College of Public Health and Health Professions.)

For more information, please visit [UF COM Tenure & Promotion](#)

IX. FACULTY APPOINTMENTS

A. ACADEMIC PERSONNEL EMPLOYMENT PLAN

The College of Medicine follows the University of Florida's uniform employment plan for Academic Personnel, AP. For the College of Medicine, all faculty members are considered "Academic Personnel." The AP classification consists of positions having the principal responsibility of teaching and/or research, and providing administrative functions directly related to the academic mission and accomplishment of the University goals.

B. ACADEMIC APPOINTMENT FACULTY TITLES

The following appointment titles are considered to be academic personnel of the College of Medicine.

- **Professor:** Candidates for this faculty rank shall be qualified for the rank of associate professor and in addition, be a recognized national or international authority or an outstanding teacher in his or her field or specialization. A candidate for this rank must have a distinguished record of achievement beyond the level of associate professor. An appointee holding this title is tenure-eligible unless the title has a modifier.
- **Associate Professor:** Candidates for this rank shall hold the highest degree appropriate to his or her field or possess professional qualifications in his or her field above those which would be equivalent to the highest degree appropriate to his or her field. He or she is expected to have produced creative work, professional writing, or research, and to have had successful teaching or professional experience. A candidate for this rank must have a distinguished record of achievement beyond the level of assistant professor. An appointee holding this title is tenure-eligible unless the title has a modifier.
- **Assistant Professor:** Candidates for this rank shall hold the highest degree appropriate to his or her field or possess equivalent qualifications based on professional experience. A candidate shall be expected to demonstrate successful experience pertinent to the position for which he or she is being recommended and have demonstrated qualities pertinent to the goals of the academic unit in which he or she will be employed. An appointee holding this title is tenure-eligible unless the title has a modifier.
- **Lecturer/Instructional Professor Series:** Candidates may be awarded these tenure-ineligible faculty positions in the following academic ranks: Assistant,

Associate, or Lecturer/Instructional Professor. Candidates shall have received the academic degree appropriate to the assignment of duties, or equivalent experiences or accomplishments in the field may be substituted. Appointment as Senior Lecturer/Associate Instructional Professor shall constitute a promotion from Lecturer/Assistant Instructional Professor and shall be based on additional experiences and/or accomplishments in the field and in assigned duties. Appointment as Master Lecturer/ Instructional Professor shall constitute a promotion from Senior Lecturer/Associate Instructional Professor and shall be based on additional experiences and/or accomplishments in the field and in assigned duties.

- **Scientist Series:** Candidates for these tenure-ineligible faculty positions are individuals not normally involved in regular academic programs, but who are carrying out the equivalent faculty duties in research which may be funded by external or temporary sources. The candidates in the following ranks shall have the same professional qualifications required of those faculty in the professor series: **Scientist, Associate Scientist, Assistant Scientist.** Appointment as a **Scientist** shall constitute a promotion from **Associate Scientist** and shall be based on additional experiences and/or accomplishments in the field and in assigned duties. Appointment as **Associate Scientist** shall constitute a promotion from **Assistant Scientist** and shall be based on additional experiences and/or accomplishments in the field and in assigned duties. Faculty holding these titles shall have no regular teaching duties. Teaching on an occasional basis is not precluded, but substantial teaching assignments will not be made.
- **Scholar Series:** Candidates for these tenure-ineligible faculty positions are individuals not normally involved in regular academic programs, but who are carrying out the equivalent faculty duties in research which may be funded by external or temporary sources. The candidates in the following ranks shall have the same professional qualifications required of those faculty in the professor series: **Scholar, Associate Scholar, Assistant Scholar.** Appointment as a **Scholar** shall constitute a promotion from **Associate Scholar** and shall be based on additional experiences and/or accomplishments in the field and in assigned duties. Appointment as **Associate Scholar** shall constitute a promotion from **Assistant Scholar** and shall be based on additional experiences and/or accomplishments in the field and in assigned duties. Faculty holding these titles shall have no regular teaching duties. Teaching on an occasional basis is not precluded, but substantial teaching assignments will not be made.

- **Assistant in, Associate in, and Senior Associate in:** These are Specialty Faculty titles. Candidates for these tenure-ineligible specialty faculty positions must hold a master's degree in a field of specialization unless the administrator of the unit determines that experience and/or training is equivalent to the educational requirements. Authorship or co-authorship of significant publications in the field of specialization may be regarded as evidence of qualifying experience and training. The authority to grant a promotion from the rank of Assistant in to Associate in or from Associate in to Senior Associate in the Health Center is delegated by the President to the appropriate Senior Vice President. Appointment as Associate in shall constitute a promotion from Assistant in and shall be based on additional qualifying education and/or experience and on accomplishments in performing assigned duties. Appointment as Senior Associate in shall constitute a promotion from Associate in and shall be based on additional qualifying education and/or experience and on accomplishments in performing assigned duties.

C. TYPES OF APPOINTMENTS

Appointments are classified with respect to duration of time and degree of effort as follows:

1. Duration of Time

Continuing: those appointments for periods of no more than a twelve-month period but at least thirty-nine weeks beginning with the Fall or Summer term.

Temporary: those appointments for a period of time of fewer than thirty-nine weeks of an academic year, or for a specific or limited period of time. If an appointment is temporary, the contract or letter of appointment shall so state that notice of non-renewal of such an appointment is not required.

Multi-year or Term: those appointments for a fixed term as indicated in the employment offer and contract. The multi-year or term contract cannot exceed five years. Persons with such appointments shall not be entitled to any notice of the ending of employment during the term or at the end of the specified multi-year or term appointment. The appointment shall automatically expire at the end of the specified multi-year period, and no further notice of cessation of employment is required. The appointment shall not be tenured or tenure-eligible.

2. Degree of Effort

Full-time: the utilization of effort considered to be the normal or standard amount required during a given time period, equivalent to 100% or 1.00 FTE.

Part-time: the utilization of effort considered less than customary or standard during a given time period, equivalent to less than 100% or less than 1.00 FTE. It includes either working less than 100% of the time through an academic or calendar year or working full-time for less than the full number of terms in the academic year.

D. APPOINTMENT STATUS MODIFIERS

A modifier defines certain conditions of an appointment and is, unless otherwise noted, to be included in the title in official University documents. The University shall notify the appointee in writing of the duties and responsibilities and the tenure eligibility of the position at the time of the appointment. Appointees whose faculty titles include status modifiers shall be considered members of the department for the term of the appointment and for the purpose of the assignment of duties and responsibilities. At the discretion of the departmental faculty the appointees may also attend, speak, and/or vote on departmental matters subject to the policy of the department, college, and/or University.

These appointments, with the exception of the "emeritus" status, will be reviewed by the appropriate department annually.

1. **Acting:** (Modifier for an administrative title). This modifier applies to a temporary appointment to fill a vacancy at an administrative level. The appointee may or may not receive compensation as a result of these temporary duties dependent on the nature of the new duties and of the previous responsibilities.
2. **Adjunct:** This modifier applies to temporary appointments extended to persons of satisfactory professional qualifications who perform temporary teaching, research, or extension functions in connection with established programs. Such persons are appointed for one academic term at a time and possess no continuing contractual relationship with the University. Persons with adjunct appointments may not be employed for more than fifty percent of the time throughout an academic year, or full-time for more than twenty-six weeks of a fiscal year, unless approved by the Office of Academic Affairs based on the needs of the unit at the time approval is granted.
3. **Affiliate or Joint:** These modifiers apply to persons paid or holding appointments in one department or unit of the University who participate in another department or unit such as (joint) teaching and/or supervision of graduate students and/or research or

extension on a regular (joint) or infrequent (affiliate) basis. A majority vote of the departmental faculty is required in the secondary department to award such status. The rights and privileges of affiliate appointees in the department should be made clear to them at the time of appointment. Affiliate faculty members normally will be reviewed by the departments annually and such appointments may be altered or terminated at any time.

