

POLICY MANUAL



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**POLICY MANUAL
UNIVERSITY OF FLORIDA COLLEGE OF PHARMACY**

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POLICY MANUAL
UNIVERSITY OF FLORIDA COLLEGE OF PHARMACY

SECTION 1

1.1 COLLEGE PROGRAM AND PURPOSE

"A college is a unit of the University organized to conduct curricula of study and research and to recommend the granting of degrees." (1)

1.2 VISION STATEMENT OF THE COLLEGE OF PHARMACY

Preeminence in education, pharmaceutical sciences research, and patient care that optimizes the health and wellness of individuals and communities.

1.3 MISSION STATEMENT OF THE COLLEGE OF PHARMACY

We improve the lives of others locally and globally through a climate of discovery to develop future leaders in pharmacy practice and science, support research across the spectrum from drug discovery to medication use in society, advance pharmacy practice to optimize patient-centered care and healthcare delivery, and foster lifelong learning.

1.4 OBJECTIVES OF THE COLLEGE OF PHARMACY

During the strategic planning process for the College of Pharmacy the Executive Council of the College compiled a list of college goals to achieve the mission statement. These include:

College Goal 1:

Discover new knowledge to improve the lives of others through high impact research and provide outstanding research training in areas core to the college.

College Goal 2:

Create, evaluate and disseminate innovative and transformative pharmacy practice models that result in high quality, cost-effective, patient-centered care that improves lives.

College Goal 3:

Prepare Pharm.D. graduates to become leaders who improve the health and wellness of individuals and communities and advance pharmacy practice into the future.

Goal 4:

Stimulate a culture that promotes diversity of thought and lifelong learning within an exceptional community of students, faculty and staff.

SECTION 2
Organizational Chart – College of Pharmacy

<https://cop-facdev.sites.medinfo.ufl.edu/wordpress/files/2019/12/Pharmacy-Org-Chart-December-2019.pdf>

2.1 DEAN

The Dean is the Chief Executive Officer and Chief Administrative Officer (CEO, CAO) of the college. The Dean is appointed by the President. The Dean is responsible to the President through the President's designee, has the authority and the responsibility for the administration and supervision of the college, and is the agent of the faculty for the execution of educational policy ([UF Constitution, Article VI, section 2A3, pg 23](#)).

The responsibilities of the Dean include:

- Interpretation of the College's academic and research programs to the University and external communities.
- Representation of the Faculty to the University, The Health Center, and the profession and external committees.
- Appointment and supervision of Administrative Officers, Department Chairs, Associate and Assistant Deans, Director of Continuing Education, Director of the Working Professional PharmD Program and Director of Development.
- Organization and monitoring the strategic planning efforts of the College.
- Development and fund raising.
- Decisions on appointments, promotions and tenure of faculty members.
- Communication with the faculty on all matters affecting the College's academic programs at both the professional and graduate levels.

2.2 ASSOCIATE DEANS

There shall be administrative officers appointed by the Dean. Associate and Assistant Deans all serve at the discretion of the Dean. All appointments of Associate and Assistant Deans will be conducted according to University Guidelines. The Associate and Assistant Deans of the College, at present, include the Associate Dean for Clinical and Administrative Affairs, Associate Dean for Research and Graduate Education, Associate Dean for Curricular Affairs and Accreditation, Associate Dean for Faculty Affairs, Associate Dean for Entrepreneurial Programs and Information Technology, Associate Dean for Student Affairs, and the Assistant Deans for each of our Distant Campuses located in Jacksonville, Orlando and St. Petersburg, Florida. The performance of each Associate and Assistant Dean will be appraised annually by his or her supervisor. Further, the Faculty Governance Council will provide input about the performance of all Associate and Assistant Deans to the college's administration every three to five years.

- **Associate Dean for Clinical and Administrative Affairs** reports to the Dean and serves as the CEO and college representative in the absence of the Dean. The Associate Dean will focus on overseeing development of practice opportunities for faculty, developing innovative clinical practice models that can provide opportunities for the future of the profession, and overseeing the clinical programs for our students. The Associate Dean will oversee administrative functions of the College (delegated signature authority). Determine all non-research (wet lab) space allocation on all campuses, and oversee any space renovations. Approval of all agreements with other entities involving clinical practice including any required HIPPA business associate agreements (delegated signature authority); all agreements for academic exchange programs and other cooperative education agreements for the College (delegated signature authority); and all educational grants in support of and speaker agreements associated with continuing education programs delivered by the College (delegated signature authority). Oversight and supervision of all activities associated with the Task Force on Recruitment, Retention, and

Admissions; all issues within the College as they relate to HIPAA and FERPA; all activities associated with the Office of Experiential Programs; and all clinical activities in the College including the MTM Call Center.

- **Associate Dean for Research and Graduate Education** reports to the Dean and serves as the administrator that coordinates all research and graduate education matters and serves as the liaison between the College of Pharmacy and the University's Office for Research and Graduate Programs. The Associate Dean will broadly take responsibility for advancing the research and graduate education missions of the college. Responsible for the promotion, coordination, and improvement of research activities within the College. The Associate Dean works with existing faculty to increase their research productivity and funding, and works with the Dean and Department Chairs to identify new faculty recruits that would be excellent additions to the faculty, when such positions are available. The Associate Dean will approve all grant submissions, approve and monitor conflict of interest as it relates to research activity, administer and oversee the research Prosper grants, and increase collaboration and collaborative grants within the college. Responsibility for space assignments of research space (wet labs). The Associate Dean will lead the Graduate Research Education programs within the college, and assist departmental graduate coordinators and graduate educators in recruiting new graduate students, among other duties.
- **Associate Dean for Faculty Affairs** reports to the Dean and will be responsible for Faculty development and advancement and relevant committees in the college. The Associate Dean will provide oversight for all conflict of interest (outside employment) requests (delegated signature authority). Approve all affiliate faculty requests (delegated signature authority). The Associate Dean will provide back-up to the Associate Dean for Research and Graduate Education on grant submission approval requests. Provide oversight of all human resource issues including grievances and complaints; all processes associated with faculty evaluations; and all processes with faculty individual development plans (IDP's). The Associate Dean will handle all questions from faculty associated with tenure and promotion and oversee the college's Tenure and Promotion committee. The Associate Dean will administer and oversee the faculty development PROSPER grants, and all aspects of the college's strategic plan along with the Associate Dean for Curricular Affairs and Accreditation. The Associate Dean will be a resource for any procedural questions from faculty on faculty mentoring, and any procedural questions from faculty on peer-reviewed teaching. Will determine faculty staffing for all commencements. The Associate Dean is also involved in the development of college-wide policies as the *ex officio* member of the Faculty Governance Council.
- **Associate Dean for Entrepreneurial Programs and Information Technology** reports to the Dean, and is the administrator responsible for Entrepreneurial programs (off-book), and Information Technology. The Associate Dean provides oversight for the shared and efficient support structure for these programs, ensures consistency across the programs in how they are run, and identifies best practices for distance education models, etc. The Associate Dean works with others in the college that are interested in establishing such programs, and provides support to other colleges in the Health Science Center seeking to offer a distance education program. The Associate Dean also has responsibility for the IT group within the college, and the various aspects of the IT activities. The IT group will provide support to the various off-book programs, as well as high level computer support for faculty, staff, and students.

- **Associate Dean for Professional Education** reports to the Dean and is responsible for implementation of the professional curriculum, curriculum assessment, and ensuring compliance with ACPE and SAC standards. The Assistant Deans for Clinical Education, Curriculum, and Student Affairs will report to the ADPE to enhance communication, ensure continuity, and assist with implementation of the PharmD program. The ADPE will chair the Scholarship and Awards Commitment and sit on the HSC Academic Deans group. This individual is an *ex officio* member of the Curriculum Committee and the Faculty Governance Council.

2.3 DEPARTMENT CHAIRS

Departments: The department shall be the fundamental unit of academic and administrative organization within the University. Departments shall be either professional functions departments or teaching and research departments ([UF Constitution, Article VI, section 3, pg 25](#)). The five departments of the College are:

- Medicinal Chemistry
- Pharmaceutical Outcomes and Policy
- Pharmaceutics
- Pharmacodynamics
- Pharmacotherapy and Translational Research

Appointment and Review of Chairs: “The Chairperson shall be nominated by the dean of the college after formal consultation with a committee of the department selected by its tenured members and after consultation with others in related fields outside the department. The nominations shall be forwarded to the President for approval.” ([UF Constitution, Article VI, section 3C, pg 25](#)). The performance of each chair is reviewed annually by the Dean and every five years by the departmental faculty through a mechanism developed by the Faculty Governance Council.

Duties and Responsibilities: “The teaching, research, and service functions of a department are conducted by the faculty under the auspices of the chair.” ([UF Constitution, Article VI, section 3B, pg 25](#)). Chairs have the authority and responsibility for the administration and supervision of all activities of the department and are responsible to the Dean, and the Vice-President for Health Affairs. The Chair is responsible for developing and implementing the strategic plan of the department, overseeing and coordinating the professional courses and graduate program within the department, allocating departmental workloads, designating teaching assignments, yearly evaluation of faculty and staff in the department and assessing the performance of the department in helping the college reach its goals. Departmental staff will be reviewed yearly. The Chair is also responsible for oversight of space assigned by the Dean, personnel, and all fiscal resources of the department.

2.4 CENTER DIRECTORS

Centers: Centers and Institutes are established and abolished according to specific funding and program needs. The University of Florida adopted policies governing the establishment and review of Centers every 5 years. New Centers will be established only after college wide discussions on the specific research mission of the Center. The Centers housed in the College are the: 1) Center for Drug Evaluation and Safety; 2) Center for Food-Drug Interaction Research and Education; 3)

Center for Natural Products, Drug Discovery and Development; 4) Center for Pharmacogenomics; 5) Center for Pharmacometrics and Systems Pharmacology; and 6) Center for Quality Medication Management. The Center for the Neurobiology of Aging is jointly housed in the Colleges of Pharmacy and Medicine. The Center for Environmental and Human Toxicology includes faculty members from the Colleges of Pharmacy, Veterinary Medicine and Medicine.

Appointment and Review of Center Directors: The administrative officers of these Centers are Directors. Directors are responsible to the Dean of the College with all educational, research, service and fiscal matters related to the center. Center Directors are responsible to their Department Chairs for academic and educational activities.

Duties and Responsibilities: The purpose of a Center is to attract external funding to enhance multidisciplinary teaching, research, and service. The Directors will be involved in fund raising to support the research missions of the specific Center through training and program project grants. The Director also represents the center to federal, state and private funding agencies. Center Directors are responsible for the fiscal operations of Centers and fulfillment of their designated research mission. Center Directors are responsible to their Department Chair and the Dean for their annual evaluation of academic activities.

2.5 ADMINISTRATIVE AND FINANCIAL AFFAIRS

The Administrative and Financial Affairs office is led by the Executive Director for Administration and Finance, and is responsible for support and administration of college resources, human resources, fiscal and physical. This office directly supports the areas of Student Affairs, Development and Alumni Affairs, Information Technology, Research and Graduate Studies, and all College departments and Centers in the areas of personnel, employee relations, payroll, accounting, purchasing, payables processing, receivables processing, banking relations and investments, accounting and financial statement preparation for the Faculty Practice Association, physical asset control and inventory, budgeting, contracts administration, and grant management. It also provides College infrastructure needs in the areas of mail delivery, receiving and delivery of equipment and supplies, maintenance of College's fleet of vehicles, and delivery for Administrative offices. This office also serves as an information resource and point of accountability to the university in the areas of academic and nonacademic personnel, auditing, accounting, purchasing, and property control.

The duties of the office are split between the Controller, Administrative Services CRD 3, Assistant Director for Research Administration, Fiscal Manager, and Human Resources Manager. These positions report directly to the Executive Director for Administration and Finance.

2.6 OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology provides services to the Academic and Administrative departments and offices of the College related to computerization, implementation of upgrades to the resource base of hardware and software, maintenance of the resource base, trouble-shooting of operational problems with hardware and software, and software design and implementation. It has additional responsibilities for Web development, Internet resources and support, LAN development and control, distance learning technology development and support, server implementation, and maintenance and development of resources to maintain the College's investment in state of the art technology. The Director of the Office of Information Technology serves as a resource to

the College faculty and staff regarding software design, strategic planning for future Information Technology (IT) needs, curriculum implementation and support related to IT, and server maintenance and design issues. The Director reports to the Associate Dean for Entrepreneurial Programs and Information Technology.

2.7 STUDENT AFFAIRS

The Office of Student Affairs (OSA) directs the coordination of instructional activities, advises prospective students, and processes applications and admissions. In addition, the OSA conducts new student orientation, trains faculty advisors, faculty advisors to student organizations, and coordinates the advisement of students. The OSA is also responsible for awards and financial aid and scholarship programs within the College. Furthermore, the OSA is responsible for curriculum oversight, curriculum outcomes assessment, and accreditation activities. The OSA is under the direction of the Assistant Dean for Student Affairs.

Assistant Dean for Student Affairs. This individual is responsible for all aspects of the College of Pharmacy OSA and reports to the Associate Dean for Professional Education. The Assistant Dean of Student Affairs duties include:

- Ensures compliance with ACPE and SAC student/student services standards
- Chairs the Academic Performance and Scholarship and Awards Committees
- Coordinates with other university officials and offices as needed (e.g. office of the registrar, Counseling and Wellness Center, Disability Resource Center)
- Leads a highly innovative and effective recruitment and admissions program
- Coordinates the organization of programmatic elements of student-related events (e.g. Orientation, Open House, White Coat Ceremony, Awards Ceremonies, and Commencement).
- Coordinates an innovative student advising program
- Administers a method for early identification and support of students experiencing academic difficulty
- Coordinates the recruitment, admission, and retention of a highly qualified student body
- Advocates for students in crisis
- Supervises staff with primary responsibilities in college financial aid program and admissions process.
- Assists in preparation and monitoring of the budget for the OSA.

The Assistant Deans for the Distant Campuses in Jacksonville, and Orlando each report to the Associate Dean for Professional Education and serve as the administrator responsible for development, implementation, and continuous oversight of policies and procedures related to the appropriate delivery of the professional curriculum at their respective distance campus. These individuals are also responsible for all events and student activities at the respective distant campus.

2.8 OFFICE OF EXPERIENTIAL PROGRAMS

The Office of Experiential Programs is responsible for the recruitment, maintenance, and evaluation of experiential training sites, advisement of students on rotation selection and procedures, and

scheduling of experiential rotations. This includes introductory pharmacy practice experiences (IPPE) and advanced pharmacy practice experience (APPE) programs throughout the curriculum. This office is also involved with the recruitment of external clinical faculty and with their training. The office oversight is the responsibility of the Director of Experiential Programs who reports to the Assistant Dean of Clinical Affairs, in consultation with the Associate Dean for Clinical and Administrative Affairs, and Chair of the Pharmacotherapy and Translational Research Department.

2.9 DEVELOPMENT AND ALUMNI AFFAIRS

The mission of the Office of Development and Alumni Affairs is to build relationships with alumni & friends to support the college's initiatives and projects with appropriate resources, to manage those resources and to provide volunteer leadership in support of the College's objectives. The Office, under the direction of the Senior Director of Development, in consultation with the Dean, develops private gift fund-raising objectives for the college, oversees all college fund-raising activities including major gifts, planned gifts and annual gifts. The Development Office acts as a liaison between the College and the University of Florida Foundation. The Senior Director also manages the alumni activities and college's Dean's Leadership Council Philanthropy Committee. Following are the positions under the department and the general areas they are responsible for;

The Associate Director of Development and Alumni Affairs:

- Execution of the annual giving program and coordination of UF Foundation related activities.
- Management of mid, major and planned giving prospects within portfolio.
- Oversees alumni events, in collaboration with the Director of Event Planning, designed to enhance relationships with alumni/donors and provide a pipeline for future donors.
- Solicits companies and alumni for sponsorship of Dev/AA events.
- Spearheads the college's annual brick installment.

2.10 EVENTS

The Director of Event Planning reports directly to Dean Julie Johnson. The office of Special Events is designed to assist the various departments within the College of Pharmacy with the planning and execution of special events, meetings, and conference that line up with the strategic plan of the college. The events team also helps the various departments, manage all fiscal aspects of events including budget projections, purchase orders, invoicing, and vendor setup. This department manage and maintains the Calendar of Events for the College of Pharmacy. This can be found on the College of Pharmacy website. For specific dates, please email La'Zendra Danforth at lbdanforth@cop.ufl.edu. When a department requires event assistance or planning, an event request form is required to begin the process. This form can be found on the College of Pharmacy website or by clicking here, [EVENT REQUEST FORM](#). Following are the positions under the department and the general areas they are responsible for:

The Conference and Meeting Coordinator:

- Assist the Director of Events to plan, organize, and coordinate the functions of College of Pharmacy Events to create high visibility, special events on behalf of the University.
- Work directly with the Director of Events to manage the fiscal operations for each event. Maintain the budget sheets and processing incoming invoices
- Work directly with the Director of Events to coordinate event logistics

- Attend event planning meetings, and serve as the second contact for the event department
- Assist with on-site execution including set-up and tear-down
- Assist with the design of invitations, E-blast, and event registration

2.11 WORKING PROFESSIONAL PHARMD PROGRAM

The Director of the Working Professional PharmD Program reports to the Associate Dean for Entrepreneurial Programs and Information Technology, and has primary responsibility for oversight of the Working Professional PharmD Program, which includes faculty, staff, and student affairs. Responsible for the development and promulgation of policies and procedures related to the Working Professional PharmD Program. These policies and procedures concern application processing, admissions processing, student records, orientation, distribution of program materials, registration, and handling student concerns.

2.12 DISTANCE EDUCATION

The Associate Director of Distance Education and Student Support reports to the Associate Dean for Entrepreneurial Programs and Information Technology and is responsible for developing and implementing shared and efficient support services for these programs, developing policies and procedures which ensure consistency, efficiency and a high level of student support across all programs, and identifies best practices for distance education models, etc. In coordination with the Associate Dean, the Associate Director works with others in the college that are interested in establishing such programs, and provides support to other colleges in the Health Science Center seeking to offer a distance education program.

2.13 CONTINUING PHARMACY EDUCATION

The Director of Continuing Pharmacy Education (CE) reports directly to the Associate Dean for Entrepreneurial Programs and Information Technology. This individual is responsible for the development, management, and administration of continuing education activities for the College of Pharmacy and maintenance of the College's accreditation status as an approved provider of CE activities by the American Council of Pharmaceutical Education (ACPE) and the Florida Board of Pharmacy. The Director is responsible for collecting information and maintaining records, documentation and databases to comply with accreditation standards. The Director develops policy recommendations for the Dean of the College to insure compliance with the laws of the State of Florida concerning CE for pharmacists. The Director serves as a resource to College faculty and staff regarding basic philosophy of pharmacy continuing education, course content, meeting management, budgets, negotiations, liability, promotion and advertising for continuing education activities of the College.

2.14 COMMUNICATIONS AND PUBLIC RELATIONS

The Director of Communications under the direction of the Dean, and the Director of Development, produces the GATORx alumni magazine, other publications and electronic communications of the College designed to promote the UF College of Pharmacy to important constituencies including peer institutions, potential donors, professional and trade press, and the news

media. Responsible for developing and implementing communications activities and materials to enhance awareness and visibility of the college in the areas of research, education and clinical practice and to support fundraising efforts. Under direction of the Dean's Office, the Director of Communications works closely with the offices of the Health Science Center News & Communications, the UF News Bureau, and the UF Foundation to release print and broadcast news to local, state or national media. Works with UF news teams, and local and national media to seek news opportunities to promote the college — and its faculty, research, students, donors and programs.

SECTION 3

FACULTY

3.1 DEFINITION OF FACULTY

"The faculty of a college shall consist of all members who hold the rank of instructor or above, or the equivalent in academic ranks in the departments which belong to the college; non-teaching officers of research or extension, who hold the rank or rank-equivalent of instructor or higher in the college; faculty paid by another college but teaching regularly in the college as part of their duties, when so appointed by specific action of the deans concerned; and the deans, associate deans and assistant deans of the College and the President of the University as ex-officio members." ([UF Constitution](#), Article III, section 1, pg 4.)

3.2 COLLEGE GOVERNANCE

The faculty participates in the collegial system of governance through the Faculty Governance Council (section 7.2.8).

3.3 FACULTY EVALUATION

The annual evaluation should consider the faculty members contribution to the orderly and effective functioning of the College, its mission and goals, and the University. Faculty members will be evaluated on an annual basis in accordance with University guidelines. In general, and at the discretion of the Dean, individual faculty evaluations will be performed by their respective department chair or designee. To provide some uniformity in timing of review, all faculty evaluations will be completed between the months of May and July in the year in which the evaluation is so designated. A copy of the completed evaluation will be given to the faculty member with additional copies placed in the college personnel files.

The faculty are also periodically evaluated in accordance with the guidelines described in **Appendix B; College of Pharmacy Tenure and Promotion Plan**. The Tenure and Promotion Committee conducts a review of candidates for tenure and promotion forwarded from the individual departments. In addition, the committee conducts pre-tenure and pre-promotion reviews for all new faculty members in the spring semester of the candidate's third academic year and conducts the sustained performance review process of individual tenured faculty who have held their academic rank for seven years or longer.

College of Pharmacy Procedure for Completing Semester Faculty Assignment Reports: The Semester Faculty Assignment Report for Health Science Center Faculty (AA Form 002, Rev. 3/05) is the assignment of duties and responsibilities as required by F.S. 240.245. This written assignment is compiled by the Chair or Director with each faculty member in the department or other academic unit at the start of each semester and reviewed/corrected as necessary at the end of the semester. Complete and correct reporting of every semester's assignment by each faculty member is critical, as this information is used as a base for numerous other legislative reports and requirements. Specifically, it is used in completing the Faculty Effort Report, which ultimately has an effect on the University's F&A Rate Proposal. Semester assignment reports also provide a basis for confirming fulfillment of the 12 Contact Hour Rule (F.S. 1012.945), as well as providing information for tenure and promotion packets.

The College of Pharmacy procedure for completing these assignments is detailed below:

- The form is emailed to faculty within a month of the semester starting. This is to be completed by each faculty member and approved in myUFL by respective Department Chair each semester. Once the Chair has approved the Faculty Assignment Report, the individual faculty member will need to log into myUFL and acknowledge the report.

3.4 FACULTY MEETINGS

The faculty has the power to legislate on matters of concern to more than one department and on matters of general interest to the College, subject to the approval of the Dean or other appropriate administrators and governing bodies of the University of Florida.

Call for Meeting: The Dean or a minimum of five full-time college faculty may convene a meeting of the faculty as the need arises with a minimum of one faculty meeting per Fall and Spring semester. The time, date and agenda shall be announced to the faculty at least one week in advance of the meeting, except in cases of emergency.

Members: All faculty may attend faculty meetings. All persons in attendance may have the privilege of the floor. A quorum for any faculty meeting in which a vote is taken shall be a simple majority of the faculty eligible to vote. Decisions of the faculty shall be taken by majority vote of the members present.

Conduct of Meeting: The Dean presides over faculty meetings. In the event the Dean cannot be present at the meeting, the Associate Dean for Clinical and Administrative Affairs shall preside over the meeting. A faculty member elected by the faculty (i.e. Faculty Governance Council Chair) will be responsible for taking minutes of all faculty meetings. Minutes of the faculty meetings will be kept in the Dean's office and will be available for inspection by the faculty. All meetings will be conducted according to Robert's Rules of Order. The Associate Dean for Clinical and Administrative Affairs or a designated individual will serve as the Parliamentarian.

Voting Rights of Faculty:

- **1 to 0.5 FTE Faculty:** All faculty holding the academic rank of instructor or above, whose salaries are paid by the College of Pharmacy and who hold at least a half-time (0.5 FTE) appointment for a full academic year shall have full voting privileges on all College issues with the exception of Tenure and Promotion.
- **0.49 to 0 FTE Faculty:** For those faculty members who hold FTE appointments of 0.49 or lower and receive salary support from the College of Pharmacy (primarily external WPPD faculty), the Department Chair or Director shall group such faculty within their Department or Program to represent full 1.0 FTE appointments and designate one member of each group to cast a single vote for that group.

The College feels that it is important that external faculty who hold FTE appointments of less than 0.5 FTE and may not be paid by the college should have a say on issues within the college. These faculty members would primarily include, but are not limited to, the WPPD and Advanced Pharmacy Practice Experience (APPE) faculty.

Total number of votes from external WPPD and APPE faculty will be adjusted annually (by October 1 of a given year) to one vote less than 50% of the total 1.0-0.5 FTE votes within the college.

Following this determination, the remainder of the external faculty votes will come from those faculty members who neither hold a FTE appointment nor get paid directly by the college (“Affiliate” faculty and primarily external APPE faculty). These faculty members will be appointed/elected annually based on input from the Director of Experiential Programs, Department Chair of Pharmacotherapy and Translational Research and from faculty attending the Fall Faculty Workshop for Pharmacotherapy and Translational Research Faculty. The locale of a given site and the activity of a given APPE preceptor will be the principal criteria upon which faculty are selected from the APPE faculty.

Occasionally external faculty members hold both WPPD and APPE appointments. These faculty members may only have voting privileges as either a WPPD faculty or an APPE faculty, but not both.

