

## **ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium**

### **Processes For Appointment Of Non-Salaried Core Faculty, Procedures For Award Of Tenure Of Title, And Development Of A Clinical Track for Non-Tenure Track Faculty**

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#### **Collaborators**

Deborah German, M.D. (Dean), Richard Pepler, Ph.D. (Associate Dean for Faculty and Academic Affairs), Diane D. Davey, M.D. (Faculty Council Officer and Interim Chair, Clinical Sciences), Stephen King, Ph.D. (Faculty Council Officer), Steven Ebert, Ph.D. (Faculty Council Officer), Juan Cendan, M.D. (Chair, Medical Education)

#### **Background and Challenges:**

The University of Central Florida College of Medicine (UCFCOM) graduated its first class in 2013. The College continues to experience significant growth of all missions including undergraduate medical education, research programs, graduate medical education, and the faculty practice (UCF Health). Growth and diversification of our faculty necessitated the establishment of pathways for professional development, advancement, and recognition of scholarly achievements for clinical faculty, both salaried and affiliated.

#### **Opportunities**

We conceptualized processes and requirements for appointment of physicians as core faculty who are employed by affiliated hospitals, and who dedicate significant efforts to the support of UCFCOM missions. We also envisioned procedures for Award of Tenure of Title for non-salaried core faculty who meet or exceed established University requirements for tenure. Efforts to establish a clinical track (non-tenure) were initiated.

#### **Purpose/Objectives**

The objectives of these endeavors were to develop and implement 1) processes and requirements for appointment of non-salaried core faculty, 2) procedures for awarding Tenure of Title to non-salaried core faculty who meet or exceed established University tenure requirements, and 3) a Clinical Track.

#### **Methods/approach**

It was essential to achieve consensus among all stakeholders including College of Medicine administration, faculty, and the University Office of Faculty Relations and Academic Affairs (UOFRAA). We conducted open forums at convenient times for faculty in all four departments at each of our five campus sites and faculty practice location. These sessions informed the development of three proposals which sought approval to 1) appoint qualified affiliated faculty from hospital partners as core faculty (non-salaried), 2) award Tenure of Title to non-salaried core faculty who meet or exceed current University tenure requirements, and 3) establish a clinical track. The proposals were approved through a majority vote by both the entire faculty and tenured faculty of the College, and then by the College Enterprise and Executive Faculty Committees. The proposals were presented to the UOFRAA, and then to the Steering and Personnel Committees of the University Senate for endorsement. Following presentation to the full University Senate, the proposals were approved by the Senate and accepted by the Provost.

#### **Outcomes and Evaluation Strategy**

Procedures for non-salaried core faculty appointments and tenure review (Tenure of Title) were developed collaboratively with UOFRAA and have been implemented. A College of Medicine appointment committee (COMAC) was established to review qualifications of affiliate faculty who wish to be considered for core appointments. During its first meeting in January 2015, the COMAC recommended two "pilot" applicants (up to 60 additional core faculty appointments are expected during the next year) for non-salaried core faculty appointments in the Department of Clinical Sciences which were approved by the Provost. These newly appointed core faculty were also awarded Tenure of Title following recommendation of the College tenure review committee. Clinical track criteria for appointment to each academic rank and requirements for promotion have been submitted to UOFRAA for comment. These classifications and procedures will enrich efforts to recruit, appoint, develop and retain highly qualified faculty who are committed to excellence in Academic Medicine.

# PROCESSES FOR APPOINTMENT OF NON-SALARIED CORE FACULTY, AWARD OF TENURE OF TITLE, AND DEVELOPMENT OF A CLINICAL TRACK FOR NON-TENURE TRACK FACULTY



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## BACKGROUND AND CHALLENGES

- The University of Central Florida College of Medicine (UCFCOM) graduated its first class in 2013.
- The College continues to experience significant growth of all missions including undergraduate medical education, research programs, graduate medical education, and the faculty practice (UCF Health).
- Growth and diversification of our faculty necessitated expansion of pathways for professional development, advancement, and recognition of scholarly achievements for clinical faculty, both salaried and non-paid.