4. **Clinical:** The faculty modifier "Clinical" applies to persons of professional qualifications who perform teaching, research, service or extension functions in a clinical environment, in connection with an established program of the University. The faculty modifier "Clinical Hospitalist" applies to persons who perform teaching, research, and service functions in a hospital as hospitalists. Appointees to a faculty position modified by "clinical" shall not be eligible for tenure.
5. **Of Practice:** The modifier "Of Practice" may be used in conjunction with the faculty title "Professor" for senior faculty appointments. Candidates for this tenure-ineligible faculty rank shall hold the highest degree appropriate to the field or possess equivalent qualifications based on professional experience. A candidate for this field-specific rank shall be expected to demonstrate a national or international record of distinction in non-academic achievement pertinent to the position, and have demonstrated applied and practical professional experience relevant to the goals of the academic unit in which she or he will be employed. This position will require ongoing professional engagement in the candidate's practice field, including maintaining professional credentials, and contributions to research, teaching, and service within and outside the University. It may not be used with the modifiers "Research" or "Clinical."
6. **Emeritus:** Faculty members, academic administrators, and such other officers of the University as the President may designate shall become eligible for the title "Emeritus" in connection with their faculty rank when they retire. The title is to be conferred in recognition of meritorious service, and it shall entail continued campus courtesies, under the same conditions as required for active faculty and administrators, including parking, use of the library and recreation facilities, admission to athletics and cultural events, receipt of such publications as are sent to regular faculty members and members of the Alumni Association, participation in contract and grant endeavors, and participation in academic convocations. Consideration for this title shall be accomplished prior to the faculty member's retirement although the Provost may permit consideration following retirement in exceptional circumstances. The names of all eligible nominees shall be submitted by the chairperson or director to the faculty for a departmental or school vote. The departmental or school vote shall accompany the submission of the nomination to the President from the department or school, the

chairperson or director, and the dean or Provost. The President or designee will make the final determination and notify the Office of Academic Affairs.

7. **Provisional:** This modifier applies to the appointment of a person who is not fully qualified for an academic rank but who expects to acquire such qualification in a short period of time. Such appointments do not carry eligibility for tenure during the duration of the appointment, and persons holding such appointments have no continuing contractual relationship with the University. The appointment may not be extended beyond one year except in the case of a provisional assistant professor or equivalent whose appointment can be extended for one additional year.
8. **Visiting:** This modifier applies to appointments extended to qualified persons who are not expected to be available for more than limited periods of time, or to appointments to positions which are not expected to be available for more than a limited period of time. This appointment is not eligible for tenure. The title shall not be held for more than four years or the equivalent in proportional time unless approved by the Office of Academic Affairs based on the qualifications of the appointee and the needs of the unit.
9. **Courtesy/Honorary/Affiliated Clinical/Industry:** These modifiers apply to persons having the appropriate professional qualifications or having distinction and honor in his or her field who are appointed without compensation to a department, center, or unit faculty. The “Industry” modifier may also be used for persons from industry who are paid with Other Personnel Services (OPS) funds only. Persons appointed with this status may or may not be otherwise affiliated with the University. This appointment is not eligible for tenure. The “Affiliated Clinical” modifier is to be used for appointments in the Health Science Center only. Promotion shall be based on the credentials of the appointee and the recommendation of the faculty and administrators of the department, college, and unit, as appropriate. Requests for promotion are submitted to the Office of Academic Affairs for final review and approval.
10. **Research:** This modifier may be used in those instances where a person holding professional rank is primarily engaged in research. This appointment is not eligible for tenure.
11. **Program:** This modifier may be used in those instances where a person holding professional rank is primarily engaged in Florida Cooperative Extension Service work and is funded through non-appropriated sources. This appointment is not eligible for tenure.

12. **Multi-year or Term:** The modifiers “Multi-year” or “Term” are to be applied to faculty who are appointed and employed for a fixed term unless terminated for cause, as indicated in the employment offer and contract. A multi-year or term contract cannot exceed five years. The use of the modifier “Multi-year” or the modifier “Term”, means that the appointment, whatever the faculty title or rank, is not a tenured or tenure-eligible position.

E. ACADEMIC-ADMINISTRATIVE CLASSIFICATION TITLES

Faculty appointed to serve in administrative positions, such as vice presidents, deans, directors, or department chairpersons, shall retain the rights and privileges afforded to them by their faculty rank.

Non-tenured status faculty who are appointed to serve in such administrative appointments shall be entitled to written notice of non-renewal if they are not to be offered further employment with the University.

A faculty member holding an administrative position may be removed or reassigned to other institutional duties at any time during the term of the appointment and the salary rate and appointment period shall be established to reflect the new responsibilities. Such removal or reassignment shall be discussed with the faculty member at such time and, if appropriate, with administrators of other departments or units affected.

The change in the appointment status normally shall be submitted through the appropriate administrative channels to the Office of Academic Affairs for approval.

Faculty appointed to serve in administrative positions shall have no right to continue appointment in such classifications or positions beyond the term of the appointment period. An appointment term shall automatically expire at the end of the contractual period (twelve or ten months) or on June 30, whichever occurs first. Such appointments are subject to annual renewal and notice of non-renewal shall not be required for the administrative appointment.

F. FACULTY AWARD TITLES

1. Endowed Chair Program

University faculty members whose performance meets the criteria of an established endowment are eligible for consideration for the endowed chair program. The decision concerning the recipient of an endowed chair rests with the administration of the academic college or unit in consultation with the faculty members of that college or unit.

The Endowed Chair Program may be evaluated on an annual basis using recognized academic standards. Each department will be responsible for submitting a report on each Endowed Chair Program upon request of the Provost or President.

2. Clinical Eminent Scholar

The title of Clinical Eminent Scholar may be granted to a tenure ineligible faculty member. The criteria for granting the title of Clinical Eminent Scholar shall be developed by the Dean of the recipient's college in consultation with faculty members. Such criteria shall include, but not be limited to, an outstanding professional reputation and outstanding contribution of scholarly activities. Clinical Eminent Scholar is a title only and shall not be considered a promotional rank.

The Clinical Eminent Scholar may be evaluated on an annual basis using recognized academic standards. Each department will be responsible for submitting a report on each Clinical Eminent Scholar upon request of the Provost or President.

X. APPOINTMENT PROCESS

A. SCREENING AND SELECTION

The recruitment and selection of highly-qualified and high-quality individuals is one of the most important responsibilities of deans, department chairs, and other hiring administrators.

The selection of candidates shall be based on the candidates' qualifications, competency, and other reasonable criteria. The appropriate personnel in each department of the College of Medicine shall secure reliable and detailed information on prospective candidates and reach decisions on their relative merits. The candidate should be provided with information on the appointment and the University, including the requirements necessary for reappointment, salary increases, or promotion.

B. NOTICE AND OFFER OF INITIAL APPOINTMENT

If the chair or administrator responsible for the initial appointment recommendation decides to recommend that a candidate be offered a faculty position, the recommendation shall be transmitted to the dean of the department for review and recommendation and to the Office of the Provost for final approval.

Once the appointment is approved, the hiring administrator may then offer the candidate employment by means of a letter of offer of appointment. The administrator directly

responsible for the supervision of the position shall be responsible for the appointment, the assignment of duties, and the annual evaluation procedures, and so on.

FORGET WARRILL, M.D.
MEDICAL EDUCATION
H.E.D. 2016

C. GUIDELINES GOVERNING FACULTY APPOINTMENTS

- **No faculty appointment, including appointments to serve in academic-administrative classifications or administrative positions, shall be for a term exceeding a twelve-month period ending June 30.**
- **The appointment of non-tenured faculty members is subject to renewal or non-renewal in accordance with the appropriate notice provision set forth in the University rules.**
- **The normal nine-month faculty contract shall be for thirty-nine consecutive weeks and a supplemental contract may be offered for all or part of the remaining year.**
- **If the appointment is for a limited period of time and at the time the appointment is made the University does not intend to renew it, the letter of appointment or reappointment shall indicate as such.**
- **Faculty appointed to serve in academic-administrative classifications or administrative positions, such as vice presidents, deans, directors, or department chairs shall have no rights to continuation in such classifications beyond the term of the appointment period. A faculty member appointed to an administrative classification may be reclassified and reassigned to other faculty or administrative duties at any time during the term of this appointment/employment contract at the pleasure of the University. If the faculty member is reclassified and reassigned, the pay rate and appointment period shall be adjusted to reflect the new responsibilities.**

D. RENEWAL OF APPOINTMENTS

After the initial appointment, a faculty member shall be officially notified of the renewal of an appointment by means of a Notice of Appointment, Employment Contract, or a letter indicating the renewal of the reappointment. The terms of the renewal of the appointment shall be consistent with the degree of effort and the duration of time of the original appointment in which the faculty member's initial appointment.

- **Renewal of appointments shall consider the effectiveness of the faculty member's performance in the assigned duties as they relate to the areas of teaching, research, and service, and/or based on the requirements of the department. Notice of non-renewal of appointments or termination of an appointment shall be given in accordance with University rules.**
- **If the assigned duties and responsibilities of a faculty member change after the initial employment date, the faculty member shall be informed in writing of the**

change and shall be afforded an opportunity to discuss the change in assignment prior to its effective date.