Special Consideration: A Department Chair, Director or Assistant/Associate Dean for any College of Pharmacy Cooperative Program may feel that a particular faculty member in their Department or Program without full voting privileges plays such a significant role in teaching, research and service, and/or the overall functioning of the Department/Program that they should have full voting privileges. The Department Chair, Director or Assistant/Associate Dean would then petition the Dean to grant full voting privileges to that faculty member. If that faculty member is an external WPPD or APPE faculty, then the WPPD or APPE voting will be decreased accordingly to meet the 50% of total 1.0 – 0.5 FTE.

3.5 INCENTIVE PROGRAM

The purpose of the incentive program is to incentivize high achieving faculty who are making substantial contributions to the college that impact the lives and quality of education of our students, advance our scholarly mission, and impact our standing as a college. This program will include a series of college-level awards, along with incentive/bonus opportunities for faculty.

In order to qualify for merit pay, an award or incentive in this program, the faculty member must not have had a “needs improvement” in any assignment area, no matter how small a percentage that assignment area. Likewise, no one with a current disciplinary action in their personnel file will be eligible for merit raises, awards, or incentive bonuses.

All faculty members with a “professor” title, (excluding a small percentage of administrative appointees) must have a scholarly assignment; typically the smallest assigned effort in scholarship will be 10%. Excluding those in the research professor track, it is expected that all faculty with the professor title (excluding a small percentage of administrative appointees) will have assignments in teaching, scholarship and service. Clinical faculty with funded clinical effort will also have a clinical practice assignment. In the absence of an administrative post, it will be uncommon for someone to have a service assignment that exceeds 10%.

Effort definition

Effort will be defined through a standardized process across the college using the COP workload/effort tool. This will help chairs identify, in a consistent way across the college, those faculty who are under-assigned, as it will define the maximum claimable effort in the various categories. It will also identify faculty who are excelling, and therefore eligible for incentive pay.

Annual evaluation guidelines

The following criteria will be used for annual evaluations. Scores attached to the specific descriptors will be used to define rankings for merit raises when available, with a faculty member's overall score defined by their performance in each assignment area multiplied by the percent effort in that area. Faculty with a ranking in the "unsatisfactory/needs improvement" category will not be eligible for merit or incentive pay or a college-level award. Scores may be assigned in 0.5 increments. Scores of 4 should be reserved only for exceptional performance that would compare favorably with the top 15% nationally.

- 4 Exceptional, excellent, greatly exceeds expectations
- 3, 3.5 Very good, exceeds expectations
- 2, 2.5 Good, meets expectations
- 1, 1.5 Unsatisfactory, needs improvements, not meeting expectations

College Level Awards

- Teacher of the Year (\$3000)
- Graduate Teacher of the Year (\$3000)

All other awards will be primarily honorific and will have a \$500 honorarium

- Faculty Recognition Award
- Exemplary Teacher Award – up to 5, finalists for Teacher of the year are candidates – selected by curriculum committee
- Faculty Advisor of the Year
- Outstanding Student Organization Advisor of the Year
- Best Teaching Team (1PD, 2PD, 3PD) - \$500 per person on team; up to \$3500. If more than 7 on team, the team will split \$3500
- Exemplary Clinician Award
- Outstanding Basic Research Paper*
- Outstanding Clinical Research Paper (defined as involving human subjects or human materials)*
- Best Teaching or Clinical Practice Innovations Paper*

*Honorarium for first and senior author if both are faculty, with senior defined as someone being last AND corresponding author.

NOTE: Faculty are eligible to receive more than one award in a single academic year.

INCENTIVE PROGRAMS

There are several mechanisms by which faculty may earn productivity pay, and the details are provided below. Collectively, the productivity pay cannot exceed 20% of salary (or 20% of the

current NIH salary cap if applicable). The mechanisms for determining the productivity pay include the Teaching and Service Incentive Program, the Research Incentive Program and the Self-funded Educational Programs Incentive Program.

TEACHING AND SERVICE INCENTIVE PROGRAM

The purpose of this program is to reward excellence in teaching and service (to the college, university or beyond) and to recognize those who help to shine a bright light on the College of Pharmacy. For **tenure track faculty**, scholarly accomplishments are not considered in selection for this incentive (though someone receiving this incentive is expected to have a solid annual evaluation in research). For **nontenure track faculty**, scholarly contributions are considered. Generally, this incentive award will be made to the top 10-15% of faculty in the areas of teaching and service.

Process for selection for an award in the teaching and service incentive program

- Call for nominations made by the dean's office. Nominations are made to the chair, and can be made by a dean, chair or faculty member. If anyone wishes to nominate a chair, these nominations should be made to the dean's office. Self-nominations are not allowed.
- Chairs will receive nominations, select those they view as most competitive and invite those faculty members to prepare a one-page summary of accomplishments in teaching, service and general citizenship that make them exceptional candidates for this incentive award. The nomination packet will also include their annual report and annual evaluation letter.
- Chairs will receive the one page summary and expand on anything they think is missing and forward to the Executive Committee, who will select the recipients.

Criteria to be considered for selection as a teaching and service incentive winner are provided below. A recipient need not meet all these criteria to be selected but should have more than one and should not have weaknesses in any of their assignment areas.

- Goes above and beyond, steps up when needed
- Good citizen in college
- Bringing positive national spotlight to the college
- Exceptional teaching in the PharmD and/or PhD program
- Strong leadership in course management, team based learning or graduate programs
- Novel and innovative teaching approaches
- Exceptional service to college, university or nation/profession
- Nontenure track faculty only: record of scholarship

Incentive payments will be \$5000 each

RESEARCH INCENTIVE PROGRAM

In order to qualify, faculty must be appointed on > 50% state funding (i.e. research track/soft funding faculty not eligible); have > 30% research assignment, and must not be rated as "not meeting expectations, or unsatisfactory" in any area of assignment. Percent bonus is based on actual salary (in the college of pharmacy) unless salary exceeds the current NIH salary cap in force at the time. If salary exceeds NIH salary cap, then bonuses are based on a percent of the

NIH cap. Total bonus may not exceed 20% of salary (20% of NIH salary cap if above salary cap). For those faculty with dual appointments in the COP and another college, all determinations will be based on their COP salary (i.e. productivity pay based on COP salary, 30% salary recovery of COP salary, etc.).

The program is intended to incentivize, based on the college’s research strategic plan:

- Salary recovery > 30% (30% of NIH cap, if applicable)
- P, U, T awards as PI/MPI
- Project PI on P or U award with > \$250K annual budget
- Competitive individual extramural funding for graduate student (> 50% of stipend) or postdocs
- Large overall research program

Category

| | Percent bonus |
|--|---------------------------|
| <i>Salary recovery (based on NIH cap, if salary above the cap)</i> | |
| 30% or more | 4% |
| 40% or more | 6% |
| 50% or more | 8% |
| 60% or more | 9% |
| 70% or more | 10% |
| <i>PI on U or P grant</i> | 4% |
| <i>Subproject PI on P or U grant</i> | 2% |
| <i>PI on T grant</i> | 5% |
| <i>Graduate student or postdoc competitive extramural funding</i> | 1% per trainee funded |
| Funding must be through <u>individual</u> competitive award, and must provide > 50% of stipend. This does not include appointment of a trainee to a T award or similar group training award. | |
| <i>Overall direct cost funding (as of June 30)*:</i> | |
| <i>In excess of \$600,000 per year</i> | 3% |
| <i>In excess of \$1M per year</i> | 6% |

*Funding cannot be counted by multiple people; funding level based on awards through DSR under investigator name; if multiple investigators, they must agree to the \$ amounts attributed to each person. Exception is P or U awards that have clearly articulated projects (i.e. where NIH lists the project on NIH Reporter). In this case the PI will have the entire award attributed to them and project PIs will have the project budget attributed to them. In order for an award to count, at least 25% of the grant award must remain within UF.

SELF-FUNDED TEACHING/PROGRAM DEVELOPMENT INCENTIVE PROGRAM

The following plan is developed to prevent college employees from being paid from self-funded programs and state appropriations at the same time for the same activity. Such “double-dipping” would put both the employee and the college in violation of state and university regulations. This plan serves to protect the employees and the college from the risk and appearance of non-compliance.

Continuing Education (CE) Programs:

- Payments of \$500 or less to employees for teaching and lectures for courses and conferences are made directly to the individual faculty (not their department) at the end of the semester.
- Work performed is often on weekends or after hours. For work performed during normal business hours:
 - 5 hours or less – work performed totaling five (5) hours or less in any one work week (Friday through Thursday) during normal business hours – it will be expected that the employee will make up the time for their normal job duties after hours (or use the necessary amount of personal leave as needed).
 - More than 5 hours – work performed in excess of five (5) hours in any one work week (Friday through Thursday) during normal business hours – the employee will be required to use personal leave for the time worked on the self-funded engagement, if accepting payment.

Other Self-funded Programs:

One-time / limited appearances

- One-time appearances (lecture, guest participation, conference presentation) of \$500 or less can be paid directly to the individual. Follows the same rules as for CE (above).

More than one-time / limited appearance, but less than 80% effort (i.e., teaching a course)

- Effort for teaching a course will be an effort assignment determined by the Department Chair. Compensation will be in the form of a salary distribution for the agreed upon effort, which will benefit the department through salary recovery.
- The faculty member may be eligible for a self-funded incentive payment after the end of the fiscal year. This will be determined by the Department Chair after considering the faculty's complete salary offset for the year.

Effort 80% or more

Currently includes the Forensics Program. There has to be some incentive to continue to grow programs since this benefits the college and university through overhead, as well as the programs themselves. Those faculty whose salary is fully or mostly supported by self-funded programs will be incentivized based on course credit and student numbers as shown below, to a maximum of 25%/year of their base salary. The compensation cap is to prevent faculty taking on more and more courses to the detriment of the quality of their teaching effort.

For established programs (four or more years of operation), the program must breakeven financially for the fiscal year and can only make incentive payments that will not lead to or create a net loss. Specifically, the program's net revenue must at least exceed the program's total costs for the fiscal year by the amount of incentive payments. If the program does not generate enough funding to cover the full incentive payments, a reduced amount can be paid, provided the program's net financial results for the fiscal year remain breakeven or better.

Incentive payments can be made after each semester, pending financial review and approval that the program is projected to remain breakeven or better for the fiscal year. If that is not the case, payments will be delayed until the program is projected or proven to be breakeven or better for the fiscal year. Operating costs of the program cannot be significantly delayed to simulate stronger financial results.

For newer programs (< four years of operations) are excluded from the breakeven requirement as these programs are still in their startup phase and often seeded with funds from the college. Faculty with 80%+ effort in such programs may earn incentive payments. Determination of incentive payments for this group will be the same as for Program Directors – Faculty (see below).

Incentive payments:

| | Number of students | |
|---------|--------------------|---------------|
| Credits | <30 | 30-100 |
| 1 | \$1000 | \$60/student |
| 2 | \$2000 | \$80/student |
| 3 | \$3000 | \$100/student |
| 4 | \$4000 | \$120/student |

Part-time Faculty (<1.0 FTE):

The Department Chair will determine if any self-funded program effort by a part-time faculty member is either a) part of the assignment of their FTE or b) work performed outside of their assigned FTE.

- a) Follows the plan outlined above.
- b) The work must be performed outside the employee’s normal work schedule. Payment can be made directly to the employee, even if over \$500. Payments can be made at the end of the semester. No effort assignment or personal leave is required.

Program Directors – Faculty:

Similar to course teaching efforts, a Program Director’s effort will be assigned by their Department Chair, in conjunction with the Dean, Associate Dean for Entrepreneurial Programs, and other relevant parties. The predetermined effort (and payroll distribution to the program) will generate salary recovery for the department. The Program Director may be eligible for a self-funded incentive payment after the end of the fiscal year. This will be determined by the Department Chair, Dean, and Associate Dean for Entrepreneurial Programs after considering the faculty’s complete salary offset for the year and the programs performance (growth, income, quality, etc.).

Procedures:

Before starting an engagement with a faculty member, the Program Director or Manager will initiate preparing the college’s Self-funded Programs Activity Form. This is an online form created by COP HR to document the details of the engagement. Once completed by the Program Director/Manager, the form will route to the faculty member and their Department Chair to confirm and agree to the details.

Recurring engagements – if marked on the form as recurring, HR will inquire each semester to confirm the engagement is continuing. If any details (payment amount, effort amount, etc.) of the recurring engagement change, an updated Activity Form will be required.

Summer payroll distributions – due to the timing of the summer semester, payroll distributions might be delayed until the following fiscal year. Potential incentives for that effort would be considered by the Department Chair after the end of fiscal year that includes the distribution.

DISCLAIMER: This incentive program can be suspended at any time by the Dean based on financial exigencies facing the college. Also, any proposed incentive payment must receive final approval from the Senior Vice President of the Health Science Center and the Vice President for Human Resources.

COP-LEVEL AWARDS

NOTE: Faculty are eligible to receive more than one award in a single academic year.

Teacher of the Year Award

Purpose: Recognize the full-time faculty member who demonstrates excellence in teaching and a scholarly approach to their teaching.

Awards: one Award

Deadlines: Student and Faculty Nominations – November 30 each year; Finalist' Portfolio submission – First Friday of January.

Selection Process & Criteria:

Selection Criteria:

- Recognized as an excellent teacher in one or more Doctor of Pharmacy courses by students and faculty members.
- Demonstrates a scholarly approach to their teaching as evidenced by the following components of a teaching portfolio: teaching philosophy, teaching innovations, evidence of course effectiveness, and examples of teaching and assessment.

Process:

- During the November, the Curriculum Chair will seek nominations from the students of each class year and faculty using an electronic survey.
- The Associate Dean for Curricular Affairs and Accreditation and the Curriculum Committee Chair will review and tabulate the student and faculty nominations. Faculty nominations will be weighted double. Individuals with nomination counts of at least five and at least one student nomination will be finalists for the Teacher of the Year Award.
- During early December, finalists will be notified and invited to submit a teaching portfolio. They will be provided the guidelines for the portfolio including the rubric used by the Curriculum Committee to select the Teacher of the Year.

- During the second or third week of January, the Curriculum Committee will evaluate the submitted teaching portfolios and select the Teacher of the Year using the established rubric.
- The awardee is exempt from being eligible for the Teacher of the Year award during the two academic years following receipt of the award.

Recognition:

The awardee will receive a \$3000 honorarium and approximately \$2600 in discretionary spending from the Paul Doering Teaching Excellence Endowment, plus travel support to attend the AACP Annual Meeting. In addition, the awardee will be able to use the title “Paul Doering Teaching Excellence Professor” for the academic year of the award and will be honored as a Teacher of the Year at the AACP Annual Meeting. The awardee will also be recognized with a plaque at a UF ceremony. In addition, the awardee will be recognized during the May graduation ceremony.

Faculty Doctoral Mentoring Award

Purpose: The UF Graduate School's annual Faculty Doctoral Mentoring Award encourages and rewards excellence, innovation and effectiveness in mentoring doctoral students through their final dissertation.

Awards: Five awards at University level. The College can nominate one individual per year.

Deadlines: Nominations due to the College by Oct 17; applications are due to the Graduate School in mid-January.

Selection Process and Criteria:

- The Associate Dean for Research and Graduate education will determine the eligible faculty based on Graduate School rules for the award. The Associate Dean will then seek nominations for the award from current graduate students, graduate alumni, faculty members, graduate coordinators, department chairs, and deans.
- Nominations will include a statement of the faculty contributions to graduate education, and will include notable graduate education accomplishments and mentoring record (# students mentored, # graduated).
- The College nominee will be selected by a committee composed of the Associate Deans for Graduate Education and for Faculty Development and the Dena of the College.
- The College nominee will submit a full packet of required information including 3 letters of support from current or former students, a letter of support from the Chair and the GIMS report for supervisory committee activity. The Dean or Associate Dean will also provide a letter of endorsement for the nominee.
- The awardee is exempt from being eligible for the Faculty Doctoral Mentoring award during the two academic years following receipt of the award.

Recognition:

The College nominee will be recognized as the College of Pharmacy Faculty Doctoral Mentoring Awardee. The College awardee will receive a certificate, and be announced at the annual Faculty Retreat in May.

Those chosen to receive the award at the University level receive from the University an award of \$3000, and an additional \$1000 deposited in the faculty member's department account for use in supporting doctoral education. College of Pharmacy awardees who are recognized at the University level will receive an additional \$2000 deposit from the College, also to be used for support of graduate education. College nominees who do not receive the University level award will receive a \$3000 award from the College.

Exemplary Teacher Award

Purpose: Recognize faculty members who are exemplary in teaching.

Awards: Up to 5 awards per year

Deadlines: Student and Faculty Nominations – November 30 each year; Finalist' Portfolio submission – First Friday of January.

Selection Process & Criteria:

- Recognized as an excellent teacher in one or more Doctor of Pharmacy courses by students and faculty members.
- Demonstrates a thoughtful approach to teaching as evidenced by the following components of a teaching portfolio: teaching philosophy, teaching innovations, evidence of course effectiveness, and examples of teaching and assessment.

Process:

- During the month of November, the Curriculum Chair will seek nominations from the students of each class year and faculty using an electronic survey.
- The Associate Dean for Curricular Affairs and Accreditation and the Curriculum Committee Chair will review and tabulate the student and faculty nominations. Faculty nominations are weighted double. Individuals with nomination counts of at least five and at least one student nomination will be finalists for the Teacher of the Year Award.
- During early December, finalists are notified and invited to submit a teaching portfolio. They are provided the guidelines for the portfolio including the rubric used by the Curriculum Committee to select the Teacher of the Year.
- During the second or third week of January, the Curriculum Committee will evaluate the submitted teaching portfolios. Faculty members who submit a teaching portfolio that exemplifies a thoughtful approach to their teaching and who are not selected as Teacher of the Year will receive the Exemplary Teacher Award.

Recognition:

The awardee will receive a \$500 honorarium and a certificate at the annual faculty retreat each May.

Outstanding Teaching Team Award

Purpose: Recognize the faculty comprising a teaching partnership that exemplify teamwork in developing and delivering application exercises within a course or module. This award recognizes excellence in developing cases/problems that integrate all disciplines that are part of the team and collaboration in both planning and classroom engagement.

Awards: 3 Awards (first year, second year, and third year required courses)

Deadlines: Student and Faculty Nominations – Fourth week of April; 1-page summary by finalist teams – First week of May; Final Selection by second to third week of May.

Criteria:

- The team provided content that was consistent across all lectures given by faculty teaching in the course/module.
- Cases or problems used in the active learning sessions provided application of all disciplines and transcending concepts that were part of the course/module. Year 1 courses and courses 1-2 weeks in length will likely be considered at the course level. For these courses, consideration should be given to the active learning session(s) that engaged most or all course faculty.
- All faculty who are members of the teaching partnership contributed to discussion about the cases/problems.
- The team exemplified the attributes of a collaborative team during the active learning session.

Process:

- During the second week of April, the Associate Dean for Curricular Affairs and Accreditation will first seek nominations from the students of each class year and faculty using an electronic survey.
- The Associate Dean for Curricular Affairs and Accreditation and the Curriculum Committee Chair will review and tabulate the student and/or. Self-nominations are permitted if the individual submitting the nomination is a member of at least two teams.. Only one self-nomination is permitted per team. Faculty nominations except for self-nominations will be weighted double. Teams with nomination counts of at least five and with at least two student nominations will be finalists for the Outstanding Teaching Team Award.
- During the first week of May, finalist teams will submit a 1-page summary highlighting how their team exemplifies the criteria above.
- During the fourth week of April, the Outstanding Teaching Teams will be selected by a faculty committee consisting of past winners of the Outstanding Teaching Team Award. (In the first year, the committee will be comprised of past winners of the Teacher of the Year Award and the Exemplary Teacher Award.) The committee will

be provided access to the Canvas site (course/module site, video lectures, and discussion board) and videos of the active learning sessions.

- The awardees are exempt from being eligible for the Outstanding Teaching Team award during the two academic years following receipt of the award.

Recognition:

Each team member will receive \$500, not to exceed \$2500 for the entire team total. Each team will be listed on a perpetual plaque in the MDL, and receive a certificate at the annual Faculty Retreat in May.

Exemplary Clinician Award

Purpose: This award recognizes a clinical faculty member who demonstrates exceptional clinical skills, as well as individuals who have implemented innovative and collaborative clinical programs and/or is recognized as an outstanding clinical practice role model for 4th year pharmacy students.

Award: There will be one award each year to recognize superior accomplishments among full-time faculty. (≥ 0.5 FTE).

Deadlines:

Nominations due no later than **March 1**.

Completed applications due no later than **April 1**.

Selection process completed no later than **April 15**.

Selection Process and Criteria: The Associate Dean for Clinical and Administrative Affairs will seek nominations from 4th year pharmacy students, clinical faculty members in the Department of Pharmacotherapy and Translational Research (PTR), or by the chair of PTR. Nominees will be contacted and asked to submit the following materials:

-
- Documentation of the development and/or implementation of innovative and collaborative practice models for clinical pharmacists
 - Recognition of outstanding clinical skills delivered as part of a direct patient care practice environment
 - 3 letters of support from 4th year pharmacy students and/or clinical or adjunct clinical faculty
 - Updated biographical sketch
-

Not counting the letters of support, the total application should not exceed 5 single-sided pages.

The recipient of the exemplary clinician award will be selected by a committee of faculty from the PTR department trained clinically but who no longer provide clinical services as part of their faculty responsibilities.

Recent award recipients (within 2 years) are not eligible to apply.

Recognition: The award recipient will be recognized each year at the College of Pharmacy retreat and will receive the following:

- Honorarium of \$500.00
 - Certificate
 - Name added to a perpetual plaque located in the College of Pharmacy
-

Outstanding Publication in Basic Research, Outstanding Publication in Clinical Science Research, and Outstanding Publication in Teaching Innovation & Clinical Practice Innovation

Purpose: Recognize significant faculty research and clinical contributions that have major impacts and/or represent innovations in approach in basic sciences, clinical sciences, and in teaching or clinical practice. One award will be made in each of the three categories. The awards will all be based on publications in the previous calendar year.

Awards: One in each category- basic research, clinical research, and teaching or clinical practice

Deadlines: Nominations due by March 1, packets by April 1, decision by April 15.

Selection Process and Criteria:

The Associate Dean for Research and Graduate education will seek nominations for the “best research papers” from department chairs, and the Associate Dean for Professional Education will seek nomination for “best education papers”. Nominations will be due March 1 of each year. Each department may nominate a total of TWO papers in the research paper categories; this could be two best basic research papers, two best clinical research papers, or one of each. In addition, each department may nominate up to TWO papers in the teaching and clinical practice category. The Chairs will be asked to nominate papers based on these criteria:

- Nominated papers should be ones published in the prior calendar year. E-publication date will be considered the same as publication date.
- For the purposes of this award, the senior (corresponding) author of the publication will be recognized. In cases in which both the first and last author are COP faculty members, both will be awarded if the last author is also the senior (corresponding) author.
- Review will take into account innovation, scientific or clinical significance of the findings, and importance of the approach. Criteria for selection for these awards will include consideration of where the paper was published (i.e. in very high impact journals), or whether the paper was selected as a cover paper or for an editorial highlight by the journal, but will also include whether the study changes fundamental understanding in a field, or is groundbreaking in some aspect.
- Nominations should consist of a copy of the paper along with a narrative describing why this paper is deemed particularly noteworthy and deserving of this award, based on the criteria indicated above.

Both the Best Basic Research paper and the Best Clinical Research paper will be selected by the Research Committee, with any members that are in conflict (i.e. being nominated by their department) replaced by another member of the department to assure equal representation across all disciplines.

The Best Teaching and Clinical Practice paper will be selected by a committee constructed for this review, and will include faculty with clinical and teaching experience who are not nominated; in future years, this committee may be composed of prior award winners.

Recognition:

The honored author(s), as defined above, will each receive an honorarium of \$500 unless there are more than two such authors in which case the authors will split \$1000. Awardees will be announced at the annual faculty retreat, and receive a certificate.

Media Excellence Award

Purpose: Recognize extraordinary faculty accomplishments in the area of communication in the media, beyond the normal scientific or professional publications that brings positive attention to the College.

Award: One award per year to the faculty or faculty team.

Selection Process and Criteria:

The awardee(s) will be selected by the Director of Communications in consultation with the Dean. The criteria for selection for this award are:

- Frequently makes himself or herself available when media interviews are requested
- Participates in media opportunities that lead to widespread national coverage and bring positive exposure to the faculty member's research or practice and the UF College of Pharmacy
- Willingly follows UF Health's media relations recommendations, including a white coat for all on-camera interviews and photos
- Added consideration is given if the faculty member authors an article for The Conversation

Recognition:

The faculty will receive a certificate and will be awarded \$500 in recognition of this accomplishment. In rare circumstances up to 2 people can be recognized if media contributions is a collaborative effort.

Faculty Recognition Award – Outstanding Faculty Member

Purpose: Recognize a faculty member for outstanding teaching, service, and mentorship to 4PD students.

Awards: 1 award voted on by 4PD students

Deadlines: Student Nominations – first week of spring classes (1 paragraph narrative for nomination); online voting form distributed third week of spring 4PD classes with deadline of March 15.

Criteria:

- Nominations narrowed to five faculty based on total number of student nominations and recognition in multiple areas (e.g. teaching, service, mentorship).
- Final selection is based on majority vote by the 4PD class.

