Overview of the Current UF Process

- **Departmental Vote** – by all at or above rank
  - Negative and abstaining votes are viewed poorly, if >20% must be explained by chair’s letter
- **College Vote “Fact-Finding Committees”**
  - Associate Professor Committee
  - Professor Committee
- Dean reviews must sign the packet cover sheet
  - Endorsing or indicating lack of endorsement for the nomination
- **University Vote: Academic Personnel Board**
• One representative from the HSC
  o President makes the final promotion decision – recommends tenure decision to Board of Trustees
  o Board of Trustees makes tenure decision in June

Packet Requirements

  o Completion of 33 items in correct format (see faculty affairs and UF provost websites) – online version piloted for 2011-12 in COD
  o Letter from Chair (must be shared with candidate)
  o Annual chair evaluation letters for last 5 years
  o Solicited letters of evaluation
    • Usually at least ½ from “outside” – not at UF or within previous 10 years
    • Should be from individuals who do not have a personal relationship with the candidate
Those writing letters also submit their biosketches

Letter from Dean

UF COM Tenure/Promotion

Awarded based on a record of

- Superior achievement (Excellence/Distinction)
- In the major academic missions
  - **Teaching**: instruction, including classroom teaching and distance/executive/continuing education, direction of theses and dissertations, academic advisement, extension education programs
  - **Research**: Research or other creative activity including peer-reviewed publications
  - **Service**: Public and professional
    - **Patient Care**: considered within the broad scope of service
COM Review -- Research and Scholarship

- **Scholarly** publications and **research productivity** (laboratory, clinical or educational) should be evaluated for its originality, scientific competence and convincing documentation.
- Original publications – senior authorship, quality of peer-reviewed journals and impact on field, in addition to actual number (minimum average of approx. 2 per year)
- For faculty with a “major” time assignment, there should be strong evidence of peer-reviewed external funding

COM: Other Scholarship (Educational)
- Development of new curricula, teaching materials, textbooks, clinical training materials, video and audio materials. Material adopted by other universities or used nationally by practicing physicians are considered especially noteworthy.
- Program development for educational or other purposes
- Publication of textbooks, book chapters and review articles
- Development of information technology such as interactive computer programs, web-based teaching sites and innovative teaching programs
- Invited presentations at national and international academic or scientific meetings

COM: Teaching
○ Teaching **evaluations** must achieve or exceed the departmental average
○ Positive evaluation of performance in **academic advisement and mentoring** of students and the direction of theses and dissertations for faculty appointed to the Graduate Faculty
○ Positive **evaluation of the career development of residents and clinical fellows**, esp. development of academic clinicians who receive faculty appointments at “prestigious universities”

**COM: Service/Leadership**

○ Quality of leadership is expressed by attitude, initiative and identification with sustained efforts on behalf of the institution and the profession
• Performance of service assignments must be above average to outstanding
• Examples:
  • College-wide committees (Admissions committee)
  • Search committees
  • Departmental committees (e.g. research committee)
  • University committees or assignments (Faculty Senate)
  • State/Federal committees, task forces
  • Society committees

COM: Service/Patient Care

• The Candidate should not only be a master of scientific knowledge and the technology of his/her filed, but should also be skilled in the techniques of delivery of health
care. This requires personal characteristics that ensure effectiveness in establishing rapport with patients and their families, as well as students/residents and professional colleagues.

**COM: Patient Care**

There must be evidence of *excellence* in patient care, as demonstrated by student, resident and fellow evaluations. Other documentation can be supplied by receipt of clinical awards.

**Local, regional, or national recognition** by peers as an excellent *clinician or consultant*; evidence of a high level of competence and accomplishment in clinical service.

Development and maintenance of clinical skills and/or programs that provide unique local or regional services;
programs highly evaluated by patients or programs that *measurably* improve patient outcomes

**UF Tenure - Track**

- All tenure track faculty will have some portion of their *time assigned to research* unless alternative assignments are approved in advance by the appropriate dean and senior VP.

- Each faculty member shall be given assignments that provide equitable opportunities, in relation to other faculty members in the same department, to meet the required criteria for promotion, tenure and permanent status.

- Changes in evaluation criteria shall not become effective until one year following adoption of the changes.
UF: Tenure and Promotion

- In most cases, require distinction in at least 2 areas, one of which shall be that of the faculty member’s primary responsibility, and those areas should be teaching and research
  - Unless the faculty member has an assignment that primary reflects other responsibilities
- Merit should be regarded as more important that variety of activity
- Distinction is defined by the University and clarified by each college and department
- Tenure is normally held in an academic department, for faculty but not administrative positions.