- **Under special circumstances, the degree of effort and/or the duration of the appointment may be altered by written agreement between the administrator and the faculty member and subsequently submitted to the Office of the Provost for approval.**
- **The administrator directly responsible for the appointment and supervision of an academic-administrative classification or an administrative position may choose not to renew, remove, or reassign a faculty member at any time during such an appointment.**

E. DELEGATION OF APPOINTMENT AUTHORITY

The chairs of each department within the College of Medicine are authorized to exercise the presidential power of appointment to the following academic ranks and faculty titles:

- **Assistant Professors, Associate Professors, and Professors**
- **Assistant Research Scientists, Associate Research Scientists, and Research Scientists**
- **Assistant Research Scholars, Associate Research Scholars, and Research Scholars**
- **Assistants in, Associates in, Senior Associates in**
- **Assistant, Associate, or Lecturer/Instructional Professors**
- **Academic Administrative Classification Titles - reporting through the appropriate administrative channels to a dean or the equivalent**

XI. CRITERIA FOR PROMOTION

Members of the faculty are the lifeblood of the University. Their multiple but interdependent roles together enhance the stature of the College of Medicine and the University of Florida as a whole. The success of the Academic Health Center (ACH) requires broad and deep levels of excellence throughout its missions in research, education, patient care, and service. Each faculty member contributes unique value to the overall mission of the AHC and UF. The AHC will succeed as its faculty excels. The COM values and rewards excellence in each of the roles to which faculty are assigned. These guidelines define the levels of achievement that will indicate readiness for advancement within the COM while maintaining consistency with University

standards. These guidelines should also be useful for career planning by the faculty in regular discussions with their mentors and Department Chairs.

A. GENERAL CRITERIA FOR PROMOTION OF FACULTY

All faculty members will have opportunities for promotion based on the achievement of documented excellence within their assignments.

The COM considers four major categories of academic responsibility for faculty evaluation and promotion: Teaching, Research and Scholarship, Patient Care, and Service.

Teaching

Teaching/educational efforts are required of all faculty with a title of professor. Teaching activities include:

- **Instruction of medical, graduate, and physician assistant (PA) students in classroom, small group, and laboratory settings including distance/executive/continuing education.**
- **Instruction of medical and PA students, residents and fellows in the inpatient and outpatient clinical settings and procedural areas.**
- **Supervision of theses and dissertations, as a chair or committee member.**
- **Academic advisement and mentoring for professional and doctoral students and post-doctoral trainees.**
- **All preparation for teaching and advising, including study to keep abreast of one's field.**
- **Graduate, postgraduate teaching, course or clerkship directorship**
- **Residency and fellowship directorship**

An Educational Portfolio is required for all faculty members being recommended for promotion on the basis of distinction in teaching/education. Distinction will be documented in the five categories outlined in the Educational Portfolio and will have differing levels of accomplishments required for advancement depending on the rank and track for each candidate, as described below for the specific faculty tracks. In addition, the Chair's annual evaluation and letter supporting promotion will describe the faculty member's teaching contributions and position the candidate's accomplishments within the teaching duties and expectations of the Department.

Research and Scholarship

Research includes laboratory and clinical investigation and discovery, whether performing as an independent investigator or, in well-established cases, as a major contributor to a successful investigative team. In addition, discovery and scholarship in methodology, population sciences, educational methods, clinical practice, quality and safety (and other areas) constitute research and scholarship for the COM. Promotion will be awarded based on the levels of distinction documented within the specific faculty tracks outlined below.

Patient Care

The provision of clinical care in the outpatient setting or hospital as appropriate for one's training and qualifications is a critically important mission of the College of Medicine. The University of Florida considers patient care one element of service. Attainment of excellence in patient care is documented through achievements described within the Clinical Portfolio and as detailed within the specific faculty tracks outlined below.

Service

All faculty members are expected to demonstrate good citizenship through service activities for their Department, the COM and the University. Faculty service also includes interaction, engagement and leadership within their scholarly communities and in the public domain. Professional and public service contributions that advance the internal and external mission of the University will be evaluated in the promotion process. Examples of service include, but are not limited to:

Internal advancement of the missions of the University:

- **Service on Faculty Council or Faculty Senate**
- **Mentoring of junior faculty**
- **Service or leadership on Departmental committees**
- **Contributions as a faculty member in the operation, development and improvement of the Department or COM**
- **Service or leadership on search committees**
- **Program development that enhances diversity**
- **Patient care, as described above**

Enhancement of the local, regional, or national academic reputation of the University:

- **Participation in the committees and governance of regional or national professional societies**
- **Participation in committees and bodies advisory to government agencies and foundations**
- **Service to the lay community through education or consultation**
- **Creative scholarly contributions to the administrative discipline**
- **Presentations outside of the institution about the activities of the educational, discovery or patient care missions of the COM**
- **Publication, including within the news media and professional arena, about administrative decisions and outcomes.**
- **Documentation of community professional service exceeding what most faculty do in their professional capacity, such as taking care of indigent patients at external sites and/or participating in local charities**
- **Evidence that Community Professional Service makes a substantial contribution to the health of the community over and above the individual's clinical activity**

B. PROMOTIONAL TRACKS

All faculty members will have opportunities for promotion based on the achievement of documented excellence within their assignments.

C. CRITERIA FOR PROMOTION ON THE MULTI-MISSION TRACK

The COM establishes a Multi-Mission (MM) Track for faculty members who have assignments in two or more mission areas of research, education, patient care, and service as described by their position of hire and annual assignment. The MM Track is not tenure-accruing. Faculty members previously in the clinical track or research track as an assistant, associate, or full professors, will maintain their rank within the MM track. Promotion will be based on the attainment of *distinction in one mission* which will be the faculty member's primary mission area of teaching/education, patient care, research, or service, as delineated in the annual assignment. After a faculty member is promoted to associate professor or professor, the Department Chair may exercise the option to offer a multi-year contract depending on available resources. If a faculty member is hired at the rank of associate professor or professor,

the Department Chair may also offer a multi-year contract based on sustained outstanding performance and depending on available resources.

Faculty members with a primary assignment in research or patient care are also expected to contribute to the teaching mission of the COM and generally should have a teaching and education assignment of no less than 10%. The faculty member must maintain satisfactory performance in all mission areas to be eligible for promotion.

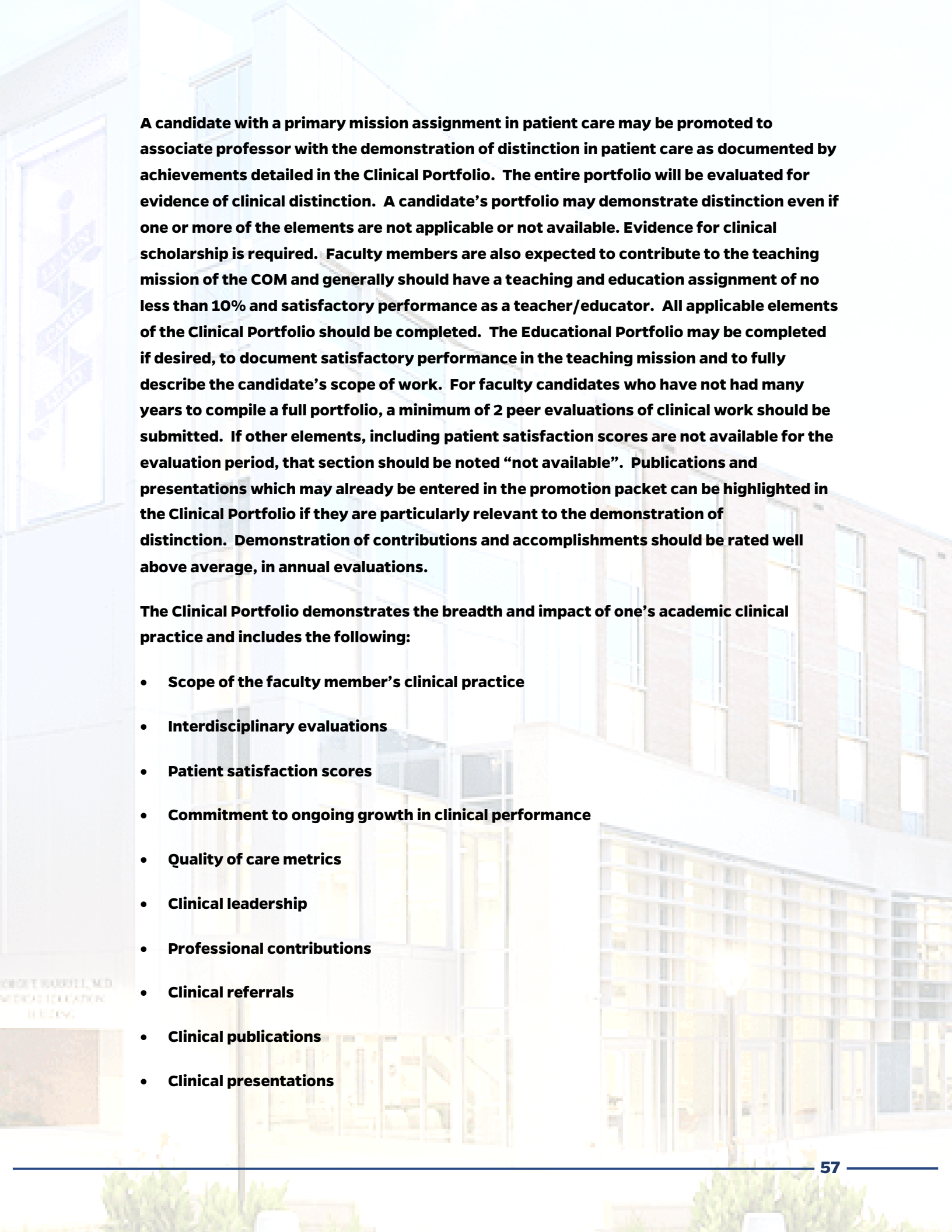
A faculty member with a primary assignment in teaching/education must complete the Educational Portfolio to be included in the promotion packet (insert as item #11.) A faculty member with a primary assignment in patient care must complete the Clinical Portfolio to include in the promotion packet (insert as item #24.) Any MM faculty member may complete and submit either or both portfolios even if they are not being used to support the attainment of distinction in the primary area of assignment. The portfolios will document the breadth of the faculty member's accomplishments and contributions to the Department's and COM's missions of education and clinical care.