Process:

- During the first week of 4PD spring classes, the Assistant Dean for Student Affairs (GNV) and the Student Affairs Coordinators (JAX, ORL) will meet with 4PD students after their first Pharmacotherapy course to announce the award and explain the process. Nominations will be sought from the 4PD students using an electronic survey.
- The Associate Dean for Student Affairs will review the nominations and five finalists will be selected for voting based on total number of student nominations and recognition across a breadth of areas (e.g. teaching, service, mentorship, etc.).
- During the third week of 4PD spring classes, an online survey with the top 5 faculty nominees will be distributed to the 4PD class. Students will be asked to submit their vote by March 15.

Recognition:

A monetary award of \$500 with a commemorative gift will be presented to the faculty member at the Senior BBQ and Awards Ceremony.

Faculty Advisor of the Year

Purpose: Encourage and reward dedication and effectiveness in PharmD student advising.

Awards: 1 award

Deadlines: Student nominations – announced mid-February with deadline of March 1; committee reviews and meets for final selection by April 1.

Criteria:

- Demonstrates an approach to mentoring that is engaging and innovative.
- Effective communication with and responsiveness to students.
- Invested in success of students while at UF and beyond.

Process:

- Nominations will be solicited from PharmD students in all four years.
- The individual must be a faculty member who has been engaged as a faculty advisor for at least the two most recent academic years.
- To nominate, a student must submit up to a 1-page narrative of why they are nominating their faculty advisor and discuss how their advisor meets the criteria above.
- Student nominations will be reviewed by a small committee that includes the Associate Dean for Professional Education, Assistant Dean for Student Affairs, Assistant Dean – Jacksonville campus, Assistant Dean – Orlando campus.
- Recipient of this award would not be eligible to receive the same award within 5 years.

Recognition:

A monetary award of \$500 with a commemorative gift will be presented to the faculty member at the Senior BBQ and Awards Ceremony.

Outstanding Student Organization Advisor

Purpose: Recognize the student organization advisor who has demonstrated outstanding support for and advisement of a student organization in pursuit of its goals.

Awards: one award

Deadlines: Student nominations – announced first week of February with deadline of March 1; committee reviews and meets for final selection by April 1.

Criteria:

- High involvement with their organization
- Promoted leadership development of the organization members
- Fosters teamwork within the organization
- Available to students and serves as a valuable resource for the organization
- Length of service to organization; minimum of two years

Process:

- Nominations will be solicited from College of Pharmacy students who are members of student organizations and faculty.
- To nominate, a student must submit a 1-page narrative of why they are nominating their student organization advisor and should include the following:
 - How the advisor has been an example for other student organization advisors in providing support and advisement for the organization.

- Detailed role of the faculty advisor in your organization, highlighting specific responsibilities or functions that the advisor performs in order to motivate students and foster teamwork.
 - Example of a time or experience in which the advisor has gone “above and beyond” to actively serve the students and the goals of your organization.
- Student nominations will be reviewed by a small committee that includes the Associate Dean for Student Affairs, Assistant Dean for Student Affairs, and two faculty appointed by the Faculty Governance Council.

Recognition:

A monetary award of \$500 with a commemorative plaque will be presented to the faculty member at the Graduation BBQ and Awards Ceremony.

3.6 PROFESSIONAL MEMBERSHIPS

Memberships - The following criteria should be utilized by departments when initiating payments for memberships:

Ensure the purposes, activities, and publications of the organization are consistent with the statutory duties and responsibilities of the organizational unit, officer, or employee requesting the membership, and the services, activities, and publications of the organization provide a direct benefit to the public purpose, work, and objectives of the organizational unit, officer, or employee requesting the membership. Institutional memberships instead of individual memberships should be acquired if offered by the organization.

Departments are not allowed to pay membership dues for maintenance of an individual’s professional or trade status in any association or organization, except in those instances where agency membership is necessary and purchase of an individual membership is more economical.

A payment for a membership for multiple years will be allowed with a justification documenting a cost savings to the University. Lifetime memberships are not allowed.

If late fees or contributions are included in the cost of a membership, they must be deducted from the total cost of the membership before paid. Lobbying fees may be paid only if the fund source is Foundation or Agency.

College of Pharmacy procedures for payment:

Dues and fees attributed from membership into professional organizations/associations may be paid by funds held by UF College of Pharmacy. Various fund types may cover the cost of a staff or faculty-member’s dues (101, 211-IDC, 171-UFF, etc.).

For any membership being paid on IDC funds, the membership justification form will not need to be completed. In the very rare instance, when state funds are requested to be used for paying a membership, the membership justification form will need to be filled out. The use of state funds would need to be approved in advance at the Dean’s level by the College Controller.

3.7 ENDOWED PROFESSORSHIPS

Process for appointment of endowed professorships in the College of Pharmacy

Preamble. One of the greatest honors bestowed on a faculty member is to be awarded an endowed professorship. The College of Pharmacy is fortunate to have several of these available, based on the generous contributions from alumni and friends of the college. In consultation with the executive committee and chairs, the dean will evaluate whether it is in the best interest of the college to hold an endowed professorship as a recruiting tool or to appoint an existing faculty member. In the event there is a decision to use for a recruitment package, the chair will be consulted for their agreement with the dean to offer such. In the event the decision is to consider appointment of an existing faculty member the following procedure will be utilized.

Endowed Professorship Nomination and Review Process

- Executive Committee members and Department Chairs will be invited to make a nomination for an endowed professor position. The terms of the gift agreement/purpose of the chair will be described to them so they know any relevant focus required of the holder of the professorship.
- All nominees will be notified and their approval sought for future consideration.
- At the time of the review process, the Dean will appoint a five member review committee, with the following constitution:
 - At least two full professor members from the tenure and promotion committee. Based on the constitution of the College's tenure and promotion committee, by definition these are individuals who are neither department chairs, nor hold a dean title.
 - At least one discipline expert, preferably a full professor from the department of the endowed professor, or if for some reason this is not possible then a discipline expert from within the college or university community.
 - At least two faculty members who currently hold an endowed professorship.
 - Members of the committee may meet more than one of the above criteria.
- The review committee will review all nominees and rate them as "strongly supported", "acceptable" or "not acceptable" for appointment to an endowed professorship. They may also provide comments to the dean regarding their rating.
- Based on the input from the review committee, the dean will make a decision about appointment to the endowed professorship, which could include not appointing an existing faculty member but rather deferring to use for recruitment.
- On appointment, the recipient will be provided with an appointment letter, stating the start-date and the 5 year term of the appointment.

Approved by COP Executive Committee: 02/10/2016

Process for review of holders of endowed professorships in the College of Pharmacy

Preamble. These are awarded to faculty members based on their excellent performance and scholarly records, but the appointments are not lifetime awards. As such, those appointed to an endowed professorship are expected to continue to perform at the highest levels in order to be reappointed to the professorship. The university requires that endowed professorship appointments are reviewed on a regu-

lar basis (<http://hr.ufl.edu/wp-content/uploads/forms/academic/endowedfaculty.pdf>), and currently, endowed professor holders in the College are appointed to the professorship for a five year, renewable term.

The purpose of this document is to establish a formal process for review and evaluation of endowed professors for consideration for reappointment to this high award.

Endowed Professorship Review Process

- Endowed professors will be appointed in five year terms, and the timing of the five year term will be clearly stated in the letter of appointment.
- Normally, the review process will begin 3-6 months prior to the end of the term.
- The Dean may elect to advance the timing of the review if there are significant concerns regarding the performance of the holder of the endowed professorship. In particular a “needs improvement” evaluation in any assignment category is likely to result in an early review.
- At the time of the review process, the Dean will appoint a five member review committee, with the following constitution:
 - At least two full professor members from the tenure and promotion committee. Based on the constitution of the College’s tenure and promotion committee, by definition these are individuals who are neither department chairs, nor hold a dean title.
 - At least one discipline expert, preferably a full professor from the department of the endowed professor, or if for some reason this is not possible then a discipline expert from within the college or university community.
 - At least two faculty members who currently hold an endowed professorship.
 - Members of the committee may meet more than one of the above criteria.
- The review committee membership will be revealed to the endowed professor and their review will be based on the current *curriculum vitae* of the holder of the professorship, along with the annual evaluation letters from the previous 5 years.
- The review committee recommendations will be advisory to the Dean and the committee will be asked to rank the holder of the endowed professorship as follows:
 - Exceptional contributions since the time of appointment to the professorship. Any intramural or extramural reviewer would be likely to place them in the top 10-20% of their field. Their appointment to the endowed professorship should be continued.
 - The candidate continues to be productive, but current contributions may not place them in the top 10-20% of their field. Continued appointment to the professorship could be considered, but the college may also be better served by appointment of another individual to the professorship.
 - The candidate’s current contributions are not consistent with holding an endowed professorship. Reappointment is not recommended.

- The Dean will receive recommendations from the review committee, will review the candidate's CV and annual evaluation letters and then will make a final determination about reappointment to the professorship.

Approved by COP Executive Committee 12/09/15

3.8 EMERITUS FACULTY APPOINTMENT AND PRIVILEGE POLICY

POLICY

To outline the appointment, privileges, and responsibilities of the College of Pharmacy Emeritus Faculty. Emeritus Status is an honorary title awarded for distinguished service to the academic community at the University of Florida. According to UF regulations 6CI-7.003, Faculty members, academic administrators and such other officers of the University shall be eligible for the title "Emeritus" in connection with their faculty rank when they retire.

ELIGIBILITY

Normally, College of Pharmacy emeritus status is limited to those individuals who:

- Are Tenured or Non-tenured faculty with ten (10) or more years of full-time, professorial service to the College of Pharmacy;
- Hold the rank of full professor upon retirement;
- Have a record of excellence in their field of academic specialization in teaching, research, clinical practice and/or service;
- Have a desire to remain associated with the college and the University.

These eligibility criteria may be waived under unusual and exceptional circumstances.

PROCEDURES AND APPOINTMENT

1. The Emeritus faculty appointment process should be initiated by the Department Chair of the department in which the candidate held his/her full time appointment. Alternatively, the retiring faculty member may submit a written request to the Department Chair requesting consideration of emeritus status.
2. Each nomination of an eligible candidate will require a vote from faculty members at equal rank or above, from the recommending department. Following a favorable faculty vote, the Department Chair should submit an Emeritus request letter addressed to the Dean, noting the vote count and requesting the status of Emeritus be granted to the faculty member. This letter will require review and signature approval from the Dean prior to the submission to the Senior Vice President of Health Affairs (SVPHA).
3. Upon Dean's approval, the Emeritus Request Letter shall then be forwarded to the Senior Vice President of Health Affairs and the University of Florida Provost for final approval.
4. Once approved by the SVPHA and Provost, the Dean shall then write an official appointment letter to the faculty member acknowledging the granting of Emeritus status.

PRIVILEGES

Emeritus Faculty Members receive:

- An appointment letter officially confirming the emeritus status;
- A University of Florida Emeritus Photo I.D;
- Faculty privileges for use of the library and other campus facilities;
- A parking permit, as per Transportation and Parking Services' Emeriti Permit policy;
- Continued access to their university email address;
- Consideration for assignment of office/laboratory space for Emeritus faculty with continued extramural funding.

RESPONSIBILITIES AND CONDITIONS

Members of the College of Pharmacy's Emeritus faculty are subject to the College of Pharmacy's policy on Conflict of Interest and Outside Activities Reporting. Emeritus faculty may access and review these policies at:

https://my.cop.ufl.edu/main/pp-manual/PP_Manual_05-06-11_BETA_v2.pdf, within the College of Pharmacy's Policy and Procedures Manual - section 3; appendix A and section 6.2, respectively. Failure to comply with these policies and violation of any of the following provisions below may lead to the revocation of privileges.

- Emeritus faculty are expected to file a Conflict of Interest form annually in June or as new activities arise. These reports are expected for any activity where an Emeritus Faculty member will use their academic title.
- Emeritus faculty must behave in a professional, responsible, ethical, and lawful manner, and in accordance with the rules and policies of the University of Florida and the College of Pharmacy.
- Emeritus faculty may not use University resources to campaign and/or advocate for personal or political interests or conduct for-profit business activities. Furthermore, all computers, laptops, and other related equipment previously purchased by the University prior to retirement, must be returned to the College's IT department.
- Emeritus faculty may neither purport to represent the University in any matter nor bind the University to any commitment or obligation, contractual or otherwise absent written prior approval from the Dean, Senior Vice President of Health Affairs and/or University of Florida Provost.
- The Emeritus Faculty appointment may be revoked for failure to comply with the responsibilities and conditions mentioned above.

Approved by COP Executive Committee 9/17/2014

3.9 FACULTY LEAVE POLICY

The College follows all policies for faculty leave as outlined in the University of Florida Office of Human Resources website: <http://hr.ufl.edu/benefits/leave/>

Professional Development/Sabbatical Leave: Faculty members are eligible for professional development/sabbatical leave after **six years** of continuous full-time service to the university. Professional development/sabbatical leave provides eligible faculty with the opportunity to take a period of time for professional renewal, planned travel, study, formal education, research, writing, employee development, certification, or other experience of professional value. The College will also entertain “Administrative Leave” for Chairs or Associate Dean’s upon request. Guidelines for Administrative leave will be identical to those of professional development/sabbatical leave outlined below.

Application for professional development /sabbatical leave initially made through the respective faculty member’s chair with concurrence of both the Dean and the Senior Vice President for Health Affairs.

Terms of the leave, established by the Office of the Provost, are as follows:

- While on this leave program, the employee's salary will be one-half pay for the academic year for two semesters, or full-pay for one-semester. A summer session may be requested as one of the terms by 12-month faculty only. The leave may not extend beyond the academic year awarded.
- The employee must return to the University for at least one academic year following participation in the program. Agreements to the contrary must be reduced to writing prior to participation. Return to the University of salary received during the program may be required in those instances where neither of the above is satisfied.
- The employee must, within thirty days upon returning from the program, provide a concise written report of the employee’s accomplishments during the professional leave/sabbatical to the chair, with a copy to the dean and to the Senior Vice-President for Health Affairs. This report must include information regarding the activities undertaken during the professional leave/sabbatical, the results accomplished during the sabbatical as they affect the employee and the university, and research or other scholarly work produced or expected to be produced as a result of the professional leave/sabbatical.
- An employee on a leave program assignment will be evaluated on the leave activities. It is incumbent on the employee to provide a copy of the written report in a timely manner to make such an evaluation possible.
- Contributions normally made by the university to retirement and Social Security programs shall be continued on a basis proportional to the salary received. University contributions normally made to employee insurance programs and any other employee benefit programs shall be continued during the leave program. (It is suggested that employees check with the Fringe Benefits Office to make sure benefits are continued.)
- Eligible employees shall continue to accrue annual and sick leave on a full-time basis during the professional leave/sabbatical.
- While on leave, an employee shall be permitted to receive funds for travel and living expenses, and other leave-related expenses, from university sources as well as sources other than the university, such as fellowships, grants-in-aid, and contracts and grants, to assist in accomplishing the purposes of the leave. Further, travel and living expenses shall be allowable to the limit identified by the agency/institution that funded the travel. Receipt of funds for such purposes

shall not result in reduction of the employee's university salary. If financial assistance is received in the form of salary, the University salary shall normally be reduced by the amount necessary to bring the total income of the leave period to a level comparable to the employee's current year salary rate. Employment unrelated to the purpose of the leave is governed by [6C1-1.011, F.A.C.](#)

Vacation, Sick, Holiday & Personal, FMLA, Domestic Violence and Other Leave: The College follows all policies for faculty leave as outlined in the University of Florida, Office of Human Resources respective websites as follows:

- [Vacation](#)
- [Sick](#)
- [Holiday & Personal](#)
- [Family and Medical](#)
- [Domestic Violence](#)

Review the UFHR Leave Administration pages at <http://www.hr.ufl.edu/leave/default.asp> for information on other types of leave.

3.10 SPACE POLICY – Classroom, Office, Research and Support

Purpose: In order to more effectively manage space utilization within the College of Pharmacy with respect to departmental/center and faculty needs related to office, office support, classroom (lecture and laboratory), conference, research (basic and clinical) and research support space, the college has implemented a new space policy that supersedes all former policies both written and unwritten within the college.

College Space: College office, laboratory, conference, classroom and support (office and research) space is allocated to the college by the Vice President for Health Affairs. College space allocation is determined primarily based on overall research, teaching and service needs of the college and is negotiated with the Dean or designee(s) on an annual basis. The primary benchmark for research space within the HSC is extramural dollars brought in by individual units.

Departmental Space: Departmental office, laboratory, conference and support (office and research) space will be negotiated between the respective departmental chair and dean or their designee(s) and will be based on faculty and staff density as well as graduate and research activity within a given department. To the extent possible, all departmental space will be provided in an uninterrupted, proximal nature to maximize continuity. A formal review of departmental space (current and future) will be done annually with the dean's review of the departmental chair.

University Center Space: The College of Pharmacy has established that all university centers will be housed within a given department within the college and will not be considered separate units within the college. All university center (research, teaching or service) office, laboratory, conference and support (office and research) space will be negotiated by a given director with the appropriate departmental chair and dean or their designee(s). Space allocation will be based on faculty and staff density as well as graduate and research activity. To the extent possible, center space will be provided in an uninterrupted, proximal nature to maximize continuity. Although center activity will be reviewed on an annual basis, a formal review of center space (current and future) will be conducted every 5 years to conform with both state and university guidelines.

Faculty Space: The college's policy is that space, be it office, support, classroom, conference or research is subject to the productivity of the faculty member and is not an entitlement to an individual faculty member. Every faculty member will be allocated sufficient office space, be it private or shared, to complete their professional duties related to teaching, research and service. Further, this office space will be located, to the extent possible, close to the departmental office(s) in which their appointment(s) resides. This location of a given faculty member's office will be at the discretion of the departmental chair in consultation with the dean or their designee(s).

Shared support, classroom (both lecture and laboratory) and conference space will be available to all faculty members in the college.

Functional research space is an exceptionally valued commodity within the College of Pharmacy, the Health Science Center and University. Thus, research space will be allocated and utilized to the maximal benefit of the College at all times and will be based on the following criteria for any given research program.

The principal criterion/benchmark upon which research space will be based is extramural dollars garnered to support a given faculty members research program. Consideration will also be addressed based on the specific type of research a faculty member conducts (bench or wet lab versus desk or dry lab). The range of annual funding (dollars/sq. ft.)* that is expected by individual COP faculty members is:

- \$150-\$450/sq. ft. (**\$300 average benchmark**) for bench or wet lab type research.
- \$300-\$700/sq. ft. (**\$500 average benchmark**) for desk or dry lab type research.

The lower value of the range will be used to reduce individual research space if all other research productivity measures (see below) are also found unsatisfactory following review by the respective faculty member's chair in consultation with the dean or their designee(s).

The upper value of the range will be used to negotiate for additional space if all other research productivity measures (see below) are found satisfactory following review by the respective faculty member's chair in consultation with the dean or their designee(s).

Extramural dollars brought into a given research program will not be the only criterion or benchmark used to evaluate a given faculty member's productivity. The following additional criteria or benchmarks will also be used to evaluate a given faculty member to support their continued space allocation:

- Peer-reviewed publications, presentations, and any associated intellectual property activity.
- Number and type of personnel directly associated with the faculty member's program.
- Support services necessary to complete research activities.
- Special equipment needed to complete program (mass spectrometers, NMR).
- Special procedure rooms (surgery, tissue culture, radioactive, temperature, and dark).
- Clinical and animal housing/testing rooms.
- Source of funding and role (e.g. PI, Co-PI, Investigator or Consultant) an individual faculty member plays on grants/contracts.

These additional criteria will be useful for evaluation of given faculty member in the event that they fall below the average \$\$\$/sq ft but do remain within the range for their respective type (wet lab versus dry lab).

All research space will be allocated based on the above-mentioned criteria and on a rolling three year average of activity of a given faculty member within the College of Pharmacy. Individual research space will be determined in consultation with a faculty member's departmental chair. To assure that individual faculty members are apprised of the status of their research space allocation, a statement to this effect should be included in the chair's annual evaluation letter. Final authorization of research space will reside with the dean or their designee(s).

Sufficient functional research space is an important determinant for all new faculty members within the college. Thus, initial (start-up) research space will be determined by the new faculty member and their chair, in consultation with the dean or their designee(s), and will be commensurate with the new faculty member's needs.

Overall current/critical needs for research space within the college will be the primary benchmark for the determination of reallocation of research space. The respective department chair will be consulted at all times through the reallocation process.

* research (wet and dry) funding mean values for FY 2003-2004 were established by determination of the average of the 1, 3 and 5 year averages in extramural support/individual laboratory space in sq ft for the most active researchers in the COP. The range for wet lab research was established by removal of "extreme" numbers (both lower and upper) from the active researchers and then rounding the numbers accordingly. The range for dry lab research was established empirically based on the overall mean funding level.

Developed and Approved by Space Committee - 11 /17/03
Approved by College Faculty - 04/01/04

Approved by Executive Council - 02/12/04

3.11 CONFLICTS OF INTEREST INVOLVING THE INDUSTRY

While the interaction with Industry can be beneficial, Industry influence can also result in unacceptable conflicts of interest that may lead to increased costs of healthcare, compromise of patient safety, result in negative socialization of students and trainees, bias of research results, and diminished confidence and respect among patients, the general public and regulatory officials. Because provision of financial support of gifts, even in modest amounts, can exert a subtle but measurable impact on recipients' behavior, the UFCOP has adopted a policy to govern the interactions between Industry and UFCOP personnel (see Appendix A).

3.12 POSTDOCTORAL APPOINTMENTS

Summary: These guidelines are being provided to clarify university and college policy regarding the appointment of Postdoctoral Associates as it relates to their ability to receive health insurance benefits.

Postdoctoral Associates are appointed as OPS (temporary employment), with "limited benefits" they are eligible to sign up for health, or other available insurance plans. Post Doc Associates are eligible for Post Doc Leave, which is accrued at 5 hours per pay period up to 352 hours per year to use for vacation, sickness, or injury. They are also eligible for the four December Leave Personal Days as well as all holidays with pay. Postdoctoral associate appointments can only be for up to 4 years and are not eligible for H1-B sponsorships.

For a full explanation of the benefits and associated fringe costs for postdoctoral associates, visit the Office of Human Resource Services website at: <http://hr.ufl.edu/benefits-rewards/my-benefits/explore/eligibility/postdocs/> and <http://postdoc.aa.ufl.edu/for-pis/postdoctoral-associates-appointments-policy/>.

SECTION 4

STAFF

4.1 GENERAL GUIDELINES

Mission: Administrative and Financial Affairs provides support services to the College in order to facilitate the academic, service, and research mission of the organization. Its clients are the faculty, university staff, students, visitors and friends of the College. Therefore, it is the mission of Administrative and Financial Affairs to provide quality support services and a safe and secure environment in a responsible and accountable manner.

Responsibility: The staff of the College of Pharmacy (USPS, TEAMS) falls under the jurisdiction and supervision of the Executive Director for Administration and Finance. As Chief of Staff, the Executive Director administers the rules and procedures of the University through this staff, and provides for supervision of the staff through delegation of responsibility to units of the college. Collective accountability of the college to the Administration of the University, is a function of the effectiveness, efficiency, and knowledge of the staff, and the application of those skills to the tasks of the college. This process is accomplished through the following:

- Providing departmental orientation, on-the-job training, counseling, and guidance to departmental and office employees.
- Fostering effective communications and positive working relationships among departmental and office employees.
- Ensuring that appropriate administrative, financial, and personnel rules, regulations, and procedures are communicated to and observed by departmental and office employees.
- Communicating personnel-related problems and work performance deficiencies to the appropriate Employee Relations manager.
- Assisting Employee Relations and Development with the investigation of personnel-related problems and concerns.
- Issuing appropriate administrative actions as necessary.
- Submitting accurate and timely responses to requests for action or information by university staff.

4.2 ORGANIZATIONAL STRUCTURE

The College allocates staff positions to the departments on the basis of workload and support issues determined by the Chief of Staff. Each department has been allocated one support staff position. Offices are staffed at varying levels depending on the mission and needs of each unit. The College devotes more resources to the maintenance and processing of student needs, because it assigns a high priority to these needs. Staff offices are outlined below with each being under the direction of varying leadership:

STAFF OFFICES:

- Office of the Dean
- Office of Professional Education which encompasses Curricular Affairs, Student Affairs, and the Office of Experiential Programs in Gainesville, Jacksonville, and Orlando
- Office of Administrative and Financial Affairs

- Shared Services Center which encompasses Research Management, Human Resources, Fiscal, and Logistics Operations.
- Office of Information Technology

Office of Entrepreneurial Programs

- Office of Alumni and Development
- Office of Marketing and Communications
- Office of Event Planning
- Office of IRB and Regulatory Compliance
- Office of Graduate Programs
- Office of Video Capture
- Office of Continuing Education

DEPARTMENTAL STAFF:

- Department of Medicinal Chemistry
- Department of Pharmaceutical Outcomes and Policy
- Department of Pharmaceutics
- Department of Pharmacodynamics
- Department of Pharmacotherapy and Translational Research:

The College includes a Staff Council, which is comprised of staff representing many of the units within the college, including units within the dean's office, the shared service center and the academic units. In general, the Staff Council brings policy and procedure recommendation to the Executive Director for Administration & Finance and based on discussions and interactions between the Staff Council and the Administration, the policies and procedures may be put into practice. Specific duties for the Staff Council include the following:

1. To promote a positive and supportive working environment
2. To provide a forum for on-going dialogue among staff and between staff, faculty and administration
3. To provide a forum for communication of interests, concerns, and issues that affect staff, including an annual outlet to survey and determine staff employment satisfaction and feedback in conjunction with the strategic plan
4. To promote programs that will enhance well-being and encourage the professional development of staff
5. To promote leadership and advancement opportunities for staff
6. To advise and make recommendations on existing and proposed policies and procedures of the UF COP that impact staff

4.3 STAFF PERFORMANCE APPRAISALS

The University of Florida requires that all TEAMS and USPS employees be evaluated on an annual basis by their direct supervisor. The College of Pharmacy recognizes that these evaluations, when carefully completed as an honest assessment of the employee's performance, provide a useful tool for professional development and growth. The direct supervisor of record (as identified on the

employee's position description) is expected to fully utilize this tool by writing an individualized, detailed evaluation and discussing it with the employee.