Timing
A faculty member in an eligible position must request to be nominated for tenure by the beginning of the last year of the tenure probationary period (July 1st), although consideration is given when the candidate’s record is ready (determined by the faculty member in consultation with the chair) – “tenure when ready”
  - Tenure probationary period = 7 yrs for COM
    - Law = 6 yrs, Vet Med = 6 yrs, Engineering = 6 yrs
  - Non-Tenure Accruing Positions: no official clock

Tenure

- UF Regulation 7.019(2)(a) includes the following statement on tenure: “[Tenure] assures the faculty member immunity from reprisals or threats due to an intellectual position or belief which may be unpopular.”
Tenure is a lifetime commitment by an institution to an individual. The bar to achieve tenure is higher than for hiring or promotion.

Tenure does not guarantee one’s position (job description) or salary

**Tenure at UF**

“A faculty member who has been granted tenure by the Board of Trustees (or the Board of Regents prior to July 1, 2001) shall have the status of a permanent member of the faculty and remain in the employment of the University until the faculty member:

1. Voluntarily leaves the employment of the institution; or
2. Voluntarily retires; or
3. Is dismissed for cause under the provisions of University of Florida Regulation 7.048, or an applicable Collective Bargaining Agreement for faculty members in a bargaining unit, which govern the termination of faculty employment; or

4. Is discontinued from employment pursuant to the layoff provisions of University regulations or an applicable Collective Bargaining Agreement for faculty members in a bargaining unit; or

5. dies

   Tenure may be revoked for incompetence or misconduct

**COM: Non-Tenure Tracks**

- Faculty on the non-tenure tracks in the COM are highly valued colleagues and participate in all academic missions
of the College: education, research, patient care and service.

- Clinical Track
- Scientist Track
- Research Track
- Lecturer Track

**COM: Clinical Track**

- Faculty will typically have a majority of their effort assigned to patient care and college-supported teaching but are expected to demonstrate *some evidence of scholarly activity and service* which can be connected to work in the areas of medical student or resident/fellow education associated with clinical care.
Promotion to Associate Professor

- Successful achievements warranting promotion would depend on a combination of significant teaching effort, excellence in patient care, and academic service.
- Candidate should achieve excellence in 2 categories and at least average or satisfactory rating in the third
- Participation in some form of scholarly activity is essential
- Participation in research or publications as a collaborator rather than an independent investigator will constitute acceptable evidence of scholarly achievement

COM: Clinical Track

- Scholarly Activities:
• Publication of textbooks, book chapters, review articles, and case reports
• Presentation of work at regional and national meetings
• Development of IT such as interactive computer programs, web-based teaching sites, and innovative video programs
• Participation in clinical research
• Participation in programs such as the Masters in Medical Education Program – and new Educational Development Certificate Program (see Faculty Affairs website)
  ▪ – Begins Sept 21, 2011

COM: Research Track
  ▪ Majority of effort devoted to research
Promotion to Associate Research Professor will be based on research productivity, peer-reviewed extramural research funding
  • Which should cover a major portion of salary
  • Peer Recognition

COM: Scientist Track

  Faculty are expected to have a majority of their effort devoted to research.
  Promotion to Associate Scientist will be Based on research productivity and peer recognition
  Importance of the candidate’s role in the direction of and success of a major research program
  Extramural research support is encouraged but not a requirement for promotion
COM: Lecturer Track

- Majority of effort devoted to teaching
- Promotion to Senior Lecture and Master Lecturer will be based largely on teaching performance and curriculum development along with associated assignments in service
- Candidate will have achieved distinction (i.e. performed “appreciably better” than the average college faculty member at the candidate’s rank. Recommendation for promotion shall contain evidence that such a comparative judgment has been made, including student and course director critiques.

How to gain national reputation?

- Publish!
Tips:

- Review manuscripts when asked
- Join your professional society(ies)
- Volunteer for committee work
  - Do what is asked, in a timely manner
  - Start with local or regional
- Volunteer to grade abstracts
- Put forth program ideas for scientific sessions
- Find a Mentor or Mentors (see June 8 Faculty Seminar)
- Read the T&P Guidelines and review the content of the promotion packet
- Keep your CV updated; put everything into packet format as a parallel document
  - Citation format, presentations, etc.
- Weigh invitations carefully
  - Say yes to requests to review manuscripts from your specialty journals
  - Say yes to some committee assignments
  - Say yes to collaborate in research efforts
  - Avoid major service responsibilities as Assistant Professor

**Policies**
Current COM policy is under discussion for revision
- Look for announcements and the opportunity to review the proposal

Upcoming UF Workshop for Tenure and Promotion

- **Tuesday, September 13, 2011**
  - 1pm-3pm
  - CI-11, Health Science Center
  - Videoconferenced to Jax Alumni Auditorium

- August 24, 2011

  Staff workshop for T&P (PRO324)
  - sign up through MYUFL

Faculty Affairs Website
http://facultyaffairs.med.ufl.edu/