Promotion in the MM track does not require attainment of a national reputation in the candidate's discipline, but an unequivocal demonstration of research or scholarly contribution is expected, as described below. By consensus of the faculty and the Chair, each Department should establish the expectations for the achievement of distinction in each mission area to establish the basis for promotion within the MM track. The Chair's letter should document those expectations and describe how the candidate meets the Departmental qualifications.

The timing of promotion within the MM track will generally be at seven years for promotion from assistant to associate professor. Every faculty member has an annual written evaluation by the Department Chair, which will address mission assignment and annual performance. Progress toward promotion should also be addressed annually and the faculty member may apply for promotion when ready. In addition, assistant professors will undergo a mid-cycle review by the COM mission track review committee at the end of the 4th year of employment to address progress toward promotion. If the faculty member is planning to up for a promotion at the end of their 4th year of employment, the faculty member should have their mid-cycle review at the end of the 3rd year. The Department Chair or designee will discuss feedback from the review with the faculty member. While all faculty are encouraged to pursue activities that will lead to academic distinction and promotion, faculty on the MM track are not subject to a fixed probationary period.

1. Promotion from Assistant Professor to Associate Professor

Patient Care Distinction



A candidate with a primary mission assignment in patient care may be promoted to associate professor with the demonstration of distinction in patient care as documented by achievements detailed in the Clinical Portfolio. The entire portfolio will be evaluated for evidence of clinical distinction. A candidate’s portfolio may demonstrate distinction even if one or more of the elements are not applicable or not available. Evidence for clinical scholarship is required. Faculty members are also expected to contribute to the teaching mission of the COM and generally should have a teaching and education assignment of no less than 10% and satisfactory performance as a teacher/educator. All applicable elements of the Clinical Portfolio should be completed. The Educational Portfolio may be completed if desired, to document satisfactory performance in the teaching mission and to fully describe the candidate’s scope of work. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations of clinical work should be submitted. If other elements, including patient satisfaction scores are not available for the evaluation period, that section should be noted “not available”. Publications and presentations which may already be entered in the promotion packet can be highlighted in the Clinical Portfolio if they are particularly relevant to the demonstration of distinction. Demonstration of contributions and accomplishments should be rated well above average, in annual evaluations.

The Clinical Portfolio demonstrates the breadth and impact of one’s academic clinical practice and includes the following:

- **Scope of the faculty member’s clinical practice**
- **Interdisciplinary evaluations**
- **Patient satisfaction scores**
- **Commitment to ongoing growth in clinical performance**
- **Quality of care metrics**
- **Clinical leadership**
- **Professional contributions**
- **Clinical referrals**
- **Clinical publications**
- **Clinical presentations**

- **Awards and Honors**
- **Other pertinent information**

In addition, clinical distinction will be supported by the following elements:

- **Annual letters of evaluation documenting excellence in clinical care, innovation in practice methods, development of new programs and leadership in safety and quality initiatives**
- **The Chair's letter placing the candidate's performance and reputation in the context of Departmental expectations**

Research Distinction

Promotion from assistant professor to associate professor in the MM track with a primary assignment in research and scholarship requires attainment of distinction in research and scholarship. The Educational Portfolio and/or Clinical Portfolio may be completed if desired, to document satisfactory performance in the teaching mission and to fully describe the candidate's scope of work. The candidate is expected to demonstrate research distinction through the following accomplishments:

- **Publication of peer-reviewed articles in authoritative scholarly journals. The quality and impact of published articles are more important than the number published. Calculation of the candidate's publication h-index or citing the publication's impact factor may be added to the listing of publications as a means to demonstrate the candidate's impact in the field. The candidate will indicate his/or her contribution as first or senior author for each publication.**
- **Publications as a member of a successful research team which include a description of his/her contributions to the research effort**
- **Attainment of investigator-initiated, peer-reviewed research funding, beyond mentored awards, or demonstration of equivalent levels of scholarship**
- **Documentation from letters of evaluation that the candidate has achieved a reputation of excellence in research and scholarship**
- **Publication of invited, important review articles, state-of-the-art articles, chapters, books and other forms of enduring scholarly work and communications**

- **The Chair's letter should indicate the Departmental expectations for research productivity within the candidate's Department and discipline and whether the candidate meets these expectations, including the candidate's exact role in research team activities**
- **Invitations to present research findings at meetings of scientific societies**
- **Invitations to participate in national advisory committees for research foundations, federal funding agencies or other authoritative bodies**
- **Listing and description of inventions and patent applications and awards (to be listed in #14 and #15 of the promotion packet)**

Demonstration of one's reputation within his/her discipline should be documented through participation as outlined below. Achievement of a national reputation is not required for faculty in the MM track:

- **Peer reviewer for scholarly publications**
- **Service on editorial boards**
- **Peer reviewer/grader for abstract submissions to extramural, regional, national and international meetings**
- **Peer reviewer of research proposals for funding agencies, including foundation and federal study sections**
- **Serving on committees to develop clinical practice guidelines or to formulate healthcare policies**
- **Membership and leadership within leading national scientific societies of the candidate's field**
- **Invitations to chair or moderate sessions for presenting original research at national meetings.**

Educational Distinction

A candidate will establish teaching/educational distinction through documentation of the elements of the Educational Portfolio which are:

- **Excellence in teaching**

- **Excellence in educational scholarship**
- **Educational leadership and recognition**
- **Mentorship**

Scholarship in the field must be demonstrated through information included in the 3rd element of the educational portfolio, Educational Scholarship. In addition, the Chair's assessment through annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. When the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- **Distinction will be documented by excellence in teaching (Item #2 of the Educational Portfolio) documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**
- **Distinction in educational scholarship may include demonstration of a focus of educational scholarship by peer reviewed publications, presentations, educational materials and publication of invited, important review articles, state-of-the-art articles, chapters, books and other forms of enduring scholarly work and communications.**
- **Academic excellence will be determined by clear evidence of ongoing commitment to advising and mentoring medical students, graduate students, residents, fellows and junior faculty.**
- **Excellence in educational leadership and service would be demonstrated by curriculum development, service on a major education-related committee within the institution, and improving skills in the education mission.**
- **Extramural reputation may be documented through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies; participation as a peer reviewer for funding agencies;**

participation as a peer reviewer of manuscript submissions to prominent journals; service on the editorial board or as editor of scholarly journals; awards from professional organizations.