The college follows the University of Florida's guidelines on staff evaluations which can be found at www.hr.ufl.edu/emp_relations/performance/default.asp.

The appraisal period for all University of Florida TEAMS and USPS employees is March 1st – February 28th. The appraisal must be discussed with the employee, signed and dated by the following March 31st. Non-exempt TEAMS and all USPS employees are evaluated using the UF Appraisal Form available at the link above. NOTE: Exempt TEAMS employees are evaluated using a narrative (letter) format written by their supervisor of record, and do not include a numerical rating score.

In order to develop a consistent standard for the evaluation process throughout all departments and divisions within the college, the following additional procedures have been established:

- Evaluations are completed in order to address specific performance issues, and also to develop a consistent basis for expectations of staff within the department. Ratings on the highest and lowest ends of the spectrum should be carefully considered and always supported by concrete examples of either the individual's deficiencies (for ratings of "1 - below performance standards") or their strengths (for rating of "5 - exceeds performance standards"). Vague blanket statements from the supervisor such as "needs work" or "excellent" without providing any specific examples do not provide adequate feedback to the employee; nor do they justify the rating given. In order to properly document an individual's performance, it is expected that specific comments about his/her work be cited in each assessment category for every rating score. Comments can address examples of specific situations, and/or cite patterns of behavior that support the score given.
- The University's Office for Employee Relations requires that they be contacted prior to assigning a summary rating of "Minimally Achieves" or "Below Performance Standards" to any evaluated employee. This notification should be routed through the college's Office for Administrative and Financial Affairs. NOTE: it is not necessary to contact Employee Relations if the employee is assessed a Minimal or Below rating in any one assessment category, as long as the summary score is at the "Achieves" level or higher.
- Please remember that absences that have been documented as falling within the provisions of the Family Medical Leave Act (FMLA) cannot be considered when assessing the employee's "Attendance/Reliability" rating, or any other part of the evaluation.
- In order to confirm that all evaluations are submitted to the university's Office of Human Resources by the proper deadline, the College of Pharmacy requires that the completed and signed evaluations be routed through the Shared Services Center Human Resources team AT LEAST one week prior to the university deadline. Please submit all evaluations to the Human Resources Office via the East Campus Office Building courier box located in the Dean's Office, HPNP Rm. 4334. This routing will also ensure that a copy of the evaluation will be placed in the employee's college personnel file.

In certain cases, a staff member within a specific unit may report to a direct supervisor who is housed in a centralized area of the college. Evaluations of these staff members are to be handled in the following manner:

1. The direct supervisor of record will request the staff member to complete the evaluation's self-assessment within a stated deadline.
2. Once the completed self-assessment has been returned, the direct supervisor will forward the evaluation to the staff member's Chair/daily report, and ask him/her to prepare comments and scores for the six performance categories listed in Part B, "Supervisor's Assessment" section of the evaluation, as well as goals for the next appraisal period. The direct supervisor will also perform the same exercise.
3. The Chair/daily report and the direct supervisor will then meet in order to blend their separate review points in to one cohesive evaluation. All of the listed performance factors should be considered and weighted in order to decide the appropriate score for each category. The full content of the evaluation, including the overall rating score, is the final responsibility of the direct supervisor of record. In the case of a disagreement that significantly affects the employee's evaluation, the college's Chief of Staff should be contacted.
4. The direct supervisor will then complete the final evaluation and present it to the employee (The Chair/daily report may also attend, if he/she wishes).

Mid-Year Formative Evaluations: The college recommends that, as a best practice, supervisors conduct a mid-year (preferably in September) formative evaluation with each employee on an informal basis. The purpose of this review is to provide an overview of the employee's progress, including a detailed assessment of strengths, as well as opportunities for improvement. An action plan can be devised at this time in order for goals to be met before the end of the official appraisal period. This formative mid-year review will remain in the department, and will serve to allow for more meaningful formal appraisals, as well as to provide more consistent feedback to the employee.

Probationary Evaluations: The University of Florida also requires evaluations be completed by the direct supervisor immediately following an employee's first six months of service in a TEAMS position. The College of Pharmacy guidelines for annual appraisals apply to these evaluations as well. An annual evaluation is not required for an employee still within his/her probationary period, or if the probationary evaluation was completed during the current year. If the probationary evaluation was completed any time within the previous year (up to Dec. 31st), then an annual evaluation must be completed for the current year.

4.4 COLLEGE POLICIES APPLICABLE TO STAFF

Flex Time for USPS and TEAMS positions within the College:

Purpose: To define and provide guidelines for the acceptable use of variable working hours, and define timeframes and procedures for the adoption of variance of working hours within the College.

Policy: All staff positions (USPS and TEAMS) within the College are eligible for flextime.

A Department or Office, when adopting a Flextime Plan, must adopt a policy that follows the 9 to 4 Rule. This rule establishes that no employee may begin work after 9 AM nor leave work any earlier than 4 PM. Each employee must also work not less than 8 hours each day, on any day that

they are participating in Flextime. Employees may combine leave approved by their supervisor in advance, with hours worked to meet the demands of the 8-hour work rule.

Each Department or Office of the College may set specific utilization of flextime for its employees, within the overall context of this rule, as best suits the demands for utilization of resources for the Department/Office. Each Department/Office may determine whether flextime will be used within that organizational unit separately from other sub-units, with the concurrence of the Chair or Director of the Unit. Each sub-unit having a different plan must follow the rules for adoption of a separate Flextime Plan.

Each specific plan adopted for each Department/Office must be approved by the Chief of Staff, before it may be implemented within the Unit. The Chief of Staff will be the final arbitrator as to the acceptability with the overall needs of the College of Pharmacy of any adopted plan. Employees of each unit where flextime will be implemented will be given no less than 14 days' notice that the plan will become effective by a certain date. Approved Flextime Plans may be revoked by directive of the Chief of Staff with 7 days' notice to the affected employees.

Procedure: Each unit must determine whether to implement a Flextime Plan. This may be done by the unit supervisor in conjunction with affected employees' input. If the unit does not wish to implement a Flextime Plan, then a memo from the unit supervisor signed by the supervisor and the unit's Chair or Director should be prepared and submitted to the Chief of Staff indicating that this is the adopted policy of the unit. If the unit wishes to adopt a Flextime Plan for the unit or sub-units of each organization then that plan must follow the procedures outlined here. Each plan must list the employees that the plan will affect within the unit or sub-unit, and the timeframe being adopted for each employee. As employees change or are hired, the plan must be modified to include the new information for each employee. Such changes may be done by memo to the Chief of Staff, indicating the change and the affected employee(s). Each organizational unit must adopt a policy, or indicate no adoption of a policy, within one month of the date of promulgation of this Rule.

Each unit Director or Chair will approve or reject the adopted plan. The unit Director or Chair will be solely responsible for the decision as to whether the plan is adopted for that unit or sub-unit. If the Director or Chair rejects the plan, he/she should indicate this by writing "REJECTED" and signing their name and date. If this is the final outcome of the process then the supervisor should follow the procedure outlined in (1) above to notify the Chief of Staff of this outcome. If the unit Director or Chair approves the plan, then they will indicate this approval by signing their name and the date and forwarding the plan to the Chief of Staff for final review and approval or denial.

The Chief of Staff will review and approve or reject the Plan. This approval will be signified by writing "APPROVED" on the Plan, and signing his/her name and date. If the Plan is rejected, then the Plan will be returned to the Director/Chair of the unit, with a memo as to what needs to be changed in order to make the plan acceptable.

If approved, the employees of the unit will be notified of the implementation date. This date may take effect no earlier than 14 days after notification. Notification may be general announcement to the unit, either through voice or electronic means. The unit supervisor should make note of the date of the general announcement to the staff and the effective date, and forward a copy of the Flextime Plan with this documentation to the Chief of Staff for proper placement of the policy in the Rules of the College. Each affected employee will have a copy of the policy placed in their personnel file to document the applicability to them and to substantiate notification for the record.

Units affected by this policy. The following units are affected by this policy and will be required to adopt or state that they are not adopting a Flextime Plan for their organization:

- Office of the Dean
- Office of Administrative and Financial Affairs
- Office of Development and Alumni Affairs
- Office of Research and Graduate Education
- Office of Student Affairs
- Department of Medicinal Chemistry
- Department of Pharmaceutical Outcomes and Policy
- Department of Pharmaceutics
- Department of Pharmacodynamics
- Department of Pharmacotherapy and Translational Research
- Center for Natural Products, and Drug Discovery and Development
- Center for Pharmacogenomics

SECTION 5

5.1 COLLEGE POLICIES APPLICABLE TO STUDENTS

Guidelines for College of Pharmacy Student Organizations To Request Dean's

Matching Funds: A number of College of Pharmacy student organizations are eligible to receive matching funds from the Dean. These funds are intended to be used to cover travel expenses for students to attend professional conferences and meetings that support the development of the organization and its members, as well as to enhance the educational mission of the college. Specific procedures for requesting funds are located in the [Student/Faculty Handbook](#).

Student Computer Policy: All entering and returning PharmD students must have a computer meeting minimum UF and COP requirements. These requirements can be located at <http://it.pharmacy.ufl.edu/student/requirements/>

The College will transmit materials to the student in a format that can be processed by the minimum required software. The student must transmit materials to the College in a format that can be processed by the minimum required software.

Internet access and an e-mail address are requirements. All admitted College of Pharmacy students are required to create and use a Gatorlink email address as soon as possible for all college-related activity. This Gatorlink email address must not be forwarded to another email provider.

Conflicts of Interest Policy Involving the Industry: While the interaction with Industry can be beneficial, Industry influence can also result in unacceptable conflicts of interest that may lead to increased costs of healthcare, compromise of patient safety, result in negative socialization of students and trainees, bias of research results, and diminished confidence and respect among patients, the general public and regulatory officials. Because provision of financial support of gifts, even in modest amounts, can exert a subtle but measurable impact on recipients' behavior, the UFCOP has adopted the following policy to govern the interactions between Industry and UFCOP personnel (see Appendix A).

Special Note for WPPD Students: Students enrolled in the Working Professional PharmD (WPPD) program are not required to purchase or use a portable computer. A desktop computer may be used for this program. WPPD students may find a portable (laptop or notebook) computer with a wireless network card helpful for on-campus orientations. However, it is not required.

More detailed information regarding the above requirements may be found on the college's website at <http://admissions.pharmacy.ufl.edu/entering-students/policies/>

SECTION 6

OPERATIONAL POLICIES FOR COLLEGE PERSONNEL

6.1 TRAVEL POLICY

Purpose: In order to more effectively manage university travel expenditures, improve the quality of travel services provided to the university by independent agencies and obtain travel management reports that will assist in the accomplishment of these goals, a University travel policy has been implemented. The complete online policy, procedure and forms can be found by going to <https://my.cop.ufl.edu/>, then clicking on the Forms tab.

Through a competitive process, the University has designated specified travel agencies as the *preferred* agencies of the university. Should the services of a travel agency be needed, University policy requires the use of a *preferred* agency when the employee is based in Alachua County, and the travel is paid for by funds under the control of the university. This policy applies to travel expenditures paid by an employee to a travel agency for which university reimbursement will be requested. *Preferred* agencies will be the only agencies provided with the University's travel ghost card account numbers. This information allows the preferred agency to bill travel services directly to the university's credit card account. Employees based outside of Alachua County may use a *preferred* agency if they so desire.

Policy: The University will not make payment to any travel agency that has not received the preferred designation, or reimburse an employee for payment to an agency which is not preferred, unless the purchase qualifies under the following exceptions:

- Travel programs that result in lower fares than the routine, published fares. Such programs may include, but are not limited to, network fares and senior-citizen fares offered directly by airlines, consolidator fares and other similar offerings.
- Travel paid with funds controlled by a granting agency where use of a specified travel agency is mandated by the grantor.
- Travel paid from funds not under the direct control of the university, such as the University of Florida Foundation.
- Travel fares included in the price of a conference or seminar that result in lower fares than the routine published fares for identical travel.
- Travel packages and tours arranged by the university that require specialized assistance or services not obtainable through a preferred agency.
- Special circumstances as approved by the Vice President of Administrative Affairs.

Documentation of the circumstances surrounding an exception to the travel policy must be provided in sufficient detail to permit an administrative review of the reasons why an agency not designated as preferred was utilized. If there are any doubts as to whether travel qualifies for an exception to the university policy, it is recommended that you contact the College of Pharmacy Office for Financial Affairs prior to committing funds for this purpose.

Administrators may designate a specific preferred agency for use by the employees of their administrative unit. By so doing, the unit may receive better service and will have available from a sole source a comprehensive report of the unit's travel expenditures. Selection of a preferred agency for travel purposes must be based on non-financial considerations. University employees

may not accept financial inducements or gifts from agencies seeking their business, nor can a different pricing structure than the one included in the university contract with the preferred agencies be negotiated.

There are a number of issues regarding travel that require close examination and certification before university-sponsored trips can be authorized. The issues involved are multifaceted, with various types of approval needed, depending on your plans/destinations. To help simplify this process, the college has prepared these two web-based approval request forms that must be submitted in order to seek approval for 1) domestic travel paid with State funds, and 2) all international travel, regardless of fund source used. **Please be aware that**, although it is acceptable to request assistance from office staff in the processing of this form, **the ultimate responsibility for submitting the request in an accurate and timely fashion rests solely with the traveler.**

Approval for Domestic (Out of State Only) Travel Paid by State Funds: All domestic (out-of-state only) travel paid from state funds must be pre-approved by the Dean's Office. This college requirement has been in effect for some time, and its need was further reinforced by the SVPHA's 6/24/09 directive to restrict all state-funded travel only to activities critical to the university's mission. To submit your request, click on the "Domestic Travel Request Form" option, complete all the information fields, and then hit the "Submit" button at the bottom of the page. Upon submission, the form will be automatically routed to COP Administrative Services for review and response. You will be required to provide information on the purpose/benefit of the travel and its estimated cost. Please be sure to obtain this approval **before** committing any state funds on transportation, registration, or any other travel-related expenses. The above college approval must be secured **before** the related PeopleSoft travel authorization is input and approved.

Approval for All Foreign Travel: All foreign travel, **regardless of the fund source used**, must be pre-approved by the Fiscal Office. To submit your request, click on the "Foreign Travel Request Form" option, complete all of the information fields, and hit the "Submit" button so that this form may be automatically forwarded for review and response. The foreign travel request form will address these additional issues:

- **Use of UF Decaled Property:** The university's Asset Management Division requires that a written approval request be submitted to them before any UF decaled property is taken or shipped out of the country, as all such incidents are considered exports, and must therefore have the proper controls reviewed. A very common (though not the only) situation that falls under this rule is use of a decaled laptop during foreign travel. If you are planning to take a decaled laptop during any international travel, this approval must be sought through the college's administrative office as soon as possible via this approval form, who will then submit the request to Asset Management. A denial may be received based on the need for an export license to take the equipment to a specific country; in this case, further instruction will then be provided so that this license may be obtained. Please be aware that if it is required, an export license can take a number of months to secure, so it is advisable to submit these requests as soon as possible. In order to submit the request, you will need to provide the decal number of the item(s) being taken, each country traveling (or shipping item) to (with specific dates of travel for each country), and a general purpose statement for taking/shipping the item(s). When approval is received, it will be sent to you, as the traveler should always keep this approval and a copy of the "at-home" letter with the item during the travel.
1. Please note that the taking of technical/restricted data or research results generated from restricted projects out of the country also requires a license. The Asset Management and Dean's Office travel approvals do not cover the content within the laptop; if a traveler

needs to take such restricted data, (s)he is responsible for contacting DSR directly at 392-3516 to secure the necessary license. Taking applicable restricted data outside of the U.S. without a license can result in criminal and/or civil penalties and fines.

2. ECCN numbers for laptops: The laptop's ECCN (Export Control Classification Number) should be affixed to every computer taken out of the country, even if it is a mini-laptop (cost under \$1,000) that does not fall under the decaled property approval provisions described above. This number is assigned to specific makes and models of computers, and can be obtained from the manufacturer (if not already known from the original purchase information). Please contact COP Administrative Services staff at 273-6294 for assistance with this if needed.
 3. Use of UF property during personal international travel: Please keep in mind that you must submit a travel request approval form for personal/vacation/non-UF funded international travel if you will be taking any UF-decaled property, such a laptop, along with you. Non-decaled laptops must also have the ECCN affixed to it, as described in item b above.
- **Emergency Assistance Insurance Requirement:** The University has established a group policy with MEDEX Emergency Assistance Insurance which covers all faculty, staff and students* traveling outside the United States on official university business. This coverage provides emergency medical evacuation and repatriation services. Coverage under the UF blanket policy is free, but each traveler must register each travel event separately to qualify for the coverage. Registration is accessed through the UF International Center (UFIC) website at: www.ufic.ufl.edu/travelregistration.html . This registration also allows UFIC to track travelers and contact them in the event of an emergency situation abroad. Proof of registration must be attached to the College of Pharmacy Foreign Travel Request form via the pdf copy of the verification card that is received during the registration process on the UFIC website.

Any costs incurred by the university to provide emergency assistance to its members that are not covered by the MEDEX policy will be forwarded to the department for payment, and these costs can easily reach many thousands of dollars. Therefore, it is imperative that the traveler register his/her trip to ensure coverage. Keep in mind that each member of a travel group MUST register as an individual – group registrations are not permitted. The system does not allow MEDEX registration to be performed on behalf of another; therefore, all travelers must access the UFIC website noted above and input their registration(s) directly.

*This UFIC registration procedure does not apply to students traveling on university-level sponsored, exchange or non-UF study abroad programs.

6.2 POLICIES FOR OUTSIDE ACTIVITIES OF COLLEGE PERSONNEL

- The College encourages their employees to engage in outside employment or other activities as this activity results in the dissemination of new information and expertise of University personnel as well as an avenue to advance the professional competence and reputation of its personnel. College personnel may be involved in outside employment in which they may or may not have a financial interest as long as the defined activities follow conditions set forth in rule 6C1-1.011 FAC:

As outside activities can potentially place the employee in conflict with the University, it is required that all COP employees wishing to engage in outside activities consult with their immediate supervisor, department chair or college administrator prior to engaging in each outside activity. Annually each faculty member will report on the status of their outside activity by agreeing to the following statements: (1) I have disclosed all current outside activities/financial interests or do not currently have any outside activities/financial interests requiring disclosure and (2) should there be activities/financial interests that require disclosure during the upcoming academic year, I will disclose them. The disclosure of outside activities and financial interests form is located at <https://cop-facdev.sites.medinfo.ufl.edu/files/2015/09/Disclosure-of-Outside-Activities-and-Financial-Interests-Form.pdf>

COP personnel are also strongly encouraged to visit the University of Florida Division of Sponsored Research website to gain further insight on institutional policies related to, and definitions of outside activities

(<http://research.ufl.edu/faculty-and-staff/research-compliance/conflict-of-interest-and-outside-activities.html>) Most UF outside activities, conflict of interest, and all other related forms can be found at: <http://generalcounsel.ufl.edu/media/generalcounselufledu/documents/COI.pdf>.

The college also recognizes that, as part of the Health Science Center (HSC) their faculty may, from time-to-time, be asked to be an expert witness in health-related liability or malpractice cases. As these activities can put a given faculty member into a clear conflict with the University, faculty members are required to consult with their immediate supervisor, chair or college administrator before any activity is undertaken. All expert witness activity must be reviewed and approved by the Dean and the HSC Self-Insurance Trust Office before any activity is undertaken. Specific guidelines for HSC expert witness activity must be strictly followed and can be found at https://cop-facdev.sites.medinfo.ufl.edu/files/2016/04/Litigation_Expert_Witness_Report_Form-rs.pdf

- Although there are no written guidelines as to the maximum amount of outside activities an individual employee may engage in while maintaining full employment within the University, the college embraces the opinion that, in general, outside activities should not exceed more than 1 day a week or 52 days in a calendar year. Furthermore participation in any of these outside activities can not conflict with an individual's University duties, responsibilities or obligations, and must be such that they do not harm the institutional prestige of the University or College.
- The College expects that every full-time faculty member will, as part of their institutional duties, engage in peer-review activities at federal granting agencies (e.g. NIH, NSF, NASA, USDA, VA, DOD, etc.), or foundations/societies (AHA, ACS, AKA, AAPS, AACP, etc.). Faculty should also participate in invited presentations to local, national or international professional meetings/conferences and, from time to time give invited talks independent of any consulting activity to private corporations. In most instances (e.g. non-compensated activities, or expenses being reimbursed without a significant honoraria) the college views these activities as those in which individuals are acting as an agent of the University of Florida, in furtherance of the goals of the University. Therefore, outside activity forms and approval are not necessary.

- If an individual is to receive compensation of more than \$250/day, an outside activity form is required to be filed. Rules for compensation within the college again will follow rules set forth in 6C1-1.011 FAC, as above. Honoraria or any other compensation that exceeds travel or business expenses of \$250/day is required to be reported to the Dean of the College.
- To ensure compliance with expected duties of college personnel in section 5 above, it is recommended that all annual evaluative and appointment letters from departmental chairs/immediate supervisors include the paragraph below or a variation thereof:

“As part of your professional obligations to the college and university, you will be expected to participate whenever possible in peer-review activities at granting agencies as well as present your work at local, national or international professional meetings/conferences that you see fit.

6.3 MAIL AND SHIPPING POLICY

Each college department is responsible for handling the mail and shipping for their respective unit, as specified below:

- Each department should send a staff member to Health Center Receiving on a daily basis to check for (and pick up) any packages. If a department is having staffing problems and cannot make it there, Receiving must be called and informed of the situation.
- If Receiving is not informed of any issues, all packages must be removed **within 48 hours**; otherwise, they will be returned to sender.
- Please follow the following procedures in order to check out your packages from Receiving: locate the shipping manifest for the college which is kept with the boxes; find your package(s) on this list and sign for them legibly (it has also been requested by the receiving department that you print your names for easy recognition); make a copy of the form for your records.
- If needed, each department may use the receiving area’s carts/hand trucks in order to transport their packages to their area; however, any such equipment **MUST** be returned to Receiving within 15 minutes, unless they are otherwise notified.

If a department has any questions regarding the above-listed procedures, the college’s Administrative Services Senior Clerk may be contacted at 273-6294.

Procedure for mail to and from the East Campus Office Building: There is a daily courier service for all hand delivered mail to and from the East Campus Office Building (ECOB), where the college’s Administrative & Financial Affairs, WPPD, and DCE divisions are located. Place items to be delivered to ECOB in the “Out” box located in the Dean’s Office.

During the daily run, the courier will also deliver any mail the ECOB has sent to the departments by placing it in the “In” box located in the Dean’s Office. Administrative & Financial Services will send an email to any department contact receiving mail that day. It will then be each department’s responsibility to pick up its mail from the “In from ECOB” box.

6.4 COLLEGE VAN RESERVATION

Purpose: To familiarize COP faculty, staff and graduate students who are currently employed by the College of Pharmacy with College of Pharmacy vehicle rules, regulations, and the proper procedures for check out of College vans. This policy applies to all individuals who want access to College of Pharmacy vehicular resources. http://dms.myflorida.com/business_operations/

Policy:

- COP motor vehicles shall be used for official College of Pharmacy purposes **ONLY** and shall be used **ONLY** as authorized by the College administration and in accordance with the provisions of this policy and with other applicable laws, rules, and procedures. It is fundamental to College of Pharmacy policy that College owned vehicles be used only for College business or to relieve emergency situations where the protection of life or property is involved and there is no other satisfactory means of transportation available. The College of Pharmacy administration (Dean's office) is responsible for vehicle assignments and proper use in accordance with this policy. Such responsibilities will include arrangements for dissemination of this policy to all persons authorized to operate vehicles, for assurance that such persons have in their possession a current and valid driver's license, and additionally for reporting changes in vehicle assignment classification and the assignment classification of additional new equipment as it is placed in service.
- The COP Dean's office upon determination that a member of the faculty, staff or graduate students (employed by COP) has improperly used a COP vehicle shall take such action that is just and proper under the circumstances in compliance with existing personnel rules and regulations regarding disciplinary actions possibly including the banning of future use of COP owned vehicles. Each incident of improper use shall be reported to the Dean's office, detailing the nature of the misuse and the action taken.
- Persons other than COP employees (faculty, staff, and employed graduate students) shall not be permitted to operate a COP vehicle, unless written authorization is granted by the Dean's office and then only on College business. The only passengers permitted in the vehicles are College/UF staff and others (such as visiting collaborators) directly engaged in official college business. Family members, unless engaged as listed above, may not travel in the college vans.
- Only on special occasions in connection with **official** travel being performed in College of Pharmacy owned vehicles, when the purposes of the travel can be more usefully served by including persons other than University officials or COP employees, can such individuals be accommodated. Such persons may be authorized by the COP Dean's office to travel in a COP owned vehicle provided no additional expense to the College are involved.
- The College of Pharmacy Dean's office may make temporary exceptions to the provisions of this policy in the case of disaster and emergency situations such as hurricanes, flood and riots.
- College of Pharmacy owned vehicles shall not be driven to and from any COP faculty, staff or student's home except as specifically authorized by the Dean's office in writing.