## OPPORTUNITIES

- We conceptualized processes and requirements for appointment of qualified non-salaried faculty as core faculty. These are primarily physicians employed by affiliated hospitals (Figures 1 and 2), who dedicate significant efforts to the support of College missions.
- Procedures for Tenure of Title were developed for non-salaried core faculty who meet or exceed established University requirements for tenure.
- Efforts to establish a Clinical Track (non-tenure) were initiated.

## PURPOSE AND OBJECTIVES

The purpose of these endeavors were to develop and implement:

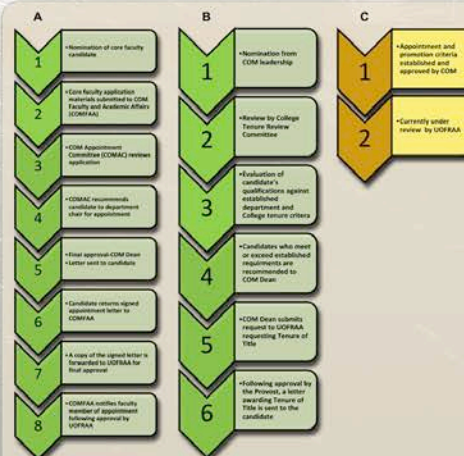
- Processes and requirements for appointment of non-salaried core faculty.
- Procedures for awarding Tenure of Title to non-salaried core faculty who meet or exceed established University tenure requirements.
- A Clinical Track for non-tenure track faculty.

## METHODS AND APPROACHES

- We established consensus among all stakeholders including College of Medicine administration, faculty, and the University Office of Faculty Relations and Academic Affairs (UOFRAA).
- Open forums were held at convenient times for faculty in all four College departments at each of our five sites and faculty practice location.
- The faculty sessions informed development of three proposals which sought approval to:
  - Appoint qualified non-salaried faculty from partner institutions as core faculty
  - Award Tenure of Title to non-salaried core faculty who meet or exceed current University tenure requirements
  - Establish a Clinical Track for non-tenure track faculty.
- The proposals were approved through a majority vote by both the entire faculty and tenured faculty of the College, and the College Enterprise and Executive Faculty Committees.
- The proposals were presented to the UOFRAA, and then to the Steering and Personnel Committees of the University Senate for endorsement.
- Following presentation to the full University Senate, the proposals were approved by the Senate and accepted by the Provost.
- A Clinical Track was developed and approved by the College (Figure 3). It is undergoing review and comment by the UOFRAA.

## OUTCOMES AND EVALUATION

Figure 4. Outcomes



### 4A. Procedures for non-salaried core faculty appointment: Developed and Implemented.

- COM Appointment Committee (COMAC) formed – during the first meeting (January 2015), two “pilot” affiliate faculty candidates were recommended for core faculty appointments and were approved by the Provost. Up to 60 additional core faculty appointments are expected during the next year.

### 4B. Procedures for tenure review (Tenure of Title): Developed and Implemented.

- Two newly appointed non-salaried core faculty were awarded Tenure of Title by the Provost following recommendation by the College Tenure Review Committee and the Dean.

### 4C. Clinical Track criteria for appointment to each academic rank and requirements for promotion: Developed and approved by the College of Medicine-submitted to the UOFRAA for review and comment.

- The new classifications and procedures will enrich and expand opportunities to recruit, appoint, develop and retain highly qualified faculty committed to growing and sustaining UCF COM missions.

## ACKNOWLEDGEMENTS

We wish to extend our thanks to the UCF College of Medicine Enterprise and Executive Faculty Committees and to Carolyn Castro-Pagan for their support of these efforts.

Figure 1. Affiliated Institutions



Figure 2. Non-Salaried Faculty

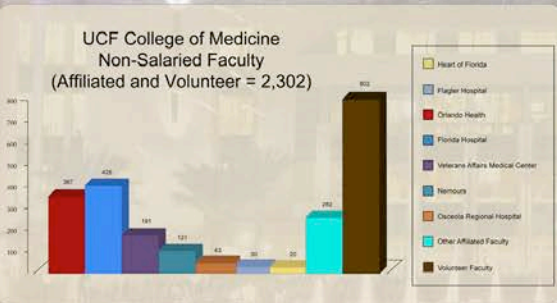


Figure 3. Clinical Track