In addition, educational distinction will be demonstrated by:

- **Letters of evaluation documenting excellence in teaching, innovation in educational methods, development of new curricula and leadership in teaching and education**
- **The Chair's letter placing the candidate's performance and reputation in the context of Departmental expectations**

Service Distinction

Service contributions are expected of every faculty member but normally will not constitute accomplishments suitable for the basis for promotion. Service activities external to the University will help to establish the candidate's reputation in his/her discipline. If a faculty member has a primary service assignment which cannot be designated within a Teaching, Clinical or Research Mission, the faculty member should fully describe the role and accomplishments achieved within that role. Scholarship must be demonstrated. The Chair's annual evaluation and promotion letter should document excellence in the performance of the candidate's activities. Outside evaluators should confirm the candidate's achievement of distinction in service. Other elements that may document distinction in service activities could include:

- **Documentation of substantial activity and productivity within the service assignment**
- **Excellent regional or exceptional internal reputation as a leader within the service assignment as documented in letters of evaluation**
- **Scholarship related to the primary service mission**
- **A record of one or more of the following:**
 - **Evidence of novel and/or innovative program development and implementation**
 - **Evidence of a major leadership role in a Department or Center**
 - **Invitations to present at extramural meetings**
 - **Documentation that the candidate has had significant interaction and positive engagement with communities outside the COM**

- **Acquisition of external funding in support of service programs**
- **Scholarship related to community professional service**

2. Promotion from Associate Professor to Full Professor

Promotion to full professor requires demonstration of a sustained record of substantial achievement beyond the level of associate professor.

Patient Care Distinction

A candidate with a primary mission assignment in patient care may be promoted to professor with the demonstration of distinction in patient care as documented by substantial achievements detailed in the Clinical Portfolio. The entire portfolio will be evaluated for evidence of clinical distinction. A candidate's portfolio may demonstrate distinction even if one or more of the elements are not applicable or not available. Evidence for sustained clinical scholarship is required. All applicable elements of the Clinical Portfolio should be completed. Peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations of clinical work should be submitted. If other elements, including patient satisfaction scores are not available for the evaluation period, that section should be noted "not available". Publications and presentations which may already be entered in the promotion packet should be highlighted in the Clinical Portfolio if they are particularly relevant to the demonstration of distinction. Demonstration of contributions and accomplishments in patient care should be rated well above average, in annual evaluations. The Educational Portfolio may be completed if desired, to document satisfactory performance in the teaching mission and to fully describe the candidate's scope of work.

The elements of the Clinical Portfolio demonstrate the breadth and impact of one's academic clinical practice and include the following:

- **Scope of the faculty member's clinical practice**
- **Interdisciplinary evaluations**
- **Patient satisfaction scores**
- **Commitment to ongoing growth in clinical performance**
- **Quality of care metrics**

- **Clinical leadership**
- **Professional contributions**
- **Clinical referrals**
- **Clinical publications**
- **Clinical presentations**
- **Awards and Honors**
- **Other pertinent information**

In addition, distinction will be supported by:

- **Letters of evaluation documenting excellence in clinical care, innovation in practice methods, development of new programs and leadership in safety and quality initiatives**
- **The Chair's letter placing the candidate's performance and reputation in the context of Departmental expectations**

Research Distinction

Promotion to the rank of professor in the MM track with a primary assignment in research and scholarship requires attainment of substantial distinction in research and scholarship. The Educational Portfolio and/or Clinical Portfolio may be completed if desired, to document satisfactory performance in the teaching mission and to fully describe the candidate's scope of work. The candidate is expected to demonstrate research distinction through the following accomplishments:

- **Sustained record of peer-reviewed articles in authoritative scholarly journals. The quality and impact of published articles are more important than the number published. Calculation of the candidate's publication h-index or citing the publication's impact factor may be added to the listing of publications as a means to demonstrate the candidate's impact in the field. The candidate will indicate his/her contribution as first or senior author for each publication.**
- **Publications as a member of a successful research team which include a description of his/her contributions to the research effort.**
- **Attainment of investigator-initiated, peer-reviewed research funding, beyond mentored awards, or demonstration of equivalent levels of scholarship. Participation**

as one of multiple PIs for grant funding or as a key member of a multidisciplinary research team should be documented.

- **Documentation from letters of evaluation that the candidate has achieved a reputation of excellence in research and scholarship**
- **Publication of invited, important review articles, state-of-the-art articles, chapters, books and other forms of enduring scholarly work and communications**
- **The Chair's letter should indicate the Departmental expectations for research productivity within the candidate's Department and discipline and whether the candidate meets these expectations, including the candidate's exact role in research team activities.**
- **Invitations to present research findings at meetings of scientific societies**
- **Invitations to participate in national advisory committees for research foundations, federal funding agencies or other authoritative bodies**
- **Listing and description of inventions and patent applications and awards (to be listed in #14 and #15 of the promotion packet)**

Demonstration of one's reputation within his/her discipline should be documented through participation as outlined below. Achievement of a national reputation is not required for faculty in the MM track. One or more of the following accomplishments are expected:

- **Peer reviewer for scholarly publications**
- **Service on editorial boards**
- **Peer reviewer/grader for abstract submissions to extramural, regional, national and international meetings**
- **Peer reviewer of research proposals for funding agencies, including foundation and federal study sections**
- **Serving on committees to develop clinical practice guidelines or to formulate healthcare policies**
- **Membership and leadership within leading national scientific societies of the candidate's field**

- **Invitations to chair or moderate sessions for presenting original research at national meetings**

Educational Distinction

A candidate will document sustained distinction in teaching/education through the elements documented in the Educational Portfolio which are:

- **Excellence in teaching**
- **Excellence in educational scholarship**
- **Educational leadership and recognition**
- **Mentorship**

Scholarship in the field must be demonstrated through information included in the 3rd element of the educational portfolio, Educational Scholarship. In addition, the Chair's assessment through annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. When the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- **Distinction must be documented by excellence in teaching (Item #2 of the Educational Portfolio) documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**
- **Distinction in educational scholarship should include demonstration of a focus of educational scholarship by peer reviewed publications, presentations, or educational materials. Excellence in educational scholarship is required for promotion to professor. On average, approximately one presentation per year and one publication every two years would be suggested for promotion to professor (as detailed in the educational portfolio).**

- **Academic excellence will be determined by clear evidence of ongoing commitment to advising and mentoring medical students, graduate students, residents, fellows and junior faculty.**
- **Excellence in educational leadership and service would be demonstrated by curriculum development, service on a major education-related committee within the institution, and improving skills in the education mission.**
- **An extramural, national reputation may be documented through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies; participation as a peer reviewer for funding agencies; participation as a peer reviewer of manuscript submissions to prominent journals; service on the editorial board or as editor of scholarly journals; awards from professional organizations.**

In addition, educational distinction will be demonstrated by:

- **Performance of peer evaluations**
- **Mentoring activities within and outside of the institution**
- **Letters of evaluation documenting excellence in teaching, innovation in educational methods, development of new curricula and leadership in teaching and education**
- **The Chair's letter placing the candidate's performance and reputation in the context of Departmental expectations**

Service Distinction

Service contributions are expected of every faculty member but generally will not constitute accomplishments suitable for the basis for promotion. Service activities external to the University will help to establish the candidate's reputation in his/her discipline. If a faculty member has a primary service assignment which cannot be designated within a Teaching, Clinical or Research Mission, the faculty member should fully describe the role and accomplishments achieved within that role. Scholarship must be demonstrated. The Chair's annual evaluation and promotion letter should document excellence in the performance of the candidate's activities. Outside evaluators should confirm the candidate's achievement of distinction in service. Other elements that may document distinction in service activities could include:

- **Documentation of substantial activity and productivity within the service assignment**

- **Excellent regional or exceptional internal reputation as a leader within the service assignment as documented in external letters of evaluation**
- **Scholarship related to the primary service mission**
- **A sustained record of one or more of the following:**
 - **Evidence of novel and/or innovative program development and implementation**
 - **Evidence of a major leadership role in a Department or Center**
 - **Invitations to present at extramural meetings**
 - **Documentation that the candidate has had significant interaction and positive engagement with communities outside the COM**
 - **Acquisition of multiple or sustained external funding in support of service programs**
 - **Scholarship related to community professional service**

D. CRITERIA FOR PROMOTION ON THE SINGLE-MISSION TRACK

Faculty with 100% mission assignment in research or teaching, who carry out the equivalent faculty activities in these areas but may be funded by external or temporary sources, may have an appointment in the Focused/Single Mission (SM) Track in the COM. These positions are not tenure-accruing.