All reservations are made online at <http://cal.cop.ufl.edu/Web/schedule.php> or from a staff or faculty computer type "cal" in Internet Explorer. Vehicles are reserved on a first come first served basis.

Excessive wear and cleanup costs: Excessive wear and/or cleanup fees will be determined by the vehicle manager and approved by vehicle administrator and will be charged to the driver's COP department.

Campus Runs - Call “Campus Cab”: PPD provides point-to-point transportation to Main campus and other UF-owned buildings (ex: Bridges facility, H.R. Bldg) only for Staff and Faculty. Specifics of the service are as follows:

- The service will be at no cost.
- Call 392-1121, PPD Work Management, to schedule taxi service. Reservations taken from 7:30 AM -4:40 PM.
- Hours of operation are Monday-Friday, 7:30 am – 4:30 pm (excluding holidays). Later pick-up may be available, please inquire at the time of your reservation.
- Taxi’s will pick up and deliver riders to the apparent front door of the destination building (typically the door nearest the building sign).
- Taxi service is available to UF Faculty and Staff only (no students). Visitors such as distinguished guests or visiting faculty on official business will be accommodated.
- Taxi service is intended for official business only.
- Typically, taxis can accommodate a maximum of 4 riders on one trip, (luggage limited to available trunk space). Accommodations for more than 4 riders may be made if arranged in advance and pending availability of a larger vehicle.
- A 60 minute advance reservation is requested for guaranteed pick-up. Taxis will be dispatched from PPD on Radio Road and will need travel time and time to coordinate trips.
- Taxis will wait a maximum of 5 minutes after the designated arrival time at a pick-up location before leaving without a customer.
- This service is not intended for shopping or other long term transportation needs. The service is point-to-point transportation only.
- Taxis will log every rider and trip (including location and mileage).
- Faculty and Staff with permanent or temporary disabilities who cannot ride in an unmodified 4-door sedan will be referred to Transportation & Parking’s Gator Lift service for transportation service.

6.5 ATTRACTIVE ITEMS POLICY

Purpose: Effective July 1, 2011, the minimum value of tangible assets which are tracked on the university's Asset Management system was increased to \$5,000.00. However, as a result, units are now required to separately track and safeguard assets which are identified as "attractive". The UF Controller's Office has defined attractive items as "assets that are tangible personal property that cost less than \$5,000.00 and be characterized as "walk away" items. Examples include: audiovisual equipment, televisions, projectors, communication equipment, cell phones, data processing equipment, laptops, computer peripherals, scanners, cameras, digital cameras, lab equipment. More information can be found on the UF Controller's web page at: <http://www.fa.ufl.edu/directives-and-procedures/asset-management/#safeguarding>

Policy:

- All computer equipment (including laptops) with a purchase price of \$250.00 - \$4,999.99 will be automatically added to the attractive items list, and will be issued an attractive assets decal (these decals are separately issued and monitored, and are NOT part of the main property inventory list).

- Note: All items deemed attractive that had been issued a property decal prior to 7/01/11 will have their existing decal number transferred to the attractive items list.
- Departments purchasing items that fall within the account codes below will need to inform the Property Manager of the items at the time the purchase, regardless of how they were purchased (via pcard or purchase order), or the fund source used. The college's *Financial Affairs* office will provide the Property Manager with a report's that shows what was purchased within these account codes, which will be reconciled to the departments' submission. Departments will be contacted by the Property Manager for those items on the report that he/she was not made aware of for clarification.
- All items \$4,999.99 or less will be reviewed and added to the list on a case by case situation as deemed necessary by the Property Manager and/or the Property Custodian. The purchasing P.I. and/or department Chair will make the determination as to what scientific/laboratory equipment should be included in the attractive items inventory. Such items can be added to the list at department's discretion with a request from the department Chair or P.I. to the Property Manager.

Account Codes which trigger attractive property decisions:

- 732900-Attract-Office Equip (not cap)
- 731800-Attract-Aud/Vis Equip (under \$1k)
- 734800-Attract-Comp equip (not cap)
- 734900-Attract-Comp Peripheral
- 731900-Attract-Lab equip (under \$1k) - upon department designation
- 731300-Audio/visual equipment
- 729900-Attract-Comm/fax/phone (under \$ 1k)
- 739400- Equipment (more than \$1k and under \$5k)

- Inventory Process: Attractive items will be inventoried by the Property Manager. Any items on the list that was scanned during the *UF Property* required inventory scanning (completed by December 31st) of \$5,000.00 and above decaled equipment will be acknowledged as located and will therefore not require additional scanning. *At Home Letters* that have been signed during the current fiscal year will also be acknowledged and won't require additional scanning. *At Home Letters* are documents listing certain criteria that the user of the equipment confirms and signs electronically. These letters are emailed out by *UF Asset Management* and/or the college Property Manager.
- Use of Attractive Property for Foreign Travel: Travelers should continue to report intent to take along laptops or other attractive/tangible decaled property when they submit the college foreign travel approval request via My.COP.

Departments are charged with the responsibility of keeping track and securing of attractive property in the same manner that capital equipment is currently managed. All rules related to disposal (survey) of equipment currently in place for capital property items will apply to attractive property items.

The Attractive Items policy was added 1/17/14.

SECTION 7

STANDING COMMITTEES

7.1 GENERAL GUIDELINES

Two types of committees exist within the college, those that report to the faculty and those that report to the Dean's office.

Standing committees of the faculty are established by a majority vote of the faculty. Each standing committee shall meet at least once each fall and spring semester. All members of the Tenure and Promotion Committee are elected by the faculty. Members of all other standing committees are appointed by the Dean's office after recommendation by the Faculty Governance Council and consultation with the Associate and Assistant Deans and the Department Chairs. The term of appointment to standing committees is three years unless specified otherwise. A listing of all standing committees and their members is published annually and provided to all faculty members. The Dean appoints a chair for each committee with the exception of the Tenure and Promotion Committee.

A quorum for a committee constitutes the chair or his/her designee and a simple majority of the members of the committee. Accountability for the committee is the responsibility of the committee chair, the Dean to whom the committee reports, and the general faculty. The committee chairs report activities to the College during at least one faculty meeting per academic year. The chair or his/her designee prepares and maintains the agenda and minutes of each meeting. Agendas and minutes of the committee meetings are made available to faculty members upon request or through the College of Pharmacy Committee website <http://pharmacy.ufl.edu/the-college/administration/committees/>. Faculty members and Committee Chairs will be evaluated annually on their performance per a procedure developed by the Faculty Governance Council.

7.2 FACULTY COMMITTEES

Academic and Professional Standards Committee

Membership: The membership consists of faculty and a pharmacy practitioner. The Assistant Dean for Student Affairs chairs the committee.

Duties and Responsibilities: This committee makes decisions on petitions from pharmacy students with regard to academic and professionalism policies (e.g., probation, dismissal), and reviews petitions for readmission associated with prior unsatisfactory academic performance. The committee provides guidance and mentoring to students exhibiting behavior inconsistent with the expectation of a professional. The committee makes recommendations on changes in academic policy. The committee meets as needed to conduct the work described here. The committee reports to the Dean, Associate Dean, Executive Council, and the faculty.

Admissions Committee

Membership: The committee is composed of faculty and pharmacy practitioners from both community and institutional settings. The Chair of the Committee is selected from among the faculty and is supported by the Assistant Dean for Student Affairs and other staff from the Office of Student Affairs..

Duties and Responsibilities: This committee reviews applications and selects students for admission. Furthermore, this committee recommends changes in admission standards to the faculty, and makes recommendations on pre-pharmacy course requirements. The committee meets regularly during the fall and the spring semester, and as needed during other periods. The committee reports to the Dean, Associate Dean, Executive Committee, and the faculty.

Curriculum Committee

Membership: The committee is composed of a faculty member from each of the departments, a practicing pharmacist and a student from each of the first three professional degree classes. Fourth year students are out on advanced pharmacy practice experiences and, thus, may or may not be represented on the committee. Ex Officio members include the Associate Dean for Professional Education and the Assistant Dean for Clinical Education. The Chair is appointed by the Dean from the current pool of committee members.

Duties and Responsibilities: The committee reports to the Associate Dean for Curricular Affairs and Accreditation and the faculty. The committee meets as needed but normally every two to four weeks. The committee manages an orderly and systematic review of curriculum structure, content and outcomes. This review includes assurances for coordination of course material, identification of content omission or unnecessary repetition, identification of outdated or unessential content, and recommendation of a reasonable course load for students.

The committee systematically reviews the curriculum and individual courses at regular intervals to determine the appropriateness of content emphasis and proper sequencing, so as to provide recommendations for the optimal environment for learning. The committee is responsible for obtaining data on learning outcomes and student satisfaction with the curriculum. The committee is responsible for assuring that outcome measures of learning are systematically applied as a means of continuous quality improvement.

The committee has authority from the faculty to consider problems presented by students only under limited circumstances. The committee has the authority to consider the concerns or problems presented by the students who are not on the committee only after the course master/coordinator and departmental chair have considered the issues or problems first. Even then, the committee may act or respond to only those issues or problems that relate directly to curriculum structure, content and outcomes.

Diversity and Inclusion Committee

Membership: The committee is composed of faculty, staff, professional students, graduate students, and postdoctoral trainees. Criteria for selecting committee members include: (1) Enthusiastic advocates for diversity and inclusion; (2) Members are broadly representative of the College; and (3) Members are diverse in ethnic background, race, culture, and academic ranks. The Associate Dean of Faculty Affairs is an ex officio member of the Committee.

Duties and Responsibilities: The committee reports to the Dean. The Committee seeks to create, implement, and oversee a plan on recruiting a diverse faculty and staff and promoting an inclusive environment for retention; endorse and encourage a holistic admission process for professional and graduate students as well as a plan to ensure the academic success of underrepresented students; and to identify and implement metrics that may be used to compare data within the health science center as well as among peer colleges of pharmacy.

Faculty Awards Committee

Membership: The membership consists of faculty representing each of the academic departments. The Chair is appointed by the Dean from the current pool of committee members. The Associate Dean of Faculty Affairs is an ex officio member of the Committee.

Duties and Responsibilities: The Committee seeks a more proactive approach to identifying candidates for external awards and provide support to enhance their success; and to clarify and focus on prestigious awards in different fields and pinpoint nomination efforts toward those goals.

Faculty Development Committee

Membership: Membership of the Faculty Development Committee consists of five to seven faculty members of the College of Pharmacy. Criteria for selecting committee members include: (1) Enthusiastic advocates for faculty development; (2) Members are broadly representative of the College (e.g., each department, both teaching and research are represented); and (3) Members are diverse in ethnic background, race, culture, and academic ranks. The Associate Dean of Faculty Affairs is an ex officio member of the Committee.

Duties and Responsibilities: The committee reports to the Dean and Executive Committee. The committee's duties and responsibilities are to identify general faculty development needs at the college-wide level and to recommend seminars, workshops, and other strategies which will facilitate the development of COP faculty members as teachers, scholars, and researchers. Faculty development which is provided at the department level should continue to occur. Recommendations from the Committee to identify ways to improve the development offered at the department level is expected to be communicated to the Executive Committee.

Faculty Governance Council

Membership: Membership of the faculty governance council (FGC) consists of 9 elected faculty members of the College of Pharmacy. Faculty will be defined as anyone eligible for service on the senate. Three of the Council members are the Faculty Senators. Faculty from each department (5) and faculty from distance campuses (JAX, ORL, STP) (1) elect one faculty member from their units to serve on the council. Faculty in a Dean, Director or academic unit head position will not be eligible to serve, unless he or she is a Senator, with the exception of the distant campus representative.

Duties and Responsibilities: The Faculty Governance Council (GC) is comprised of faculty and the college administration who together make policy relevant to the faculty. In general, either the faculty, through the FGC, or the Administration brings policy recommendation to

one another for the purpose of developing policy. Following discussions and interactions between the FGC and the Administration, the policy may be put into practice. The Administration will periodically, but no less than twice annually, report to the Faculty Governance Council on policy issues relevant to the faculty. Specific duties for the Faculty Governance Council would include the following:

1. Provide an additional mechanism for the views of faculty to be expressed and solicited by the College Administration.
2. Provide a faculty forum for deliberation, advice and suggestions with regard to college policies.
3. Receive, consider, and refer matters from and to the faculty as a whole, based on recommendations from standing committees, special committees, or individual faculty members.
4. Make recommendations to the College Administration concerning review of the structure for standing committees within the college.
5. Monitor and coordinate progress of committees related to the mission and goals of the college.
6. Call for a faculty meeting, create or convene special committees and consult on the agenda of scheduled faculty meetings/retreats.
7. Recommend and revise policies to the College Administration.
8. Consult with the College Administration on policy implementation.
9. Assist the Associate Dean in the annual updates of the college's policy and procedures manual.
10. Work with the College Administration in developing, implementing, and monitoring the College's strategic plan.

Graduate Studies Committee

Membership: The committee is composed of the Associate Dean for Research and Graduate Education, Graduate Coordinators from each of the departments with existing graduate programs, and the President of the Graduate Student Council. The chair of the committee is the Associate Dean for Research and Graduate Education, and is a non-voting member of the committee.

Duties and Responsibilities: The committee serves as the medium in which the graduate programs are reviewed and aligned with the mission and goals of the College and University through the following objectives: (1) assesses and makes recommendations on new and existing graduate programs in the College of Pharmacy; (2) determines how the College can attract/fund more graduate students, including exploring means to place matriculating Pharmacy students into college graduate programs; (3) coordinates and implements new processes and procedures as they relate to graduate education issues in the college; and (4) oversees the Teaching Assistant needs of the College. The committee reports to the Dean, and meets a minimum of four times per year.

Scholarship and Awards Committee

Membership: The membership consists of faculty and is chaired by the Associate Dean for Professional Affairs. The Director or Assistant Director of the Alumni and Development Office is an ex officio member.

Duties and Responsibilities: This committee reviews applications for various scholarships available through the College of Pharmacy. The committee also has the responsibility of selecting the recipients of the various academic and service awards available through the College of Pharmacy. In addition, the committee reviews and recommends the criteria and policies for the college awards. The committee meets primarily during the spring semester.

In addition, the committee identifies and screens alumni and non-alumni whose professional, scientific, or academic accomplishments are worthy of college recognition. The three awards given annually are:

- Outstanding Pharmacy Alumnus Award, awarded at spring graduation.
- Outstanding Pharmacy Service Award, (not restricted to Alumnus), awarded at spring graduation.
- Outstanding Service Pharmacy Alumnus Award, awarded at spring graduation.

The committee forwards the top two choices for each award to the Dean and Executive Council for the final selection.

Student Pharmacist Advocacy and Recovery Committee

Membership: The **Student Pharmacist Advocacy and Recovery Committee (SPARC)** is composed of at least three pharmacy students, at least three faculty members, and at least one practicing pharmacist outside the college. The Chair is appointed by the Dean from the current standing committee members.

Duties and Responsibilities: The committee's charge is to 1) identify students at risk for substance use disorder (SUD) and assist those students in receiving SUD evaluation and treatment when indicated, 2) help ensure public and patient safety as it relates to chemical impairment of pharmacy students in clinical practice experiences, and 3) provide reliable information and education within the college on drugs of abuse and SUD. The committee reports to the Dean, and Associate Dean for Professional Affairs. The committee meets a minimum of once a semester or as deemed necessary by the committee chair.

International Committee

Membership: The committee consists of one Faculty representative from each department, and the OEP program. One faculty member from the PTR department will serve as an Ex-Officio member, and one or more representatives from the Office of Student Affairs will serve as Ex Officio members.

Duties and Responsibilities: The committee focus is to develop formal policies and procedures that will assure that all international studies provide quality learning experiences and that COP students are safe during these experiences. The committee reports to the Dean.

Professionalism Committee

Membership: The committee consists of faculty from multiple departments and a representative from student affairs. The Chair is appointed by the Faculty Governance Council from the current standing committee members.

Duties and Responsibilities: The committee is responsible for utilizing and promoting the newly adopted University of Florida College of Pharmacy Professionalism Accountability Plan and mentor students who are identified through the tracking system as outlined by this plan. Additionally, this committee will also work to recognize students who excel in professional behaviour by promoting the Best Practices in Professionalism Recognition Program each Spring. Activities of this committee will be reported to the Dean, Associate Dean for Professional Affairs and Assistant Dean of Student Affairs.

Recruitment, Admissions, and Retention Task Force

Membership: The committee is composed of faculty, faculty representatives from the OEP program, student affairs representatives from each of the campuses, and the Director of Communications. The Chair of the Committee will be the Associate Dean for Professional Affairs. The Assistant Dean for Student Affairs will serve as an Ex-officio member.

Duties and Responsibilities: The focus of this task force will not only be on how to increase the applicant pool with highly qualified applicants but also making recommendations for the interview day and other mechanisms for differentiating ourselves and making those who accepted our interview feel that UF is the only place they should consider, and also ideas for things we can do to increase the percent of those accepting our offer and matriculating to enrollment. The main purposes of this task force are to brainstorm, put plans into action, and implementation. The task force will not only strategize, but will prioritize, make assignments for action to the Students Affairs team, hold assigned parties accountable for carrying out assignments and seeking feedback on things that might be done differently etc. The committee reports to the Dean, and meets every one to two weeks for one year. Depending on the success of the task force, the time for this committee may be extended beyond one year.

Research Committee

Membership: The committee is composed of chairs, and chair's designees from each department in the college. The Chair of the committee is the Associate Dean for Research and Graduate Education.

Duties and Responsibilities: The committee considers issues associated with research, instructional space, and equipment within the College. The committee is also instrumental in final selection of candidates in which there is an institutional requirement for submission of limited applications (either grant or faculty awards) through the University. This committee is advisory to the Dean.

Tenure and Promotion Committee (please see Appendix B)

Membership: The committee is composed of ten faculty members. Five are tenured full professors, one from each academic department, and three are tenured associate professors. There is also one full and one associate non-tenured track faculty member that can serve on the committee. These individuals only have an assessment vote on non-tenured faculty member promotions. The dean, executive associate dean, and department chairs and their designees (if involved in writing T&P letters) are not eligible to serve on this committee. All committee members are elected by the faculty, but no more than 2 members may be from the same department (this does not include the non-tenured track members of the committee). Elected terms are for 2 years and a person may not serve more than two consecutive terms. The two year consecutive term can be suspended if there is a shortage of eligible faculty at either the associate or full rank within any one department. The committee Chair must be a full professor and is elected at the beginning of each academic year by the current Tenure and Promotion Committee members.

Duties and Responsibilities: The committee is advisory to the Dean and has five main responsibilities.

1. The committee conducts a review of candidates for tenure and promotion forwarded from the individual departments (please see **Appendix B; College of Pharmacy Tenure and Promotion Plan**).
2. The committee conducts pre-tenure reviews for all new faculty members in the spring semester of the candidate's third academic year. This review is forwarded to the Dean and Department Chair (and copied to the candidate) to document any areas needing consideration before the tenure and promotion process is started.
3. The committee conducts the sustained performance review process. Individual tenured faculty who have held their academic rank for seven years or longer are evaluated as outlined in **Appendix B; College of Pharmacy Sustained Performance Evaluation Plan**.
4. This committee assists the Dean, if need be, in evaluating eligible faculty members for the Salary Adjustment Program for tenured full professors (please see **Appendix B; College of Pharmacy Salary Adjustment Program for Faculty after Seven Years in Rank as Full Professor – Professor Pay Plan**).
5. The committee annually reviews and provides any necessary updating in the College's Policies and Procedures Manual related to Tenure & Promotion, Sustained Performance and the Professor Pay Plan.

7.3 AD HOC COMMITTEES

A Departmental Chair or Center Director can establish Ad Hoc committees on an “as needed basis” to accomplish the mission of a given academic or administrative unit within the college. These Ad Hoc committees report directly to the Chair/Director who established the Ad Hoc committee.

7.4 COMMITTEES OF THE DEAN

Executive Council

Membership: The Executive Council is comprised of the Dean who is the Chair, Associate Deans, an Assistant Dean of a distance campus, and the Executive Director for Administration and Finance.

Duties and Responsibilities: This Council serves in an advisory capacity to the Dean. The Council meets weekly and focuses on administrative and business matters. It provides a vehicle for consideration of, and reaction to, policies and actions proposed by the Dean and other members of the council and committees.

Chairs Council

Membership: The Chairs Council is comprised of the Dean who is the Chair and Department Chairs.

Duties and Responsibilities: This Council serves in an advisory capacity to the Dean. The Council meets monthly and focuses on administrative, instructional and scholarly matters.

Curriculum Assessment Team

Membership: The membership consists of faculty from each of the five academic departments. Members of the committee have attended training through the American Association of Colleges of Pharmacy Teaching Institute. The Chair of this committee is appointed by the Dean.

Duties and Responsibilities: This committee is responsible for implementing changes and adjustments to the curriculum. The committee meets every other week and implements changes to the curriculum as directed by the Curriculum Committee. This committee also evaluates the curriculum as directed by the Dean and obtains information from faculty and students. The CCT makes recommendations to the Curriculum Committee for curricular changes according to feedback sessions. The committee reports to the Dean, Executive Associate Dean, Executive Council and faculty.

Additional Ad Hoc Committees, Groups and Task Forces

The Dean may appoint additional ad hoc committees, groups and task forces as deemed necessary to aid in the performance of his/her duties. Examples would include search committees, administrative evaluation committee, self-study committee, strategic planning committee, and curriculum revision committee, etc.

SECTION 8

FACULTY REPRESENTATION OUTSIDE THE COLLEGE

Faculty are encouraged to participate in University and Professional committee service and these activities are recognized in annual performance evaluations.

8.1 FACULTY REPRESENTATIVES TO FACULTY SENATE

website address: <http://www.generalcounsel.ufl.edu/downloads/Bylaws.pdf>

The faculty elects representatives to the University Faculty Senate from the College. The number of representatives is determined by the University and the senators serve a three year staggered term. The senators report back to the faculty during regularly scheduled faculty meetings.

8.2 AACP DELEGATE

Faculty members may nominate themselves or others to serve as the College Faculty AACP delegate. After nominations have been received, qualified candidates are voted on by College Faculty to determine the delegate and an alternate delegate. The delegate must be a member of AACP to be nominated. The delegate serves a one-year term first as alternate delegate followed by a one-year term as delegate.

8.3 UNIVERSITY-WIDE COMMITTEES

Faculty members may nominate themselves or others to serve on University-wide committees. This is done annually according to procedures outlined by the Faculty Senate.

SECTION 9

COLLEGE COMPUTER SOFTWARE/HARDWARE AND CONNECTION POLICIES

9.1 SOFTWARE

The College allows only software to be installed on the College's computers that has identifiable original disks, manuals, site licenses, or other purchase documentation (indicating the serial # of the software) that clearly documents that the software is legitimate and is readily available for verification in the location where the computer resides. Any software that does not have this documentation is removed from the computer. The College permits the installation of privately purchased software that meets the above criteria to be installed on the College's computers only to the extent that it does not interfere with the necessary operational software required by the College. This means that any interference with LAN, video drivers, required software, etc., constitutes reason for removal. College computer support personnel are not responsible for any trouble-shooting or assistance in making any software function with any hardware applications.

9.2 HARDWARE

The College only supports the installation and maintenance of hardware that is compatible with the current operating system in use. The College maintains lists of the various types of computers and other hardware that are compatible with our operating system, and consults with any purchaser as to the desirability of acquiring any of this equipment, the cost, and the best method of procurement. This information can be obtained from the Coordinator of Computer Applications upon request. Any equipment that is purchased that does not meet all of the above criteria is not be added to the College's LAN system until the Coordinator of Computer Applications has verified the operating compatibility with the College's system. The College must be satisfied that the addition of such equipment does not damage or otherwise operationally degrade or impair the system. Additionally, the College must have access to the source code for operating systems that are utilized on the equipment in order that problems may be resolved in a timely manner when they arise.

These policies do not preclude anyone from purchasing equipment or software to run on a stand-alone computer system. However, documentation as to the legitimacy of the purchase becomes the responsibility of the purchaser in the case of software. College personnel do not support hardware.

9.3 LAPTOP ENCRYPTION POLICY

Purpose: To ensure that sensitive electronic data, specifically patient health information (PHI) and restricted data, is securely stored on College of Pharmacy laptops. In the event of possible loss or theft of a College of Pharmacy laptop, whole disk encryption will prevent 3rd parties from obtaining personal information by seizing administrative rights through physical possession of the laptop hard drive.

Scope: This policy applies to all laptops purchased after Jan. 01, 2007 and to any laptops preceding this date that may potentially have access to (PHI) or restricted data whether knowingly or unknowingly to the end user.