Faculty members whose assignment is 100% research, usually as a member of a successful research team, without the expectation to obtain independent investigator-initiated research funding, will be appointed in the research scientist track. Alternatively, a faculty member with extramural research funding but no other mission assignment may be appointed in the single mission research scientist track. Faculty holding these titles will have no regular teaching duties. Faculty members whose assignment is 100% teaching will be appointed in the Lecturer/Instructional track. In rare circumstances, a faculty member may be appointed on the scholar track with a primary focus on scholarship.

1. Research Scientist Track

Promotion from Assistant Research Scientist to Associate Research Scientist

Promotion from assistant research scientist to associate research scientist requires demonstrated distinction in research as documented by:

- **Publication of peer-reviewed articles in authoritative scholarly journals. The quality and impact of published articles are more important than the number published. Calculation of the candidate's publication h-index or citing the publication's impact factor may be added to the listing of publications as a means to demonstrate the candidate's impact in the field. The candidate will indicate his/her contribution to each publication.**
- **Contributions to a research team that successfully obtained investigator-initiated, peer-reviewed research funding. The candidate will indicate his/her contributions to the research effort.**
- **Documentation from letters of evaluation that the candidate has achieved a reputation of excellence in research and scholarship**
- **The Chair's letter should indicate the Departmental expectations for research productivity within the candidate's Department and discipline and whether the candidate meets these expectations, including the candidate's exact role in research team activities.**
- **Invitations to present research findings at meetings of scientific societies**
- **Invitations to participate in national advisory committees for research foundations, federal funding agencies, or other authoritative bodies**
- **Listing and description of inventions and patent applications and awards (to be listed in #14 and #15 of the promotion packet)**

Promotion from Associate Research Scientist to Research Scientist

The candidate is expected to demonstrate research distinction through the following accomplishments:

- **A sustained record of peer-reviewed articles in authoritative scholarly journals. The quality and impact of published articles are more important than the number published. Calculation of the candidate's publication h-index or citing the publication's impact factor may be added to the listing of publications as a means to demonstrate the candidate's impact in the field. The candidate will indicate his/ her contribution to each publication.**

- **Contributions to a research team that has a successful record of sustained, extramural investigator-initiated, peer-reviewed research funding. The candidate will indicate his/her contributions to the research effort.**
- **Documentation from letters of evaluation that the candidate has maintained a reputation of excellence in research and scholarship.**
- **The Chair's letter should indicate the Departmental expectations for research productivity within the candidate's Department and discipline and whether the candidate meets these expectations, including the candidate's exact role in research team activities.**
- **Invitations to present research findings at meetings of scientific societies**
- **Invitations to participate in national advisory committees for research foundations, federal funding agencies, or other authoritative bodies**
- **Listing and description of inventions and patent applications and awards (to be listed in #14 and #15 of the promotion packet)**

2. Lecturer Track

Promotion from Lecturer to Senior Lecturer

A candidate will document teaching/educational distinction through submission of the Educational Portfolio, student and trainee evaluations, peer evaluations, and other information. Scholarship in the field must be demonstrated. In addition, the Chair's annual evaluations and the Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. If the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- **Distinction must be documented by excellent performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**

- **Extramural reputation is desirable but not required, through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies; participation as a peer reviewer for funding agencies; participation as a peer reviewer of manuscript submissions to prominent journals; service on the editorial board or as editor of scholarly journals; awards from professional organizations.**

Promotion from Senior Lecturer to Master Lecturer

A candidate will document sustained distinction in teaching/education through the elements documented in the Educational Portfolio as well as the candidate's student and trainee evaluations, peer evaluations, and other information. Scholarship in the field must be demonstrated. In addition, the Chair's assessment through annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. When the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- **Distinction must be documented by sustained, superior performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**
- **Excellence in two other domains should be documented through the Educational Portfolio, including Educational Scholarship, and Educational Leadership and Recognition.**
- **Extramural reputation is desirable, as documented through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies**

3. Lecturer/Instructional Professor Track

Promotion from Lecturer/Assistant Instructional Professor to Senior Lecturer/Associate Instructional Professor

A candidate will document teaching/educational distinction through submission of the Educational Portfolio, student and trainee evaluations, peer evaluations, and other information. Scholarship in the field must be demonstrated. In addition, the Chair's annual evaluations and the Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. If the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- Distinction must be documented by excellent performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**
- Extramural reputation is desirable but not required, through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies; participation as a peer reviewer for funding agencies; participation as a peer reviewer of manuscript submissions to prominent journals; service on the editorial board or as editor of scholarly journals; awards from professional organizations.**

Promotion from Senior Lecturer/Associate Instructional Professor to Master Lecturer/Instructional Professor

A candidate will document sustained distinction in teaching/education through the elements documented in the Educational Portfolio as well as the candidate's student and trainee evaluations, peer evaluations, and other information. Scholarship in the field must be demonstrated. In addition, the Chair's assessment through annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations. When possible, peer evaluations should be completed on each faculty member by a minimum of two evaluators every three years. For faculty candidates who have not had many years to compile a full portfolio, a minimum of 2 peer evaluations should be included in the Educational Portfolio. When the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. If the faculty member is a member of the Graduate Faculty, documentation of participation in theses and dissertations must be

included (item #12 in the promotion packet). Other forms of academic advisement should be included in the Educational Portfolio.

- **Distinction must be documented by sustained, superior performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors.**
- **Excellence in two other domains should be documented through the Educational Portfolio, including Educational Scholarship, and Educational Leadership and Recognition.**
- **Extramural reputation is desirable, as documented through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies**

4. Scholar Track

Faculty in this track are not normally involved in regular academic programs, but carry out the equivalent faculty duties in research or education and may be funded by external or temporary sources.

Promotion from Assistant Scholar to Associate Scholar will be warranted by the achievement of distinction in the primary mission assignment, as described for the research scientist track or lecturer track, as is most appropriate. The Chair's annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations.

Promotion from Associate Scholar to Scholar Distinction in the primary mission assignment beyond that expected for the rank of associate scholar is required for promotion to scholar. The Chair's annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations.

5. In Track

UF regulations (7.003) delegate the authority to grant a promotion from the rank of "Assistant in" to "Associate in" or from "Associate in" to "Senior Associate in" in the Health Center to the Senior Vice President of Health Affairs. The Senior Vice President of Health Affairs has delegated this authority to the Dean of the College of medicine. Faculty in this track will be assessed through the use of the promotion packet and the packet will be evaluated by the Department and Multi-Mission Promotion Committee of the College of

Medicine. The committee will take a vote that will advise the Dean as to whether promotion should be granted.

Promotion from Assistant In to Associate In

Promotion will be warranted by the achievement of distinction in clinical care by providing services that are critical to the clinical mission of a department. Distinction will be determined by the completion of a clinical portfolio and peer evaluations. In addition, there should be evidence of participation in the teaching of learners and/or some scholarly activity and/or local or regional presentations or outreach. The Chair's annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations.

Promotion from Associate In to Senior Associate In

Distinction in the primary mission assignment beyond that expected for the rank of Associate in is required for promotion to Senior Associate in. The Chair's annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations.

E. FOR DEPARTMENTS WITHIN TWO COLLEGES

Faculty in the Department of Epidemiology and the Department of Biostatistics may elect to follow the promotion policies of either the COM or the College of Public Health and Health Professions (PHHP). The individual faculty member, with the approval of the Department Chair, will elect the respective College guidelines at or before the mid-cycle review for those in the Multi-Mission or Single Mission Tracks. Early identification of the selected promotion guidelines will provide a clear path to advancement and direct the faculty member's career planning. At the time of nomination for promotion, the faculty member will insert the applicable sections of the policy of the selected College (Medicine or Public Health and Health Professions) in the promotion packet.

A subcommittee consisting of three members each (at the rank of tenured full professor) from the COM Promotion and Tenure Fact-Finding Committee and College of PHHP Promotion and Tenure Fact-Finding Committee will serve as the Joint College Advisory Committee for candidates in the Departments of Epidemiology and Biostatistics. The Joint College Advisory Committee will review the promotion packet for each candidate and provide a recommendation to the Dean of the COM and to the Dean of the College of PHHP. Each Dean will indicate support or non-support for the candidate. If the decisions diverge, the Vice President for Health Affairs will submit a decision of support or non-support for the candidate.

XII. PROMOTION PROCEDURES

One of the most important types of decisions made in the University are those having to do with promotion; they are the principal means by which the quality of the institution is maintained and developed. The responsibility for decisions on promotion has been specifically delegated to the President by the Board of Trustees.