References:

1. UF Health Science Center SPICE GP001: Information Classification
2. UF Health Science Center SPICE TS0010: Portable Computing Device and Media Security
3. UF Health Science Center SPICE EduGuide EG0005

Policy:

1. All College of Pharmacy laptop purchases must be approved and authorized by the College of Pharmacy Information Security Manager (ISM).
2. All College of Pharmacy laptop purchases will be directly shipped from the laptop vendor to COP IT offices for initial setup, property inventory and the installation of security controls.
3. Upon initial receipt of laptop COP IT will install whole disk encryption software.
4. At the completion of laptop setup, property inventory, and security control installation the user will be notified.
5. Upon notification of completion, user is responsible for pickup. Laptops will only be released to the future designated user of the device.
6. After initial release of the laptop to the user there will be subsequent yearly reviews of the encryption software by the COP IT office.
7. In the event of loss of PGP password, HSC SPICE personnel are to be contacted at 392-3261 for key retrieval process.

9.4 COMPUTER EQUIPMENT PURCHASING POLICY

Purpose: To ensure that new computer equipment purchased within the College of Pharmacy is properly and securely installed within the Health Science Center environment. New equipment will be recorded for inventory and the proper COP security controls will be installed. Specifically this policy is to guarantee the security of sensitive electronic data, specifically patient health information (PHI), and restricted data and to ensure the integrity of the College of Pharmacy/Health Science Center computing network.

Scope: This policy applies to all computer equipment purchases within the College of Pharmacy with UF funds. Computer equipment is defined as but not limited to: Workstations, Servers, Laptops, Printers, Copiers, IP Phones, PDA's, Cell Phones, Blackberries and Thumb drives.

References:

1. UF Health Science Center SPICE GP001: Information Classification
2. UF Health Science Center SPICE TS0010: Portable Computing Device and Media Security
3. UF Health Science Center SPICE EduGuide EG0005

Policies:

- All College of Pharmacy computer equipment purchases must be approved and authorized by the College of Pharmacy Information Security Manager (ISM).
- All College of Pharmacy computer equipment purchases will be directly shipped from the laptop vendor to COP IT offices for initial setup, property inventory and the installation of security controls.
- At the completion of computer equipment setup, property inventory, and security control installation the user "purchaser" will be notified.
- Upon notification of completion, user is responsible for pickup. Computer equipment will only be released to the future designated user of the device or to the specific purchasing agent.
- After initial release of the computer equipment to the user or department there may be subsequent yearly reviews of the security controls by the COP IT office.

9.5 HEALTHNET CONNECTIONS BILLING POLICY

The College of Pharmacy pays centrally for connections with Healthnet in College assigned space for Faculty, USPS, TEAMS, and OPS appointments which are primarily for connection of the personnel to the network in performance of their official duties related to teaching or service. Connections to laboratories or other research specific space within the Health Science Center or other College assigned space are the responsibility of the Department or Center where the faculty member resides.

9.6 STANDARD FOR PERSONALLY OR AFFILIATE OWNED COMPUTERS

A. Restricted information *storage* authorization:

1. Unit authorization to *store* restricted information on a personally or affiliate owned computer must have expressed written authorization by the College Dean or his/her delegate to remove such information from the University premises. To assist the Dean, making an informed authorization decision Units may require the user who is seeking authorization to store restricted information on their personally or affiliate owned computer, to complete the personally or affiliate owned computer security attestation form to the satisfaction of the Unit ISM, prior to authorization. See TS0012.04 Exhibit A for the computer security attestation form.
2. Applications used to *access* restricted information on personally or affiliate owned computers must be reviewed and approved by the Unit ISM who must first confirm the software does not store or cache restricted data, temporary or otherwise, on the end user's computer hard drive. Users must seek this approval prior to using the application.
3. Personally or affiliate owned computers, used by University affiliates, students, faculty and staff for HSC business must comply with security standard TS0012.04. It is the responsibility of the user with system administrative privileges on the computer to insure the required security controls are implemented and maintained.
4. University owned or managed computers used for HSC business must comply with security standard TS10012.02. It is the responsibility of the Unit ISM to ensure the required security controls are implemented and maintained on all computers he or she registers for the network access.

B. Approval or applications that access restricted information: Many applications store data on the hard drive of the computer without user intervention or knowledge. Examples include Microsoft Outlook and Internet Explorer. This application design occurs primarily 1) to improve speed with which the application responds to user's request for data and 2) many applications in production today were designed before security principles were required. As a result of this circumstance, any application the user wishes to *access* restricted data from a personally or affiliate owned computer must be reviewed for this vulnerability and approved by the Unit ISM prior to use on personally or affiliate owned computers.

1. The store/cache feature on applications providing access to restricted data must be disabled.
2. If the application does not allow the store/caching feature to be disabled, the user must seek authorization to store restricted data off premises prior to using the application on a personally or affiliate owned computer.
3. Applications found to provide user access to restricted data without storing/caching the data on the end user's computer hard drive do not require approval from the Dean

SECTION 10

10.1 OTHER INFORMATION

Other faculty rights and responsibilities are covered in the Faculty Handbook of the University of Florida (<http://www.aa.ufl.edu/Handbook/index.html>)

Faculty Salary Increases: Salary increases are determined by the Dean's office after consultation with the Department Chair.

Faculty Assignments: Assignments are the responsibility of the Department Chair and should fulfill the stated mission of each academic unit.

Complaints and Grievances against Faculty and Complaints and Grievances by Faculty: The policies are covered in the Faculty Handbook (<http://www.aa.ufl.edu/Handbook/index.html>)

Professional Meetings and Activities: The expense of travel performed by University faculty which is authorized as official and necessary in the performance of the faculty member's duties is paid by the University, subject to the availability of funds.

Faculty Advisors to Student Organizations: Advisors are appointed by the Dean's office after consultation with the student organization and the department chair.

Academic and Student Policies: The College of Pharmacy prepares a Student-Faculty Handbook (<http://www.cop.ufl.edu/education/student-affairs/policies/>) that covers the policies on such matters as: academic standards; chemical impairment; AIDS/HIV Policy; immunizations; examination schedules; student rights; grievances about grading; student conduct; class attendance; student evaluations of faculty; computer requirements; immigration etc. The University of Florida Undergraduate Catalog (<http://www.registrar.ufl.edu/catalog.html>) and the University of Florida Student Guide (<http://www.dso.ufl.edu/studentguide/>) also provide information on University Policies affecting students.

Grant and Contract Manual: The College, through the Office of Research and Graduate Studies, has established a web-based, hyper-linked manual (<http://www.cop.ufl.edu/research/resourceslinks/cop-grantcontract-manual/>) that permits faculty to access all Federal, University and College grant and contract forms and procedures.

Student Evaluations: University policy requires student evaluations of faculty for all undergraduate and graduate courses taught. All tenure-track faculty shall be evaluated in the semester and course in which they instruct on a semester-by semester basis. The Curriculum Committee approves the instructor and course evaluation forms to be used in this process.

Peer Evaluations: College policy requires Peer evaluation of teaching. This evaluation process must comply with the College procedures. Peer evaluations are a part of all tenure and promotion packets (**please see Appendix C**).

Policy and Procedure Manual Review: The Policy and Procedure Manual will be reviewed and updated on a continual basis by the Executive Associate Dean and the Faculty Governance Council. The Policy and Procedure Manual will be formally reviewed and approved by the Executive Council and faculty every three years.

Internal Control: *These Internal Control Principles were adopted by the University of Florida Board of Trustees' Audit Committee.*

1. University administrators and managers are charged with the responsibility for establishing a network of processes with the objective of controlling the operations of the University of Florida in a manner which provides the board of trustees reasonable assurance that:
 - a. Data and information published either internally or externally is accurate, reliable, complete, and timely.
 - b. The actions of administrators, officers, and employees are in compliance with the University's policies, standards, plans and procedures, and all relevant laws and regulations.
 - c. The University's resources (including its people, systems, data/information bases, and client goodwill) are adequately protected.
 - d. Resources are acquired economically and employed effectively; quality business processes and continuous improvement are emphasized.
 - e. The University's internal controls promote the achievement of plans, programs, goals, and objectives.
2. Internal control is a function of management and is an integral part of the overall process of managing operations. As such, it is the responsibility of managers at all levels of the University to:
 - a. Identify and evaluate the exposures to loss relating to their particular sphere of operations.
 - b. Specify and establish policies, plans, and operating standards, procedures, systems, and other disciplines to be used to minimize, mitigate, and/or limit the risks associated with the exposures identified.
 - c. Establish practical controlling processes that require and encourage administrators, officers, and employees to carry out their duties and responsibilities in a manner that achieves the control objectives outlined above.
 - d. Maintain the effectiveness of the controlling processes established and foster continuous improvement to these processes.
3. The internal audit activity is charged with the responsibility for ascertaining that the ongoing processes for controlling operations throughout the organization are adequately designed and are functioning in an effective manner. The University of Florida Office of Internal Audit (OIA) is responsible for reporting to management and the Committee on Audit and Operations of the Board of Trustees on the adequacy and effectiveness of the organization's systems of internal control, together with ideas, counsel, and recommendations to improve the systems.
4. The Committee on Audit and Operations is responsible for monitoring, overseeing, and evaluating the duties and responsibilities of management, the internal audit activity, and the external auditors as those duties and responsibilities relate to the organization's processes for

controlling its operations. The Committee is also responsible for determining that all major issues reported by the internal audit activity, the external auditor, and other outside advisors have been satisfactorily resolved. Finally, the Committee is responsible for reporting to the full board significant matters pertaining to the University's internal control structure.

APPENDIX A

*Policy on Conflicts of Interest and Interactions between Representatives of Certain Industries and Faculty, Staff and Students of the College of Pharmacy at the University of Florida**

The College of Pharmacy at the University of Florida (UFCOP) has as a goal to improve the health of the public through the creation and dissemination of knowledge about the treatment of human disease, and to employ this knowledge in the delivery of effective and efficient clinical care. This mission requires that faculty, students, trainees, and staff of the UFCOP interact with representatives of the pharmaceutical, biotechnology, medical device, and hospital equipment supply industry (hereinafter “Industry”). While the interaction with Industry can be beneficial, Industry influence can also result in unacceptable conflicts of interest that may lead to increased costs of healthcare, compromise of patient safety, result in negative socialization of students and trainees, bias of research results, and diminished confidence and respect among patients, the general public and regulatory officials. Because provision of financial support or gifts, even in modest amounts, can exert a subtle but measurable impact on recipients’ behavior, the UFCOP has adopted the following policy to govern the interactions between Industry and UFCOP personnel.

There is a growing body of evidence demonstrating the adverse consequences of interactions between healthcare providers and Industry, including practices such as receipt of small gifts that have traditionally been considered acceptable by professional standards. While healthcare professionals may not believe that they are personally biased by Industry, detailing by Industry representatives is designed to sell products and advance the interests of Industry’s shareholders.

This policy has been designed on the basis of the best available literature on conflict of interest and is intended to provide a set of guiding principles that members of the UFCOP as well as representatives of Industry can use to assure that their interactions result in optimal benefit to clinical care, education and research, and maintenance of the public trust. This policy is designed to affect the behavior and practices of Industry, as much as the behavior of UFCOP. While valuable and meaningful interaction between Industry and UFCOP can occur, the provision of gifts, food, or other blandishments add nothing to the substance of the exchange, and leave both parties subject to questions of integrity and commitment to professional practice responsibilities.

The purpose of this policy is to create a synergistic relationship between the College and industry partners while protecting patients from the negative influence on decision making as the result of gifts and direct financial implications.

The policy development is a dynamic process and the stated components of the policies are to provide clarification of relationships between faculty, staff and students in managing situations that may generate real and perceived conflicts of interest with industry.

General Principles

1. The institution is committed to transparency to all in its dealings with industry.
2. The care giver’s primary responsibility is to the patient.
3. Research must be free of any potential for bias.
4. Appropriate interactions between industry and faculty/residents/students/staff do exist, but the boundaries of that interaction need continuous monitoring.

5. The goal of policy is to be sure all individuals are aware of their responsibilities with regard to industry relations. To that end all faculty, residents and staff should have specific instruction tailored to their role in appropriate academic-industry interaction.
6. The institution and individuals are accountable for their actions

A. Scope of Policy

This policy applies to all faculty, staff, and students of the UFCOP, and to all healthcare professionals and staff employed and/or contracted by domestic locations of UFCOP, and to all facilities owned or controlled by the UFCOP. While this policy addresses many aspects of Industry interaction, it supplements the existing conflict of interest policies of the University of Florida, particularly as they apply to research conflicts of interest.

In all cases where this policy is more restrictive than a University conflict of interest policy, this policy shall control. This policy applies to interactions with all sales, marketing, or other product-oriented personnel of Industry, including those individuals whose purpose is to provide information to pharmacists about company products, even though such personnel are not classified in their company as “sales or marketing.”

This policy does not apply to pharmacy companies (e.g., Walgreens, CVS, Publix, Wal-Mart, McKesson, etc.) that provide funding to support UFCOP events (i.e., Orientation, Homecoming BBQ, Parents and Family Day, Open Houses, Career Days, Professional White Coating Ceremony, and similar events), that are held for the benefit of professionalization, socialization, and education of students and their families, faculty, staff, alumni, pharmacists, and friends of the College. The funding for these events may not be used as a forum for the companies to endorse or promote specific pharmaceutical products. These companies may advertise to assist students in their evaluation of career pathways in the pharmacy profession.

B. Statement of Policy

It is the policy of the UFCOP that clinical decision-making, education, and research activities be free from influence created by improper financial relationships with, or gifts provided by, Industry. For purposes of this policy, “Industry” is defined as all pharmaceutical manufacturers, and biotechnology, medical device, and hospital equipment supply industry entities and their representatives. In addition, pharmacists and their staffs should not be the target of commercial blandishments or inducements – great or small – the costs of which are ultimately borne by our patients and the public at large. These general principles should guide all potential relationships or interactions between UFCOP personnel and Industry representatives. The following specific limitations and guidelines are directed to certain specific types of interactions. For other circumstances, UFCOP personnel should consult in advance with their deans or department chairs to obtain further guidance and clarification. Charitable gifts provided by industry in connection with fundraising done by or on behalf of UFCOP shall be subject to other policies adopted by the University of Florida Foundation on fundraising.

C. Specific Activities

1. Gifts and Provision of Meals

UFCOP personnel shall not accept or use personal gifts from representatives of Industry, *regardless of the nature or dollar value of the gift*. Although personal gifts of nominal value may not violate professional standards or anti-kickback laws, such gifts do not improve the

quality of patient care, may subtly influence clinical decisions, and add unnecessary costs to the healthcare system. Gifts from Industry that incorporate a medication product (e.g., pens, notepads or office items such as clocks) introduce a commercial, marketing presence that is not appropriate to a non-profit educational and healthcare system. Meals or other hospitality funded directly by Industry intended to provide a forum to influence patient care decisions on the use of medications by faculty and students may not be offered in any facility owned and operated by the UFCOP. UFCOP individual personnel may not accept meals or other hospitality funded by Industry, whether on-campus or off-campus, or accept complimentary tickets to sporting or other events or other hospitality from Industry.

This provision does not prohibit acceptance of items bearing Industry logos provided as part of an off-site educational program (such as a meeting of a professional society), including name tag lanyards, totes, etc., where the items are provided incidental to attendance, the items are of nominal value, and the items are not used on UFCOP premises.

2. Consulting Relationships

The UFCOP recognizes the obligation to make the special knowledge and intellectual competence of its faculty members available to government, business, labor, and civic organizations, as well as the potential value to the faculty member, the University, and UFCOP.

However, consulting arrangements that simply pay UFCOP personnel a guaranteed amount without any associated duties (such as participation on scientific advisory boards that do not regularly meet and provide scientific advice) shall be considered gifts and are consequently prohibited.

In order to avoid gifts disguised as consulting contracts, where UFCOP personnel have been engaged by Industry to provide consulting services, the consulting contract must provide specific tasks and deliverables, with payment commensurate with the tasks assigned. All such arrangements between individuals or units and outside commercial interests must be reviewed and approved prior to initiation in accordance with appropriate University policies (e.g., the University's outside employment activity report form).

For UFCOP personnel, consulting relationships with Industry may be entered into only with the prior permission of a faculty member's dean and department chair. In addition, prior review and written approval from the faculty member's dean is required if consulting relationships with any one company (including the parent and subsidiary companies) will pay the faculty member in excess of \$10,000 in any twelve-month period. The dean and chair should evaluate the content/effectiveness of the consultation to insure compliance with specific tasks and deliverables commensurate with payment for the tasks assigned. The UFCOP reserves the right to require faculty and employees to request changes in the terms of their consulting agreements to bring those consulting agreements into compliance with UFCOP policies.

3. Drug or Device Samples

The provision by manufacturers of "free" samples of prescription drug or device products is a marketing practice designed to promote the use of these products and to gain access to prescribers to influence their behavior⁶. Studies from the literature quite convincingly demonstrate the effectiveness of this technique to boost sales. At the same time, this practice provides invaluable assistance to some patients to quickly begin a course of treatment or to determine which therapeutic option is most beneficial for that patient. Free samples also have been responsibly incorporated into the evidence-based decision making of some individual and group

practices. While societal benefits result from the availability of medications at the point of care, sampling is also accompanied by regulatory and security concerns, poses potential safety risks for patients, and encourages prescribing of new, high cost medications whose safety and efficacy may not be different from existing treatments. In addition, the manufacturers' cost of producing the specially packaged samples and distributing them to clinicians via personal couriers (company representatives), introduces a substantial expense into the overall consumer drug cost. Since pharmacists are not prescribers of legend medications, this policy is most applicable to physicians. However, pharmacists work in consulting roles to physicians in the selection and delivery of medications. Use of sample medications should be limited where feasible and possible.

4. Site Access

As institutions dedicated to advancing the public interest, the UFCOP should not allow use of their facilities or other resources for marketing activities by Industry. The University and UFCOP always reserve the right to refuse access to their facilities or to limit activities by Industry representatives consistent with their non-profit mission. However, interaction with representatives of Industry is appropriate as it relates to exchange of scientifically valid information and other data, interactions designed to enhance continuity of care for specific patients or patient populations, as well as training intended to advance healthcare and scientific investigation. To balance these interests, UFCOP will develop a registry to assist in the management of site access by Industry representatives for appropriate purposes. Sales or marketing representatives of Industry may access UFCOP facilities only if the company with which they are associated has registered with department or administrative unit and they have been specifically invited to meet with an individual healthcare provider or a group of healthcare providers for a particular purpose. Individual pharmacists/faculty or groups of pharmacists/ faculty or other healthcare professionals may request a presentation by or other information from a particular company through the respective department or administrator. Management will provide names of registered Industry representatives to the University upon request.

Representatives without an appointment as outlined above are not allowed to conduct business in patient care areas (inpatient or outpatient), in practitioners' office areas, or other areas of UFCOP facilities.

On-campus vendor fairs intended to showcase Industry products may be permitted if approved by the appropriate departments or administrative unit but only in campus buildings in which no clinical care is delivered or in which no research is conducted. Such events must comply with the "no gifts" provisions of Sections 1 and 3 of this policy. In such situations, vendors would not be permitted to distribute free samples, free meals, raffle tickets, or any other gifts to attendees.

5. Support of Continuing Education in the Health Sciences

Industry sponsored presentations should meet the following principles:

- a. Full disclosure of corporate sponsorships and/or industry relationships must be present prior to any presentation.
- b. A responsible faculty member must be present and review content prior to ensure that and the content is presented in a balanced and unbiased manner.

- c. Industry representatives can only be permitted in patient care areas after the approval of a sponsoring faculty member with the industry representative demonstrating compliance with HIPAA guidelines.

Industry support of continuing education (“CE”) in the health sciences can provide benefit to patients by ensuring that the most current, evidence-based medical information is provided to healthcare practitioners. In order to ensure that potential for bias is minimized and that CE programs are not a guise for marketing, all CE events hosted or sponsored by the UFCOP must comply with the ACPE standards for educational programs whether or not CE credit is awarded for attendance at the event. All such agreements for Industry support must be negotiated through and executed by the Division of Continuing Education and must comply with all policies for such agreements. Any such educational program must be open on equal terms to all interested practitioners, and may not be limited to attendees selected by the company sponsor(s). Industry funding for such programming should be used to improve the quality of the education provided and should not be used to support hospitality, such as meals, social activities, etc., except at a modest level. Industry funding may not be accepted for social events that do not have an educational component. Industry funding may be accepted to support the costs of internal department meetings or retreats (either on- or off-campus) for educational purposes but without advertisement of specific products.

UFCOP facilities (clinical or non-clinical) may not be rented by or used for Industry funded and/or directed programs, unless there is a CE agreement for Industry support that complies with the policies of the acceptable CE programs. Dedicated marketing and training programs designed solely for sales or marketing personnel supported by Industry are prohibited.

6. Industry Sponsored Meetings or Industry Support for Off-Campus Meetings

UFCOP faculty, personnel, or students or staff may participate in or attend Industry-sponsored meetings, or other off-campus meetings where Industry support is provided, so long as: (a) the activity is designed to promote evidence-based clinical care and/or advance scientific research; (b) the financial support of Industry is prominently disclosed; (c) if the UFCOP representative is an attendee, Industry does not pay attendees’ travel and attendance expenses; (d) attendees do not receive gifts or other compensation for attendance; (e) meals provided are modest (i.e., the value of which is comparable to the Standard Meal Allowance as specified by the United States Internal Revenue Service) and consistent with the educational or scientific purpose of the event. In addition, if a UFCOP representative is participating as a speaker: (a) all lecture content is determined by the UFCOP speaker and reflects a balanced assessment of the current science and treatment options, and the speaker makes clear that the views expressed are the views of the speaker and not the UFCOP; (b) compensation is reasonable and limited to reimbursement of reasonable travel expenses and a modest honorarium not to exceed \$2,500 per event.

7. Industry Support for Events

- a. When college sponsored events take place, industry support is permissible if support is recognized on all printed materials and acknowledged at the beginning of presentations.
- b. When industry sponsored events take place, UFCOP involvement is permissible as long as there is no perceived endorsement by the College by the nature of participating in the event. Presentations by industry on site must be sponsored by the administration, faculty/department, or recognized student organization. Student organizations must have faculty input

and approval prior to either engaging in an invitation for either a college or industry sponsored educational event.

8. Industry Support for Scholarships, Residencies or Fellowships or Other Support of Students, Residents, or Trainees

The UFCOP may accept Industry support for scholarships, residency support or discretionary funds to support trainee or resident travel or non-research funding support, provided that all of the following conditions are met:

- a. Industry support for scholarships, residencies, and fellowships must comply with all University or requirements for such funds, including the execution of an approved budget and written gift agreement through the University of Florida Foundation, and be maintained in an appropriate restricted account, managed at the department as determined by the Dean. Selection of recipients of scholarships or fellowships will be completely within the sole discretion of the department which the student or trainee is enrolled or, in the case of graduate medical education, the associate dean for graduate studies. Written documentation of the selection process will be maintained.
- b. Industry support for other trainee activities, including travel expenses or attendance fees at conferences, must be accompanied by an appropriate written agreement and may be accepted only into a common pool of discretionary funds, which shall be maintained under the direction of the dean or department or center director (as specified in the funding agreement) for the relevant department. Industry may not earmark contributions to fund specific recipients or to support specific expenses. Departments or divisions may apply to use monies from this pool to pay for reasonable travel and tuition expenses for residents, students, or other trainees to attend conferences or training that have legitimate educational merit. Attendees must be selected by the department based upon merit and/or financial need, with documentation of the selection process provided with the request. Approval of particular requests shall be at the discretion of the Dean.

9. Frequent Speaker Arrangements (Speakers Bureaus) and Ghostwriting

While one of the most common ways for the UFCOP to disseminate new knowledge is through lectures, “speakers bureaus” sponsored by Industry may serve as little more than an extension of the marketing department of the companies that support the programming. Before committing to being a speaker at an Industry-sponsored event, careful consideration should be given to determine whether the event meets the criteria set forth in Section 6 of this policy, relating to Industry Sponsored Meetings. UFCOP personnel may not participate in, or receive compensation for, talks given through a speaker’s bureau or similar frequent speaker arrangements if: (a) the events do not meet the criteria of Section 6; **or** (b) if the content of the lectures given is provided by Industry; of Industry or event planners contracted by Industry; **or** (c) the content of the presentation is not based on the best available scientific evidence; **or** (d) the company selects the individuals who may attend or provides any honorarium or gifts to the attendees. Under no circumstances may UFCOP personnel be listed as co-authors on papers ghostwritten by Industry representatives. In addition, UFCOP personnel should always be responsible for the content of any papers or talks that they give, including the content of slides.

Speaking relationships with company or company event planners are subject to review and approval of the participant’s administrator, department chair, or dean as delineated in Section 2, Consulting Relationships.

10. Other Industry Support for Research

The UFCOP, through the Office of Sponsored Research, have established policies and contract forms to permit Industry support of basic and clinical research in a manner consistent with the non-profit mission of the University. True philanthropic gifts from Industry may be accepted through the University of Florida Foundation. All industry sponsored research should follow guidelines and policies developed by the University for Florida Division of Sponsored Research. Investigators should comply with research ethical guidelines and complete respective UF conflict of interest documentation in a timely manner. All issues are to be referred to the Associate Dean of Research in the College of Pharmacy.

11. Philanthropy

Gifts of a philanthropic nature from industry to UFCOP may be accepted by the Dean in consultation with an appropriate department chair/dean based on the congruence of the donor's corporate mission with the mission of UFCOP. Whenever there is ambiguity in this regard, the issue shall be decided on by the Dean.