A. DEFINITION OF PROMOTION

Promotion is the appointment of a faculty member to a higher academic rank in recognition of distinguished performance as a faculty member. Responsibility for promotion decisions has been specifically delegated to the President by the Board of Trustees.

Consideration for promotion during an administrative appointment shall be based on the faculty duties in teaching, research, or service (including clinical service) evaluated under the University's criteria for promotion and shall not be based on the administrative portion of the assignment.

B. PROMOTION NOMINATION PROCEDURE

Promotion nomination reviews shall be based on the University's criteria as set forth in UF regulations, the Guidelines and Information prepared by the Office of the Provost, and COM's promotion guidelines. Promotion nomination reviews shall originate with the appropriate department/unit in which the individual shall be awarded promotion as a faculty member.

Faculty who wish to be considered for promotion shall be given a copy of the University's Guidelines and Information in order to assist them in the preparation of the University's promotion nomination packet of information.

- It shall be the responsibility of the faculty member to see that the promotion nomination packet is complete and contains all the information the faculty member believes is pertinent to the nomination.**
- Prior to the review of the nomination, the faculty member has the right to review the contents of the promotion nomination packet and may attach a brief and concise written response to any information included.**
- The promotion nomination packets shall be completed for departmental or unit review in accordance with the University guidelines before the departmental/unit vote is taken. The eligible faculty of the department or unit shall review the packets and may meet to discuss the nomination. A secret ballot of the eligible faculty shall be taken no**

earlier than one day following the meeting. Any superior who provides a written evaluation of the candidate as part of the promotion process shall not participate in the secret ballot of the department/unit.

- The faculty member may add materials that directly pertain to the promotion nomination packet by providing a copy to the appropriate administrator. The date of inclusion in the packet shall be recorded on the material.
- When any material is added to, deleted from, or changed in the packet by anyone other than the candidate after the commencement of the consideration process, a copy of any such changes shall be sent to the faculty member within five calendar days. Within ten calendar days of receipt of the material, the faculty member may provide a brief and concise response, which shall be added to the packet.

The faculty member shall be informed of the status of the promotion nomination at each level of the University process within five calendar days of the completion of the review at that level. Within ten calendar days of being informed of the results of the departmental or unit review, including the chairperson's recommendation, the faculty member may request a meeting with the chairperson to respond and/or may submit a written response to the chairperson. Within ten calendar days of being informed of the results of the college's review, including the dean's recommendation, the faculty member may request a meeting with the dean to respond and/or may submit a written response to the dean. Any written response submitted by the faculty member shall be placed in the nomination packet before consideration at the next level of review.

C. PROCEDURES FOR SUBMITTING PROMOTION RECOMMENDATIONS

Submission of promotion recommendations shall proceed through an initial departmental review, next a college-level review, and finally, a presidential review before final action is taken. It is the responsibility of the department chairperson or the equivalent administrator for initiating the process for the promotion of faculty to the rank of associate or full professor or above, or the equivalent in other academic ranks. The appropriate department chairperson or administrator will initiate the nomination process upon the request of an eligible faculty member. The Academic Personnel Board shall advise the President on all nominations for promotion received. The Academic Personnel Board will serve in a fact-finding and consultative role, reviewing the candidate's nomination packets and reporting on the strengths and weaknesses of the record. The faculty member shall be notified immediately in writing, by the President or designee, of the final action taken on the nomination for promotion. If the faculty member is denied promotion the notice shall include a statement of the reasons for the denial.

D. NOMINATIONS OF AN ADMINISTRATOR FOR PROMOTION IN A FACULTY RANK

In the case of a recommendation of a chairperson or other administrator for promotion in an academic rank, the next highest level of supervising administrator in the department shall be the officer or administrator in charge of conducting the review process. The supervising administrator shall solicit the opinions of the faculty holding academic rank superior to that held by the candidate for promotion. Promotion may be awarded to a faculty member only in the faculty member's capacity as a faculty member in their respective department.

E. PROMOTION MATERIALS

All records reflecting evaluations of faculty member performance compiled for promotion, including records of any discussions of these evaluations, shall be regarded as limited access records and shall be made known only to those individuals who are required to participate in making recommendations or making the decision unless otherwise required by law. All such discussions shall be considered confidential.

F. GRIEVANCE PROCEDURES

A grievance is a dispute or complaint concerning tenure, promotion, non-renewal, termination of employment contracts, salary, work assignments, annual evaluation, lay-off and recall, and other benefits or rights accruing to a faculty member pursuant to the regulations of the Board of Governors, Regulations of the University of Florida or by law.

An Appeal is a process by which a university decision or action directly affecting a faculty member may be brought to the attention of the faculty member's chair or supervisor responsible for the decision or action who may then review and/or modify the decision or action. An "appeal" means an attempt to resolve the action being grieved through review by the appropriate administrator(s) in order to reach a resolution prior to the initiation of a grievance process.

'Days' in regards to filing a grievance or appeal refers to calendar days. If a time limit expires on a non-business day, the limit shall be extended to 5 p.m. on the next business day.

Informal Resolution and Appeal Process

Faculty members are encouraged to seek resolution of their grievances prior to filing under a specific grievance procedure or requesting mediation through an informal appeal to the faculty member's immediate supervisor or the next ranking administrator or the administrator's designee. Alternatively, a faculty member may seek mediation in lieu of the grievance process. If a faculty member requests and the University agrees to mediate a dispute, the faculty

member waives the right to grieve the allegations that are the subject of the mediation. A faculty member's request to mediate must be submitted within the same deadline the faculty member has to submit a grievance.

Attempts to informally resolve a dispute do not automatically suspend the applicable time limit for requesting a particular grievance or mediation procedure, as set out below. At the time a grievance or mediation request is filed, a written request for an extension of the applicable time limit for initiating the elected review procedure may be submitted in order to facilitate a resolution. Notwithstanding the foregoing, failure to elect a procedure prior to the applicable time limit, or prior to an extension thereof as approved by the University, shall constitute a waiver of the right to any method for grievance resolution.

Procedures for Grievance Review

Faculty members at the University may elect one of the procedures for review and resolution of a grievance described in the UF Regulations. Unless stated otherwise in UF regulations, an election of any one of these procedures shall constitute a waiver of all other procedures provided.

Faculty members may elect one of the following methods for a review of a grievance:

- 1. University Faculty Grievance Procedure, for those matters involving University or Board of Governors regulations**
 - Forms and details for filing grievances under this procedure can be found in UF regulation 7.042**
- 2. Faculty Senate Committee on Academic Freedom, Tenure, Professional Relations, and Standards for those matters which are within the jurisdiction of the Committee.**
 - Details for filing grievances under this procedure can be found in UF regulation 7.0441**
 - The Faculty Senate Committee on Academic Freedom, Tenure, Professional Relations, and Standards shall have jurisdiction in matters involving University practices bearing on academic freedom, tenure, professional ethics, or the general welfare of the faculty when such matters are placed before it by the President or designee, or through charges/complaints filed by the same or faculty members. The Committee shall have the right to reject the grievance or require modification of the grievance if it is not filed in accordance with the time limits or it is not within the jurisdiction of the Committee.**

- **A faculty member who has elected to commence a review before the Faculty Senate Committee must address a written complaint to the President of the University. The complaint must be signed by the faculty member, and the following must be included therein: "I understand and agree that by filing this complaint initiating the formal method for grievance resolution provided by Regulation 7.041(3)(b)2, I waive any right I might otherwise have to any other formal method for grievance resolution, as set out in Regulation 7.041(3)." The faculty member should furnish any relevant documentary evidence with the complaint to the President.**
- **The President or President's designee shall then refer the complaint and any documentary evidence submitted with the complaint to the Chairperson of the Faculty Senate Committee for review. The Committee shall follow its procedures and rules as established by the Faculty Senate or the Committee itself. The Committee shall submit its findings and recommendations to the President. The President may adapt, modify, or reject the Committee's report. Copies of the President's decision shall be sent to the parties involved in the grievance. The action of the President shall be final.**

Time Limit

The election of any procedure for grievance review for a COM faculty member must be initiated by filing the grievance with the Office of the President no later than thirty days from the date following the act or omission giving rise to the grievance, or thirty days from the date the faculty member acquires knowledge, or could reasonably have been expected to acquire knowledge, of the act or omission, if that date is later.