Exemption Request: Faculty, Staff, and Students of the College of Pharmacy at the University of Florida may request an exemption to any of the specific activities specified in Part C of the Policy. The procedure for faculty, staff, and students will be to request an exemption by submitting a written request to either the department chair (for faculty), Senior Associate Dean for Professional Affairs (for students), Chief of Staff (for staff). The request will be notated with a sign of support or disapproval and then will be forwarded to the Dean for a decision.

D. Reporting and Enforcement

For questions and issues of general industry conflict and industry supported research, the Associate Dean for Research and Graduate Studies should be consulted. The UFCOP faculty, students, and staff who do not comply with these policies are subject to disciplinary action as defined in University policies in conflict of interest.

The UFCOP personnel shall report their outside relationships with Industry using the combined Conflict of Interest Form, at least annually and more often as needed to disclose new relationships. Alleged violations of this policy within the UFCOP shall be investigated by the Dean's Office. Suspected violations of this policy shall be referred to the individual's department chair who shall determine what actions, if any, shall be taken.

Violations of this policy by UFCOP employees may result in the following actions (singly or in any combination), depending upon the seriousness of the violation, whether the violation is a first or repeat offense, and whether the violator knowingly violated the policy or attempted to hide the violation:

1. Counseling of the individual involved
2. Written reprimand, entered into the violator's employment or faculty record
3. Banning the violator from any further outside engagements for a period of time
4. Requiring that the violator return any monies received from the improper outside relationship
5. Requiring the violator to complete additional training on conflict of interest
6. Removing the violator from supervision of trainees or students
7. Termination for cause

Any disciplinary action taken hereunder shall follow the established procedures of the University. Industry representatives who violate this policy may be subject to penalties outlined in the Health Science Center policies, as well as other actions or sanctions imposed at the discretion of the Vice President of Health Science Center.

Violation of any of the above procedures by representatives shall result in disciplinary action which may include but shall not be limited to the following:

- First violation: Verbal and written warning to representative; written notification to district manager or representative's supervisor.
- Second violation: Suspension of representative and all other company sales/marketing representatives from the UFCOP for six months.
- Third violation: Suspension of representative and all other sales and marketing representatives of the company from the UFCOP for one year or more. A review of multi-source products obtained from the company will be conducted. Representatives found trespassing as defined in this policy will be escorted from the premises and their companies notified as appropriate.

University of Florida College of Pharmacy

By: _____

Name:

Title: Dean

Health Science Center

By: _____

Name:

Title: Senior Vice President for the Health Affairs

*Prepared using the University of Pittsburgh Schools of the Health Sciences Industry Policy as a template. The UPSOHS Industry policy was rated an "A" by the American Medical Student Association (AMSA) for an appropriate conflict of interest policy with industry. Also, information from the UFCOD draft for a policy on conflict of interest has been incorporated into this document. The above draft has been modified in the context of the UFCOP setting in the Health Science Center.

Michael W. McKenzie, Ph.D.

Senior Associate Dean for Professional Affairs

Member, Health Center Task Force on Conflict of Interest with Industry

Date: August 19, 2009

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APPENDIX B

University of Florida, College of Pharmacy Statements Concerning Tenure and Promotion, Sustained Performance Evaluation Program and Salary Adjustment Program for Full Professors

College of Pharmacy Tenure and Promotion Plan

1. Introductory Statement

This document describes in detail the tenure and/or promotion indices and standards that will be used to determine whether candidates meet the criteria in Florida Administrative Code (F.A.C.) sections 6C1-7.003, 6C1-7.010, 6C1-7.013, and 6C1-7.019. For a complete perspective, the reader is advised to review these sections; (1) the University Constitution, Article V, Section 5; and (2) the Office of Academic Affairs' Annual Memorandum on Tenure, Permanent Status, and Promotion Nominations.

2. College's Mission Statement

The College's statement concerning Tenure and Promotion is to be viewed in the context of the College's mission statement and its value system ([please see Section 1.2](#)). The goals and objectives of the College are broadly stated in the Mission Statement ([please see Section 1.3](#)). Both the College's mission statement and goals and objectives are subject to change and the faculty should review the most current documents annually.

3. Definitions

- a. Tenure is a status granted by the Board of Trustees to faculty and must be granted by the end of the seventh year of tenure earning service. Tenure guarantees a faculty member's annual reappointment until she or he voluntarily resigns or retires, is terminated for just cause, is discontinued because of a layoff, is deemed to have abandoned his or her position, or dies. Tenure is effective at the beginning of the fiscal year. The status of tenure does not extend to administrative appointments.

The letter of appointment shall specify the date of the completion of the first year of service to enable the faculty member in determining the critical dates in which the preliminary tenure review and full tenure review consideration will be under-taken. The process for full tenure review normally begins during the fall term of the seventh year of service. A faculty member may request earlier consideration or deferral of consideration to the seventh year, with the concurrence of the appropriate administrator. In the case of a deferral, the agreement shall be in writing by the appropriate administrator.

- b. Promotion is the assignment of a faculty member to a higher academic rank. Faculty promotions are effective at the beginning of the academic year.
- c. A semester (or a 19.5 week period for a 12 month faculty) in which a faculty member is on leave of absence shall not be considered academic service for the purpose of awarding tenure.

- d. The university now has a “Tenure Clock Stopping” policy that shall be granted for a one-year extension of the maximum probationary period for tenure under the certain prescribed circumstances. (For complete description of this policy see www.senate.ufl.edu/reports/tenure/20041019tenureReport.pdf)
 - e. Only employees classified as faculty members of the University, who are in continuous full-time or part-time tenure-accruing positions and hold the rank of assistant professor or above are eligible for nomination for tenure. Refer to rule 6C1-7.003, F.A.C.
4. **Brief Summary of the College and University Procedures for Submitting Tenure and/or Promotion Nominations for Faculty Classified as full-time or part-time with the Rank of Assistant Professor or Higher and who are Employed in a Tenure Earning Position**

- a. **Preliminary review:** The Department and the College of Pharmacy's Tenure and Promotion Committee **must** conduct a preliminary review of each tenure track as-assistant professor at the completion of the third year of employment. The intent of this policy is to provide every candidate for tenure the opportunity to receive a realistic assessment of the likelihood of achieving tenure. **This preliminary re-view is similar in all respects to the regular tenure and review process, except that no outside letters of support are utilized.** In cases in which a faculty member elects to be considered for tenure "when ready" (i.e. prior to the seventh year of service, with consultation with department chair and the dean), the faculty member is responsible for making arrangements for a preliminary review to take place prior to final consideration for tenure. In cases where a candidate has been hired with substantial experience and elects to be considered for tenure, arrangements for a preliminary review should preferably be made at least 2 years prior to consideration for tenure, with consultation with their chair and the dean. This does not preclude any faculty from submitting an application for tenure and promotion sooner than two years after an interim review. **Faculty who are hired at the Associate Professor level or higher and who already have substantial teaching and research experience may waive this interim review upon approval of the department chair and dean. Faculty who choose to waive an interim review due so at their own risk as the interim review is a considerable benefit to the applicants.** To facilitate the review process, and minimize effort by the candidate, it is the chair's responsibility to in-sure that an identified individual staff member will help prepare the packet, particularly the collection of documents archived by the college (i.e. teaching evaluations [for faculty, course, department, college], annual assignments, evaluations, etc.). The dean's office should have a person identified to act as a liaison for the departments. This staff member(s) should be required to attend the yearly presentations on Tenure and Promotion in order to maintain competent on the rules and regulations for the Tenure and Promotion packet.

A similar review process for any tenure track faculty member in line for promotion should take place if deemed necessary by the candidate’s chair and the Dean of the College. The timing of this review should be determined in consultation with the chair and the candidate. This review would take place by the full professors serving on the T & P committee (sustained performance committee).

- b. **Departmental Review for tenure and/or promotion:** The department chair or appropriate administrator normally is responsible for initiating the tenure and/or promotion

process although a faculty member may request that a nomination for tenure and/or promotion be done at any time. In the case of the promotion to a Distinguished Professor, the departmental faculty and/or chair is responsible for initiating the process.

All tenured members of the academic department in which the faculty member is being considered for tenure must review the nomination and indicate their recommendations by secret ballot. In the case of promotion, all members of the department or unit holding rank above the candidate will review the nomination, and, by means of a secret vote held 24 hours after a closed door meeting, indicate their recommendations. Irrespective of the results of either the polled faculty or the chair, the packet must be forwarded to the college level for further consideration. The chair must write a letter to the college-wide Tenure and Promotion Committee providing the consensus of the department and including both positive and negative comments as appropriate. The department chair or director fills in all four blanks listed for votes (i.e., for, against, abstaining and absent) for each level at which votes are taken. The number of faculty voting should sum to the total faculty eligible to vote. The department chair's or director's letter must explain the vote whenever 20% or more of the votes are recorded as negative, abstaining or absent. A copy of the chair's letter must be received by the candidate within five days of the letter being written. The candidate then has ten calendar days thereafter to request a meeting with the department chair/director and/or to submit a written response. The packet cannot be forwarded to the next step until the candidate either submits a response, indicates in writing that s/he will not respond or 10 days have passed, whichever is first. If there is a response it shall be placed in the packet.

Joint Appointments - Tenure and/or promotion of faculty with a primary appointment in the College of Pharmacy and a secondary appointment elsewhere in the University shall be reviewed in the same manner as a full-time appointment in the College of Pharmacy with the additional provision that the recommendation to the college-wide Tenure and Promotion Committee include relevant information on performance from the department chair in which the secondary appointment is held.

- c. **College Level Review:** The College's Tenure and Promotion Committee reviews the nomination of faculty. The Tenure and Promotion Committee, meeting as a whole, considers all the material submitted by each candidate for tenure and/or promotion. The tenure and promotion committee will make individual assessments as part of its fact-finding and consultative role. A "best practice" for re-view of an individual faculty member would be to NOT have the T and P member from the home department of the candidate present the packet to the committee for discussion. Following a candid discussion, an individual assessment shall consist of a committee member's indicating whether or not the candidate meets the standards for tenure within the college. This assessment is conducted by a secret ballot. **All tenured members of the College's Tenure and Promotion Committee will be eligible to vote for any application for tenure. All members of the Tenure and Promotion Committee holding rank superior to that of the applicant shall be eligible to vote for promotion.**

Members of the Tenure and Promotion Committee may, at the request of the dean, consult with the Dean regarding each candidate. The Dean's signature is required before the nomination is forwarded to the Senior Vice President for Health Affairs for review before the nomination is submitted to the University's Academic Personnel Board. The Dean writes a letter for the candidate. The dean's letter must explain the individual assessments whenever 20% or more are recorded as negative.

This letter becomes a part of the tenure packet and a copy of the dean's letter must be received by the candidate and the respective department chair/director within 5 working days of the letter being written. The candidate then has ten calendar days thereafter to request a meeting with the dean and/or to submit a written response. Any response shall be included in the packet. The dossier cannot be forwarded to the next step until the candidate either submits a response to the dean's letter, indicates in writing that s/he will not respond, or 10 days have passed, whichever is first.

- d. **University Academic Personnel Board Review:** The University Academic Personnel Board shall review and consider all nominations received and shall submit its recommendations to the President. The University Academic Personnel Board consists of five tenured, non-administrative faculty members in the rank of full professor or above who are elected by the University Senate. Ex-officio members are the Dean of the Graduate school, the Provost/Vice President for Academic Affairs, Vice Provost, and the Vice President for Research. The Provost/Vice President for Academic Affairs acts as the Chair, and the Vice Provost acts as the secretary (non-voting). The duties of the Academic Personnel Board are to advise the President on promotion and tenure nominations and on related policy matters. The Academic Personnel Board shall have the sole responsibility for taking a University-wide view and concerning itself with the adequacy of the University-wide tenure and promotion criteria. It shall also have the final responsibility for advising the president on such matters before the President submits the University's recommendation on tenure to the Board of Trustees, or issues a final decision regarding promotion.
 - e. **Presidential Review:** The Vice President for Health Affairs and/or the Dean and/or designee shall have the opportunity to meet with the President and the Academic Personnel Board to review the Board's negative recommendations before the President makes a final decision or, in the case of tenure, submits a recommendation to the Board of Trustees.
 - f. **Final University Action:** A decision regarding a denial can occur at any stage of the University's tenure and promotion process. The faculty member shall be notified in writing by the appropriate administrative official within 10 days, or as soon thereafter as possible, of the final action taken on the nomination. If the faculty member is denied tenure and/or promotion, the notice shall include a statement of reason(s) for the denial. Tenure is granted upon nomination by the President, review by the Chancellor of the State University System, and approval by the Board of Trustees. Promotion is granted by the President.
5. **Brief Summary of the College and University Procedures for Submitting *Promotion* Nominations for Faculty Classified as full-time or part-time with the Rank of Assistant Professor or above and who are Employed in a *Non-Tenure* Earning Position**

The process follows those steps described in Section 4 above. Since many faculty who are non-tenure earning are expected to be strong in either instruction, research, or service and because only one of these areas often reflects all of a faculty member's assignment, emphasis in promotion decisions will be based on performance in that area of assignment alone. Examples include non-tenured faculty who hold a teaching, clinical or research track. Where a recommendation is made primarily on a record in research, teaching, or service, the evidence must show clearly that the candidate has performed with distinction (see Section 8 for definition of

distinction). In cases in which a non-tenured faculty member elects to be considered for promotion to Associate Professor, the candidate must make arrangements for a preliminary review by the department and the Tenure and Promotion committee at least three years prior to consideration for promotion. Faculty who have assignments in two of the three areas will be evaluated on the basis of their performance in each area based on their percentage of assignment to each area.

6. **Brief Summary of the College Procedures for Considering Nominations for *Promotion* for Faculty Classified as *Non-Salaried Affiliate* or *Non-Salaried Affiliate Clinical Faculty* (non-compensated)**

Promotions are recommended to the dean by departmental faculty. The department chair forwards to the dean a copy of the candidate's CV along with a letter describing the academic credentials, achievements and contributions of the candidate in the college's teaching, research, and/or service programs. Requests for promotion shall be submitted, after Dean's approval, to the University of Florida, Office of Academic Affairs for review and approval.

7. **Mentoring Program within the College**

The College of Pharmacy shall have a mentoring program for all new assistant professors. This mentoring process will be modeled after our current formative teaching evaluation. A mentoring group will be established for each new faculty as part of orientation. The group will be composed of 2-3 faculty members at the level of associate professor or higher. The department chair, in consultation with the candidate and dean, will assign appropriate faculty to serve as mentors. The department chair, the mentoring group, and the individual faculty member will meet soon after the start of employment to establish expectations. A faculty member designated as a mentor will have this duty reflected in both quarterly and annual assignments. The group need not be composed of faculty exclusively from the college of pharmacy, although the majority of the members should preferably be from the faculty's department. The composition of the group can change at any time with input from the chair and the candidate. The leader of the group will either be selected by the chair of the department or chosen by the group. The group will meet with the candidate at least twice yearly, and provide the faculty member with a verbal assessment of their progress towards tenure at least annually. Evaluation of each faculty mentor will be included in the annual evaluation conducted by his/her department chair. A similar program may be utilized for associate professors.

8. A. **Criteria for Tenure and Promotion for Tenure Track Faculty**

The University's criteria for these decisions are described in 6C1-7.019(3), F.A.C. These criteria recognize three broad categories of academic service: instruction, research, and service. In most cases, promotion and tenure requires distinction in ***at least two*** of the categories, one of which should be in the area of primary responsibility, though merit should certainly be regarded as more important than the quantity of activities. The College's view is that the overriding criteria for awarding tenure are that of demonstrated professional excellence and a clear expectation of continued significant value to the University.

“Distinction” is defined as performance that is nationally and/or internationally recognized and contributes to a record of excellence in the faculty candidate's field of expertise (promotion to Associate Professor) or performance that is nationally and/or internationally recognized and contributes to a sustained record of excellence in the faculty candidate's field of expertise (promotion to Full Professor).

Outside Letters: In addition to any internal letters solicited at the discretion of the department chair, at least five letters of evaluation from academic peers outside the university who are at a higher academic rank than the candidate. “*Outside the university*” means individuals not employed either currently or in the past ten years by the University of Florida. It is encouraged that solicited outside letters should be sought from individuals who do not have a personal relationship with the candidate. The letters of evaluation should offer evidence of recognized contributions and not simply be letters of support. Letters from faculty who are at the top of the candidate’s field and at the very best institutions are particularly valued. The emphasis should not be on the number of letters solicited, but on the quality of the review.

If more than six letters are received, the department chair must include all the letters, along with an explanation of why additional letter(s) exists. **All solicited letters that have been received must be included in the packet.**

The identification of individuals, both internal and external, from whom letters of evaluation are sought, is the joint responsibility of the nominee and the department chair. The candidate should consult her or his mentor and generate a list of no more than seven names as potential reviewers. The candidate should give the list to her/his department chair, who shall be responsible for choosing the individuals who will be asked to submit letters of evaluation. At least one-half of the selected evaluators must come from the candidate’s list. If an insufficient number of individuals agree to serve as evaluators, the candidate should submit additional names, as necessary, until at least five individuals have agreed to serve. The chair shall send the same standard solicitation letter to the qualified scholars as necessary until no fewer than five have agreed to evaluate the candidate’s research/scholarship/creative activities.

The letter should not be leading in its request for an evaluation. The letter shall append the department’s written discipline-specific clarifications of the University criteria and shall ask the evaluator to assess the candidate’s research performance in order to determine whether it:

- a. satisfies the University criteria for tenure as clarified in writing by the candidate’s department;
- b. represents a significant contribution to the field; and
- c. is comparable to the research performance of successful tenure candidates at the same stage in their careers at comparable public research universities.

Included in the letter of solicitation should be the candidate’s percentage effort in each of the assigned duties.

A copy of a typical letter requesting the letters of evaluation should appear before the actual letters of evaluation in the packet. A brief, objective narrative summary indicating the credentials/qualifications of each individual providing a letter of evaluation also must be included in the tenure or promotion packet.

Those from whom the letters of evaluation are solicited must be notified of the possibility that the letters will be read by the faculty member unless s/he executes a written waiver before the letters are requested. If a letter of evaluation has been faxed, please use reproduced copies of this letter in all copies of the packet, including the original.

Faculty Assignment: A faculty member’s activities in instruction, research, and service must be considered if the person has been assigned duties or responsibilities in all three areas, no matter how slight. The college-wide Tenure and Promotion Committee will review a faculty

member's performance in the context of his or her assignment. Thus, it is essential that the reporting of assignments in the Faculty Activity Reports be accurate. Each faculty member is strongly encouraged to review their semester faculty activity reports at the end of each semester and to report any changes in actual effort to their chair so corrections may be made. In cases in which the assigned activity for a given year reported in the packet does not reflect actual effort, a statement of clarification by the chair should be included in the packet.

A. Instruction

Evidence should be presented that the candidate has developed and conducted an instructional program of high quality. The requisites for effectiveness of a teacher include intellectual competence, integrity, independence, enthusiasm, a spirit of scholarly inquiry, a continuous increase in knowledge of the subject taught, an ability to effectively transmit knowledge to students, to arouse curiosity in beginning students and to stimulate advanced students to creative work. Evaluation of effectiveness of instruction will include classroom performance, curriculum materials, educational development activities, and clerkship student evaluation.

The evaluation of effectiveness of instruction will be based, in part, on the following:

- The candidate's overall teaching ability as perceived by students and documented by their responses on course evaluations in a course in which the candidate is a major instructor and team taught courses;
- The candidate's teaching competence as determined by teaching evaluations by peers based on an examination of course content, command of and currency in field, and presentation methods;

Evaluation of effectiveness of instruction may be based on other evidence, for example:

- The candidates instructional competence in team-taught courses as determined by evaluations of course coordinators based on ability to work as a team with other course instructors in providing integrated course materials;
- The candidate's instructional ability in direction of graduate students' thesis and dissertations;
- The candidate's ability to supervise graduate teaching assistants;
- Quality of academic advisement;
- The candidate's contributions to pharmacy education as demonstrated by any of the following (these may be described in a narrative):
 - i. Developing a new course or rotation, or revising an existing course.
 - ii. Receiving an educational development grant or directing an experimental educational program.
 - iii. Publishing a review article in a professional journal.
 - iv. Authoring or co-authoring a chapter in pharmacy or other health-related textbook.
 - v. Participating as an invited contributor in a national symposium or workshop on some aspect of pharmacy education.
 - vi. Publishing an article on subjects related to pharmacy education.
 - vii. Developing and/or presenting a continuing education program.
 - viii. Receiving a recognized teaching award or student recognition award.

All of the candidate's contributions listed above must be judged by peer review as scholarly and of high quality and significance if they are to be considered by the college-wide Tenure and Promotion Committee.

B. Research

The candidate should have demonstrated the ability to conduct research that reflects original scholarship, makes a contribution to knowledge and shows the likelihood of continued quality performance. This ability and future promise may be demonstrated in one or more of the following categories: (1) to conduct research with appropriate scientific methods and rigor; (2) to conceptualize and theorize in an original way; with logical and mathematical formulation as appropriate; (3) to synthesize, criticize, and clarify extant knowledge and research; (4) to innovate in the collection and analysis of empirical data; or (5) to relate research to the solution of practical problems of individual groups, organizations, or societies. The candidate will be evaluated to determine if she or he has achieved the following standards:

- a. **Publications of peer-reviewed articles in authoritative scholarly journals:** The candidate is the primary author of original research published in peer-reviewed publications. Primary authorship is defined as the author that is primarily responsible for initiating, conducting and reporting the research. Research publications in which the candidate is an author but not the primary author and other publications such as case reports, drug review or therapeutic review published in peer-reviewed publications will be considered but will not be the sole basis for awarding tenure or promotion. Publications resulting from work as a student or a postdoctoral fellowship and Letters to the Editor will not normally be considered in evaluating the candidate's research productivity, unless they meet the criteria for primary authorship as defined above. In cases in which the candidate is an author but not the primary author, such as a member of a successful research team, should include a description of her/his contributions to the research effort.
- b. **Research Funding:** The candidate has secured funding from sources outside the University to support his or her independent research efforts. The candidate should demonstrate the ability to obtain research funding from federal agencies, foundations, or private sources which is awarded on a competitive basis.
- c. **Training of Advanced Degree Students/PharmD Students:** The candidate has demonstrated the ability to train advanced degree professionals as evidenced by an ongoing postdoctoral research training program and/or advising of graduate students, and/or PharmD students.
- d. **Peer Recognition:** The candidate has demonstrated that she or he is recognized by peers as making significant contributions to the field. Examples of such evidence include invited presentations in national scientific and professional meetings, receiving recognition awards (e.g., career development, young investigator), serving on review committees and editorial boards and election to prestigious national organizations that recognize excellence in the discipline.
- e. **Quality of Work and Potential for Advancement:** A review of at least three of the candidate's publications and other research efforts by at least five academic peers from outside the university who are at a higher academic rank than the candidate must conclude that the work is scholarly, creative, original, and of high quality and significance. (This evaluation will be part of the outside letters of evaluation described earlier.)
- f. **Other Evidence of Excellence by Peers**

C. Service

To be relevant to tenure and/or promotion decisions, service activities must clearly involve a high level of skill in communicating and applying the knowledge of one's professional competence. Documentation of service must evaluate the quality of such service as well as highlight individual efforts that are especially significant. The discussion should identify the nature of the tasks performed and the particular responsibilities of the candidate. When service is a major aspect of a candidate's responsibilities, letters should be solicited from authorities in the field evaluating the quality and impact of the service and its importance to the university.

Evidence of public service includes:

- Consultations to the community and significant advisory work with government, business, or industry.
- Outreach program planning and development.
- Membership on committees and boards.
- Public lectures and presentations.
- Participation in radio, television, and educational television network (ETN) programs.
- Service in official position of public organizations or agencies.
- Publications for nonprofessionals.
- Testifying at public hearings.
- Preparation of reports.
- Membership on site visit teams.

Evidence of university service includes:

- Major committee assignments in the department or the university.
- Chair or associate chair of a department, or dean or associate dean of a school or college.
- Coordinator of statewide outreach programs.
- Special administrative assignments in a department, college, or university.

Evidence of professional service includes:

- Membership on state, regional, or national review panels, study sections, councils, etc.
- Membership on editorial boards of professional journals or other reviewing or editing activities.
- Leadership positions on national or international scientific, professional, and educational organizations.
- Leadership in the development of continuing professional education for personnel in the field.

Specific Standards for Promotion for Various Ranks

Assistant Professor: Promotion to Assistant Professor requires that a candidate has demonstrated a capacity for teaching and independent research and where appropriate, innovative pharmacy practice.

Associate Professor: Promotion to the rank of Associate Professor requires clear and demonstrable evidence that the candidate has developed an independent, well-defined program of original research, teaching or service. The candidate should have demonstrated the ability to supervise the training of research investigators and post-graduate degree professionals.

Professor: Promotion to the rank of professor implies advanced academic maturity and requires evidence that the candidate (1) has achieved recognition as a national authority in his or her discipline through the development of an original program of research, teaching, or service; and (2) has conducted scholarly work over a sustained period of time.

Documentation

It is the responsibility of the faculty member to provide all required information to be included in the tenure/promotion packets, e.g., teaching evaluations (student and peer evaluations), contract and grant activity, updated listing of publications.