Discrimination Complaints

A faculty member may utilize as appropriate the grievance process for the resolution of a complaint of alleged discrimination in employment practices. A faculty member who files a written complaint under University of Florida Regulation 1.0063 waives any right he or she might otherwise have to file a grievance based on the same facts. Notwithstanding the foregoing, the faculty member does not waive the right to use the grievance procedures to grieve the same subject matter on a basis other than discrimination provided the applicable time limit, or any extensions thereof which have been granted, are met.

Ombuds

The Ombuds is a resource available to faculty to assist in resolving problems and conflicts that arise in the course of interacting with the University of Florida. By considering problems in an

unbiased way, the Ombuds will work to help faculty find solutions to university-related problems and concerns. [Ombuds Website](#)

For information on conflict resolution not regarding tenure and promotion, view the following website: [UF HR Complaints](#)

XIII. NON-RENEWAL OF NON-TENURED FACULTY

A. PROCEDURES FOR ENDING EMPLOYMENT

Appointment periods are stated for the purpose of encumbering funds, thus non-tenured faculty appointments shall not create any rights or expectancy of continued employment. Faculty in these positions have the right to appropriate notice that the faculty member's employment will end.

The President or President's designee may choose to discontinue the employment of a non-tenured faculty member.

Non-tenured faculty members who have been appointed to serve in an academic-administrative classification or administrative position and whose employment with the University will end shall be entitled to written notice.

Faculty members with multi-year or term appointments are not entitled to notice of the ending of their employment because their appointments by virtue of their specified term include such notice. The appointment and employment of these faculty members automatically expire at the end of the multi-year period specified in the employment and contract offer.

B. NOTIFICATION REQUIREMENTS

Notice that a faculty member's employment will end shall be provided in writing. At any time during an appointment, the employment of a non-tenured faculty member may be ended upon written notice as follows:

- 1. For faculty members in their initial appointment of faculty employment with the University, notice must be given three months prior to the last day of employment.**
- 2. For faculty members in their second appointment of faculty employment with the University, notice must be given six months prior to the last day of employment.**
- 3. For faculty members in their third appointment period of faculty employment or beyond with the university, notice must be given twelve months prior to the last day of employment. These notification procedures also apply to faculty with five or more years of**

continuous employment as of June 30, 1993, whose salary is funded through ‘soft’ money, such as contracts, grants, sponsored research funds, grants, and donation funds.

The requirement of written notice that employment will end is not applicable to the following non-tenure and non-tenure-accruing faculty if the following statement is included in the individual’s notice of appointment or subsequent reappointment: “Your employment for this appointment period will cease on the date indicated. No further notice of cessation of employment is required.”

- 1. Those holding visiting appointments**
- 2. Those who are appointed for less than one academic year**
- 3. Those whose salary is funded through ‘soft’ money, except as described above (3)**

If this statement is not included in either the notification of appointment or letter of appointment or reappointment, then the faculty member shall be provided with ninety days’ notice prior to his or her last day of employment.

C. NOTICE THAT EMPLOYMENT WILL END

Before sending the notice that employment will end, it is expected that the President or designee shall confer informally with the faculty concerning the end of employment.

The notice shall include the following:

- 1. A statement that the University is discontinuing the appointment;**
- 2. A reference to the meeting held with the president or designee to advise the faculty member that the faculty member’s employment will end;**
- 3. The expiration date of the current appointment period;**
- 4. The last date of employment with the University;**
- 5. A copy of the appropriate appeal procedures in effect with University regulations**

After mailing the notice, the president or designee can reassign such a faculty member to other institutional duties after consultation with the faculty member and the department or other affected units.

The University’s commitment to compensate the faculty member ends up on the last date of employment. However, should a faculty member enter into other full-time professional

employment or employment which may interfere or conflict with the faculty member's assignment without the written approval of the President or designee prior to the end of the faculty member's employment, the University will immediately terminate payment of any compensation thereunder.

XIV. JUST CAUSE FOR TERMINATION, SUSPENSION, & DISCIPLINARY ACTION

A. JUST CAUSE

Just cause for termination, suspension, and/or other disciplinary action imposed on a faculty member shall be defined as incompetence or misconduct, which shall include, but not be limited to, the following:

- 1. Neglect of duty or responsibilities which impairs teaching, research, or other normal and expected services to the University;**
- 2. Failure to perform the terms of employment;**
- 3. Willful violation of rules or regulations of the University;**
- 4. Failure to discharge assigned duties;**
- 5. Conduct, professional or personal, involving moral turpitude;**
- 6. Violation of the ethics of the academic profession;**
- 7. Action(s) which impair, interfere with, or obstruct; or aid, abet, or incite the impairment, interference with, or obstruction of; the orderly conduct, processes, and functions of the University.**
- 8. Failure to return from an approved leave;**
- 9. Failure to maintain professional licensure or clinical privileges necessary to perform assigned duties;**
- 10. Threatening or abusive language or conduct;**
- 11. Sexual harassment;**
- 12. Falsification of records;**
- 13. Unauthorized use of state property, equipment, or personnel;**

14. Possession, sale, and distribution of alcoholic beverages or nonprescribed drugs;

15. Insubordination;

16. Possession of unauthorized weapons and/or firearms on university property.

B. TERMINATION & SUSPENSION

The appointment of any faculty member can be suspended or terminated with or without pay during the term of the faculty member's employment contract for just cause. The faculty member shall be given written notice of the proposed termination or suspension by the President or a designee. The notice shall specify the reasons for termination or suspension and the effective date of the termination or suspension. Following the sending of the notice of proposed termination or suspension, the faculty member may be reassigned.

Within ten days, excluding Saturdays, Sundays, and university holidays, following the receipt of the notice of the proposed termination or suspension, the faculty member may respond in writing to the individual who issued the notice regarding the proposed action to be taken as stated in the notice and may schedule a meeting to present any matter which the faculty member believes should be brought to the attention of the individual issuing the notice regarding the termination or suspension without pay. Such a meeting shall in no way modify any rights the faculty member may have concerning grievances and appeals.

Termination or suspension imposed under this section shall take effect on the date set forth in the notice of termination or suspension, except that if the faculty member timely files a grievance concerning the termination or suspension, the faculty member shall not be deprived of pay and benefits until the grievance process ends with an outcome that allows the discipline.

C. SUSPENSION PENDING INVESTIGATION

If the President or designee has reason to believe that a faculty member's actions or presence on the job would adversely affect the orderly conduct and processes of the University and/or jeopardize the safety or welfare of the faculty member, colleagues, other employees, or students, the President or designee shall immediately suspend with pay the faculty member from the performance of duties pending an investigation, which shall not exceed thirty days without appropriate justification.

Within two days following the suspension, excluding Saturday, Sunday, and university holidays, the President or designee shall send a written notice to the faculty member specifying the reason for the suspension.

At the close of the investigation described above, the President or designee shall send written notice to the faculty member of any additional action, such as further suspension, termination, or other disciplinary action to be taken by the University. The notice shall specify the reasons for the action.

D. OTHER DISCIPLINARY ACTION

The President or designee retains the right to impose disciplinary action other than suspension or termination for just cause and for other cause as is provided for in the rules and regulations of the University. Disciplinary actions include a reprimand, demotion, payment of fines, reassignment, or required leave. Written notice of such disciplinary action, specifying the reasons, therefore, shall be sent to the faculty member by the President or designee. Counseling shall not be considered disciplinary action.

E. NOTIFICATION

Whenever notice is required to be sent under this rule, the notice shall be hand-delivered or forwarded to the faculty member by certified mail with a return receipt requested. The deposit of the such notice in the U.S. Mail satisfies the requirement of notification.

F. RECORDS OF DISCIPLINARY ACTION

If a faculty member is disciplined the record of the President or designee shall be included as part of the faculty member's personnel records.

If a faculty member prevails in a grievance procedure arising from termination, suspension, or other disciplinary action, all records concerning such disciplinary action shall be removed from the faculty member's personnel file and the grievance decision with the documentation shall be retained only in the unit administrator's file in order to record the results of the grievance decision.

If a faculty member is dismissed, the records of any hearing and actions of the President or designee shall be included as part of the faculty member's personnel records including the employment file maintained by the Director of the Division of Human Resources.



XV. REVIEW AND AMENDMENT

This handbook will be reviewed annually for updates in corresponding University policies. This document is expected to change and evolve as the University and College of Medicine grow.

Faculty Policy Websites:

[Faculty Resources](#)

[UF COM HR](#)

[UF HR](#)

[UF Regulations](#)

[UF Resources for Responding to Harassment](#)

W. GEORGE WARRILL, M.D.
MEDICAL EDUCATION
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