It is the responsibility of the department chair to review the performance of each department faculty member annually. An identified staff member within the department will assist the faculty member in gathering the information for the packet and an identified staff member in the dean's office will assist in coordinating the efforts in completing the packet. These staff members should attend the annual workshops given on tenure and promotion to be current with any rule changes.

Prior to the consideration of a faculty member's nomination, he/she shall review the materials to insure that all information pertinent to the nomination is present. It is the responsibility of the faculty member to see that the tenure and/or promotion materials are complete and factually correct. However, if a faculty member has waived the right to review the letters of recommendation; these may not be reviewed by the faculty member.

If new materials or information (e.g., the chairs letter, notes, etc.) are added to the tenure and/or promotion packet after the commencement of consideration, copies of the new materials must be sent to the faculty member who may, within five days, attach a brief response to the materials.

Withdrawal Procedures and Appeal and Grievance Procedure

Withdrawal Procedures: Faculty members being considered for tenure prior to the seventh year may withdraw, without prejudice, from the review process on or before March 15th of an academic year if no official action is taken on the nomination, i.e., written communication regarding the denial. The withdrawal requires written mutual agreement between the faculty member and the chair.

Informal Appeal and Grievance Procedures: A statement regarding appeal and grievance procedures must be given to any faculty denied tenure and/or promotion (see F.A.C. - 6C1-7.042). If a faculty member who has been denied at any level believes that the university has failed to comply with the university's criteria for tenure or promotion procedures, they may appeal the action. The appeal should begin at the level at which the nomination was denied. Relevant documentation should be included with the appeal. If dissatisfied with the results of the appeal, the faculty member may proceed to the next administrative level.

8. B. Criteria for Promotion for Non-Tenure Track Faculty

The University's criteria for these decisions are described in 6C1-7.019(3), F.A.C. These criteria recognize three broad categories of academic service: instruction, research, and service. Promotion requires a sustained and significant record of distinction in the area of primary responsibility (instruction, research, or clinical practice), to which the faculty member is assigned annually, as well as 1-2 indicators of scholarship per year and service.

Merit should certainly be regarded as more important than the quantity of activities. The College's view is that the overriding criteria for awarding promotion is that of demonstrated professional excellence and a clear expectation of continued significant value to the University.

“Distinction” is defined as performance that makes a significant contribution to knowledge and/or practice.

Criteria for Promotion to Clinical/Research Associate Professor or Associate Scholar or Senior Lecturer: Distinction is recognized and contributes to a record of excellence in the faculty candidate's field of expertise. Participation in scholarly activity is essential and the candidate should demonstrate an emerging reputation at a regional and/or national scope

Criteria for Promotion to Clinical/Research Professor or Scholar or Master Lecturer: All of the criteria for Associate Professor or Associate Scholar or Senior Lecturer plus evidence of national or international recognition is achieved and there is a sustained record of excellence in the faculty candidate's field of expertise. Leadership in professional societies and/or extraordinary service to the College of Pharmacy are also expected.

Outside Letters: In addition to any internal letters solicited at the discretion of the department chair, at least five letters of evaluation from academic peers outside the university who are at a higher academic rank than the candidate. *“Outside the university”* means individuals not employed either currently or in the past ten years by the University of Florida. It is encouraged that solicited outside letters should be sought from individuals who do not have a personal relationship with the candidate. The letters of evaluation should offer evidence of recognized contributions and not simply be letters of support. Letters from faculty who are at the top of the candidate's field and at the very best institutions are particularly valued. The emphasis should not be on the number of letters solicited, but on the quality of the review.

If more than six letters are received, the department chair must include all the letters, along with an explanation of why additional letter(s) exists. **All solicited letters that have been received must be included in the packet.**

The identification of individuals, both internal and external, from whom letters of evaluation are sought, is the joint responsibility of the nominee and the department chair. The candidate should consult her or his mentor and generate a list of no more than seven names as potential reviewers. The candidate should give the list to her/his department chair, who shall be responsible for choosing the individuals who will be asked to submit letters of evaluation. At least one-half of the selected evaluators must come from the candidate's list. If an insufficient number of individuals agree to serve as evaluators, the candidate should submit additional names, as necessary, until at least five individuals have agreed to serve. The chair shall send the same standard solicitation letter to the qualified scholars as necessary until no fewer than five have agreed to evaluate the candidate's research/scholarship/creative activities.

The letter should not be leading in its request for an evaluation. The letter shall append the department's written discipline-specific clarifications of the University criteria and shall ask the evaluator to assess the candidate's performance in order to determine whether it:

- a. satisfies the University criteria for promotion as clarified in writing by the candidate's department;
- b. represents a significant contribution to the field; and
- c. is comparable to the research performance of successful candidates at the same stage in their careers at comparable public research universities.

Included in the letter of solicitation should be the candidate's percentage effort in each of the assigned duties.

A copy of a typical letter requesting the letters of evaluation should appear before the actual letters of evaluation in the packet. A brief, objective narrative summary indicating the credentials/qualifications of each individual providing a letter of evaluation also must be included in the tenure or promotion packet.

Those from whom the letters of evaluation are solicited must be notified of the possibility that the letters will be read by the faculty member unless s/he executes a written waiver before the letters are requested. If a letter of evaluation has been faxed, please use reproduced copies of this letter in all copies of the packet, including the original.

Faculty Assignment: A faculty member's activities in instruction, research, patient care (clinical), and service must be considered if the person has been assigned duties or responsibilities in multiple areas, no matter how slight. The college-wide Tenure and Promotion Committee will review a faculty member's performance in the context of his or her assignment. Thus, it is essential that the reporting of assignments in the Faculty Activity Reports be accurate. Each faculty member is strongly encouraged to review their semester faculty activity reports at the end of each semester and to report any changes in actual effort to their chair so corrections may be made. In cases in which the assigned activity for a given year reported in the packet does not reflect actual effort, a statement of clarification by the chair should be included in the packet.

A. **Instruction**

Evidence should be presented that the candidate has developed and conducted an instructional program of high quality. The requisites for effectiveness of a teacher include intellectual competence, integrity, independence, enthusiasm, a spirit of scholarly inquiry, a continuous increase in knowledge of the subject taught, an ability to effectively transmit knowledge to students, to arouse curiosity in beginning students and to stimulate advanced students to creative work. Evaluation of effectiveness of instruction will include classroom performance, curriculum materials, educational development activities, and clerkship student evaluation.

The evaluation of effectiveness of instruction will be based, in part, on the following:

- The candidate's overall teaching ability as perceived by students and documented by their responses on course evaluations in a course in which the candidate is a major instructor and team taught courses;
- The candidate's teaching competence as determined by teaching evaluations by peers based on an examination of course content, command of and currency in field, and presentation methods;

Evaluation of effectiveness of instruction may be based on other evidence, for example:

- The candidates instructional competence in team-taught courses as determined by evaluations of course coordinators based on ability to work as a team with other course instructors in providing integrated course materials;
- The candidate's instructional ability in direction of graduate students' thesis and dissertations;
- The candidate's ability to supervise graduate teaching assistants;
- Quality of academic advisement;

- The candidate's contributions to pharmacy education as demonstrated by any of the following (these may be described in a narrative):
 - i. Evidence of exemplary development of new courses, instructional materials, technological innovations, and syllabi.
 - ii. Receiving an educational development grant or directing an experimental educational program.
 - iii. Publishing an article related to teaching in a professional journal.
 - iv. Authoring or co-authoring a chapter in pharmacy or other health-related textbook.
 - v. Participating as an invited contributor in a national symposium or workshop on some aspect of pharmacy education.
 - vi. Developing and/or presenting a continuing education program.
 - vii. Receiving a recognized teaching award or student recognition award.
 - ix. Exemplary contributions or leadership on committees related to teaching.
 - x. Evidence of providing exemplary professional development for practicing professionals.
 - xi. Evidence of self-reflection, study, and development/improvement of teaching performance.

Clinical faculty who provide students of the college with experiential education or other assigned activities will be evaluated on their ability to fulfill their assigned activities. The candidate must demonstrate distinction and special competence in a specific field. The candidate's professional activities should be scrutinized for evidence of achievement, leadership, and the development or utilization of new approaches and techniques for the solution of professional problems or other creative activities.

Evaluation of the clinical competence of the candidate should be made by clinical practitioners. This evaluation should include the candidate's contributions in the following areas:

- i. Innovative pharmacy practice.
- ii. Clinical competence in the prevention, detection, assessment, and resolution of pharmaceutical care problems.
- iii. Provision of quality patient care services.
- iv. Other documentary evidence of achievement of a professional nature as provided by the candidate.

Clinical Emphasis (e.g. Clinical Associate Professor, Clinical Professor)

Faculty members on this track have a majority of their effort devoted to clinical practice-based instruction (clinical clerkships), other instruction, and/or clinical service. Promotion to Clinical Associate Professor will be based on documentation of distinction in teaching and practice as evidenced by student and peer evaluations, and evidence demonstrating the quality and impact of clinical practice on patient care. The impact on patient care will be documented in part by input from other healthcare professional colleagues. Board certification is a way to document clinical expertise and in most cases is expected for promotion to the Clinical Associate Professor level. Additionally, 1-2 scholarly activities per year are required for documentation of promise of sustained and continued scholarly activity.

Instructional Emphasis (e.g. Clinical Associate, Clinical Professor, Associate Scholar, Scholar, Senior Lecturer, Master Lecturer)

Faculty members on this track have a majority of their effort devoted to instruction. Promotion to Clinical Associate Professor will be based on documentation of distinction in classroom teaching as evidenced by student and peer evaluations and evidence demonstrating the quality of teaching and/or program supervision and its impact on student learning. Additionally, 1-2 scholarly activities per year are required with documentation of sustained and continued promise of scholarly activity. These scholarly activities may be focused in the area of the faculty member's choosing, consistent with their expertise.

Promotion to Associate Scholar or Senior Lecturer are expected to have demonstrated distinction in the primary assigned duties, and at least emerging leadership with respect to assigned duties. A candidate applying for promotion from Associate Scholar to Scholar, or Senior Lecturer to Master Lecturer is expected to demonstrate a continuing level of productivity that merits distinction in the primary assignment, as well as a high level of leadership in the primary area(s) of assigned duties (i.e., teaching, research and scholarship, and/or professional service [including administration]).

All of the candidate's contributions listed above must be judged by peer review as scholarly and of high quality and significance if they are to be considered by the college-wide Tenure and Promotion Committee.

B. Research

The candidate should have demonstrated the ability to work in collaboration with other investigators on research that makes a contribution to knowledge and have indicated the likelihood of continued quality performance. The candidate will be evaluated to determine if she or he has achieved the following standards:

- a. **Publications:** The candidate is the primary author or co-author of original research published in peer-reviewed publications. Other publications such as case reports, drug reviews, or therapeutic reviews published in peer-reviewed venues will also be considered. In cases in which the candidate is an author but not the primary author, the candidate may wish to provide a narrative describing their contribution to the research effort if they feel their contribution to the work was greater than normally associated with the role of co-author.
- b. **Research Funding:** The candidate has worked as part of a research team to secure funding from sources outside the University including federal agencies, foundations, or private sources to support a research program.
- c. **Peer Recognition:** The candidate has demonstrated that she or he is recognized by peers as making significant contributions to the field. Examples of such evidence include invited presentations in national scientific and professional meetings, receiving recognition awards and reviewing manuscripts for professional journals.
- d. **Quality of Work and Potential for Advancement:** A review of at least three of the candidate's publications and other research efforts by at least five academic peers from outside the university who are at a higher academic rank than the candidate must conclude that the work is of high quality. (This evaluation will be part of the outside letters of evaluation described earlier.)
- e. **Other Evidence of Excellence by Peers**

Additionally, 1-2 scholarly activities per year are required for documentation of promise of sustained and continued scholarly activity.

Examples of scholarly activities include, but are not limited to:

- a. Publication of textbooks, book chapters, review articles, research reports, drug utilization reviews, teaching materials, assessment tools, faculty development resources, and case reports that are published in peer-reviewed venues.
- b. Collaboration in basic, educational, translational, and/or clinical research.
- c. Evidence demonstrating the quality and impact of clinical practice on patient care.

C. Service

To be relevant to promotion decisions, service activities must clearly involve a high level of skill in communicating and applying the knowledge of one's professional competence. Documentation of service must evaluate the quality of such service as well as highlight individual efforts that are especially significant. The discussion should identify the nature of the tasks performed and the particular responsibilities of the candidate. When service is a major aspect of a candidate's responsibilities, letters should be solicited from authorities in the field evaluating the quality and impact of the service and its importance to the university.

Evidence of public service includes:

- Consultations to the community and significant advisory work with government, business, or industry.
- Outreach program planning and development.
- Membership on committees and boards.
- Public lectures and presentations.
- Participation in radio, television, and educational television network (ETN) programs.
- Service in official position of public organizations or agencies.
- Publications for nonprofessionals.
 - Testifying at public hearings.
 - Preparation of reports.
 - Membership on site visit teams.

Evidence of university service includes:

- Major committee assignments in the department or the university.
- Chair or associate chair of a department, or dean or associate dean of a school or college.
- Coordinator of statewide outreach programs.
- Special administrative assignments in a department, college, or university.

Evidence of professional service includes:

- Membership on state, regional, or national review panels, study sections, councils, etc.
- Membership on editorial boards of professional journals or other reviewing or editing activities.
- Leadership positions on national or international scientific, professional, and educational organizations.
- Leadership in the development of continuing professional education for personnel in the field.

Evidence of clinical service for non-tenure track faculty includes:

- The impact on patient care as documented in part by input from other healthcare professional colleagues.
- Board certification is expected for promotion to the Clinical Associate Professor level.
- Invited presentations in area of clinical expertise.

Specific Standards for Promotion for Various Ranks

Clinical Emphasis (e.g. Clinical Associate Professor, Clinical Professor): Faculty members on this track have a majority of their effort devoted to clinical practice-based instruction (clinical clerkships), other instruction, and/or clinical service. Promotion to Clinical Associate Professor will be based on documentation of distinction in teaching and practice as evidenced by student and peer evaluations, and evidence demonstrating the quality and impact of clinical practice on patient care. The impact on patient care will be documented in part by input from other healthcare professional colleagues. Board certification is a way to document clinical expertise and in most cases is expected for promotion to the Clinical Associate Professor level. Additionally, 1-2 scholarly activities per year are required for documentation of promise of sustained and continued scholarly activity.

Instructional Emphasis (e.g. Clinical Associate, Clinical Professor, Associate Scholar, Scholar, Senior Lecturer, Master Lecturer): Faculty members on this track have a majority of their effort devoted to instruction. Promotion will be based on documentation of distinction in classroom teaching as evidenced by student and peer evaluations and evidence demonstrating the quality of teaching and/or program supervision and its impact on student learning. Additionally, 1-2 scholarly activities per year are required with documentation of sustained and continued promise of scholarly activity. These scholarly activities may be focused in the area of the faculty member's choosing, consistent with their expertise.

Research Emphasis (e.g. Research Associate Professor or Research Professor): Faculty members on this track have a majority of their effort devoted to research. It is recognized that faculty members in this track will not usually have an independent research program, but will be key investigators in a research group. Promotion will be based on research productivity commensurate with their effort in research, peer-reviewed publications and extramural research funding as well as peer recognition.

Documentation

It is the responsibility of the faculty member to provide all required information to be included in the tenure/promotion packets, e.g., teaching evaluations (student and peer evaluations), contract and grant activity, updated listing of publications.

It is the responsibility of the department chair to review the performance of each department faculty member annually. An identified staff member within the department will assist the faculty member in gathering the information for the packet and an identified staff member in the dean's office will assist in coordinating the efforts in completing the packet. These staff members should attend the annual workshops given on tenure and promotion to be current with any rule changes.

Prior to the consideration of a faculty member's nomination, he/she shall review the materials to insure that all information pertinent to the nomination is present. It is the responsibility of the faculty member to see that the tenure and/or promotion materials are complete and factually correct. However, if a faculty member has waived the right to review the letters of recommendation; these may not be reviewed by the faculty member.

If new materials or information (e.g., the chairs letter, notes, etc.) are added to the tenure and/or promotion packet after the commencement of consideration, copies of the new materials must be sent to the faculty member who may, within five days, attach a brief response to the materials.

Withdrawal Procedures and Appeal and Grievance Procedure

- a. **Withdrawal Procedures:** Faculty members being considered for tenure prior to the seventh year may withdraw, without prejudice, from the review process on or before March 15th of an academic year if no official action is taken on the nomination, i.e., written communication regarding the denial. The withdrawal requires written mutual agreement between the faculty member and the chair.
- b. **Informal Appeal and Grievance Procedures:** A statement regarding appeal and grievance procedures must be given to any faculty denied tenure and/or promotion (see F.A.C. - 6C1-7.042). If a faculty member who has been denied at any level believes that the university has failed to comply with the university's criteria for tenure or promotion procedures, they may appeal the action. The appeal should begin at the level at which the nomination was denied. Relevant documentation should be included with the appeal. If dissatisfied with the results of the appeal, the faculty member may proceed to the next administrative level.

9. Critical dates

Critical dates of the Tenure and Promotion reviews are outlined in the following Table and are subject to change on an annual basis.

| Level | Item | Date |
|-----------------------------------|---|----------------------------------|
| College of Pharmacy | T & P Packet to Individual | June 1 preceding Academic year |
| | T&P Packet to Departmental Administrators to schedule review by Elizabeth Moore | July 15 of Academic year |
| | T&P Packet reviewed in meeting with Candidate and Elizabeth Moore | Week of July 15 of Academic year |
| | T&P Packet to Chair of Department to be sent (paper copy) to external reviewers | August 1 of Academic year |
| | T&P Packet reviewed by Department | September 15 of Academic year |
| | T&P Packet to T&P Committee | October 1 of Academic year |
| | T&P Packet to Dean | December 1 of Academic year |
| Vice President for Health Affairs | T&P Packet with Dean's letter | January of Academic year |
| University(Academic Personnel) | T&P packet with College and HSC letter | January of Academic year |

Critical dates of tenure and promotion committee to perform the preliminary review will vary with the appointment date of the candidate. The review will take place within three months of the completion of the first three years of employment if new faculty. In cases where faculty are hired with previous experience, arrangements for review will take place early in the fall term 2 years prior to the candidates application for tenure.

10. Criteria for Tenure and Promotion to be included in Tenure Track Faculty Packets

CRITERIA FOR TENURE AND PROMOTION:

- A. The criteria for promotion or for granting of tenure shall be relevant to the performance of the work which the faculty member has been assigned to do and to the faculty member's duties and responsibilities as a member of the University community. These criteria recognize three (3) broad categories of academic service as follows:
 - Instruction, including regular classroom teaching, direction of theses and dissertations, academic advisement, extension programs, and all preparation for this work including study to keep abreast of one's field.
 - Research or other creative activity including scholarly, peer-reviewed publications.
 - Professional and public service.
- B. Extension service may be inclusive of the three broad categories of academic service described above. Refer to paragraph 6C1-7.010(2)(b) for a detailed description of the duties and responsibilities specifically assigned to extension faculty.
- C. The work for which a faculty member is responsible, as well as the expectation that he or she will abide by the rules and regulations of the University and the laws of the State and the nation, should be made clear to the faculty member at the time of employment and shall be reviewed at subsequent intervals at least annually, since the faculty member's assignment may vary with the passage of time.
- D. The assignment shall also be specified at the time of recommendation for promotion and tenure on the University's tenure and/or promotion nomination packet of information which the faculty member prepares. A copy of the University's Guidelines and Information regarding the Tenure, Permanent Status and Promotion Process, which includes the nomination packet format and which is incorporated herein by reference, may be obtained in the Chairperson's, Dean's or Director's Office or from the Office of the Provost. In most cases, all three types of activities listed in paragraph (A) above will be expected, although the ratios required may vary widely. By way of illustration, a faculty member assigned mostly teaching responsibilities will in most cases be expected to do some research and/or service work. On the other hand, there will be some research personnel who will be assigned no teaching. In most cases, promotion and tenure should require distinction in at least two of the three categories, one of which should be that of the faculty member's primary responsibility, although merit should certainly be regarded as more important than variety of activity. "Distinction" in the categories listed in paragraph (A) shall be defined by each college. Each college shall disseminate annually in writing its criteria for tenure and promotion to all faculty members. The criteria also shall be available from the dean's office in each college. Reviews of nominations for promotion and tenure shall include evidence that review letters from outside the University have been sought for the evaluation of research and creative or extension service activities. In the case of tenure nominations at least five review letters from outside the university must be presented.

TENURE TRACK

The University's criteria for these decisions are described in 6C1-7.019(3), F.A.C. These criteria recognize three broad categories of academic service: instruction, research, and service. In most cases, promotion and tenure requires distinction in at least two of the categories, one of which should be in the area of primary responsibility, though merit should certainly be regarded as more important than the quantity of activities. The College's view is that the overriding criteria for awarding tenure is that of demonstrated professional excellence and a clear expectation of continued significant value to the University.

"Distinction" is defined as performance that is nationally and/or internationally recognized and contributes to a record of excellence in the faculty candidate's field of expertise (promotion to Associate Professor) or performance that is nationally and/or internationally recognized and contributes to a sustained record of excellence in the faculty candidate's field of expertise (promotion to Full Professor).

Instruction: Evidence should be presented that the candidate has developed and conducted an instructional program of high quality. Instruction, including regular classroom and/or clinical teaching, direction of research (theses and dissertations), academic advisement, extension programs, and all preparation for this work including study to keep abreast of one's field. Evaluation of effectiveness of instruction will include classroom performance, curriculum materials, which may include educational development activities, and clerkship student evaluation and peer review of teaching.

Research and Other Scholarly Activities: The candidate should have demonstrated the ability to conduct research that reflects original scholarship, makes a contribution to knowledge and shows the likelihood of continued quality performance. These are evidenced by obtaining external funding and peer reviewed publications and other scholarly work.

Service: This could include academic, clinical, and/or professional service. To be relevant to tenure and/or promotion decisions, service activities must clearly involve a high level of skill in communicating and applying the knowledge of one's professional competence. When service is a major aspect of a candidate's assigned responsibilities, evidence should be provided demonstrating the quality and impact of the service.

Criteria for Promotion to Associate Professor: Promotion to the rank of Associate Professor requires clear and demonstrable evidence that the candidate has achieved distinction and has developed an independent, well-defined program in at least two of the categories (original research, teaching or service).

Criteria for Promotion to Professor: Promotion to the rank of Professor includes all of the criteria for Associate Professor and requires evidence that the candidate has achieved recognition as a national authority in his or her assigned primary responsibility and has conducted sustained scholarly activity.

11. Criteria for Promotion to be included in Non-Tenure Track Faculty Packets

CRITERIA FOR PROMOTION:

- A. The criteria for promotion or for granting of tenure shall be relevant to the performance of the work which the faculty member has been assigned to do and to the faculty member's duties and responsibilities as a member of the University community. These criteria recognize three (3) broad categories of academic service as follows:

- Instruction, including regular classroom teaching, direction of theses and dissertations, academic advisement, extension programs, and all preparation for this work including study to keep abreast of one's field.
 - Research or other creative activity including scholarly, peer-reviewed publications.
 - Professional and public service.
- B. Extension service may be inclusive of the three broad categories of academic service described above. Refer to paragraph 6C1-7.010(2)(b) for a detailed description of the duties and responsibilities specifically assigned to extension faculty.
- C. The work for which a faculty member is responsible, as well as the expectation that he or she will abide by the rules and regulations of the University and the laws of the State and the nation, should be made clear to the faculty member at the time of employment and shall be reviewed at subsequent intervals at least annually, since the faculty member's assignment may vary with the passage of time.
- D. The assignment shall also be specified at the time of recommendation for promotion and tenure on the University's tenure and/or promotion nomination packet of information which the faculty member prepares. A copy of the University's Guidelines and Information regarding the Tenure, Permanent Status and Promotion Process, which includes the nomination packet format and which is incorporated herein by reference, may be obtained in the Chairperson's, Dean's or Director's Office or from the Office of the Provost. In most cases, all three types of activities listed in paragraph (A) above will be expected, although the ratios required may vary widely. By way of illustration, a faculty member assigned mostly teaching responsibilities will in most cases be expected to do some research and/or service work. On the other hand, there will be some research personnel who will be assigned no teaching. In most cases, promotion and tenure should require distinction in at least two of the three categories, one of which should be that of the faculty member's primary responsibility, although merit should certainly be regarded as more important than variety of activity. "Distinction" in the categories listed in paragraph (A) shall be defined by each college. Each college shall disseminate annually in writing its criteria for tenure and promotion to all faculty members. The criteria also shall be available from the dean's office in each college. Reviews of nominations for promotion and tenure shall include evidence that review letters from outside the University have been sought for the evaluation of research and creative or extension service activities. In the case of tenure nominations at least five review letters from outside the university must be presented.

NON-TENURE TRACK

The University's criteria for these decisions are described in 6C1-7.019(3), F.A.C. These criteria recognize three broad categories of academic service: instruction, research, and service. Promotion requires a sustained and significant record of distinction in the area of primary responsibility (instruction, research, or clinical practice), to which the faculty member is assigned annually as well as 1-2 indicators of scholarship per year and service.

Merit will be regarded as more important than the quantity of activities. The College's view is that the overriding criterion for awarding promotion is that of demonstrated professional distinction and a clear expectation of continued significant value to the University.

"Distinction" is defined as performance that makes a significant contribution to knowledge and/or practice.

Criteria: Promotion to Clinical/Research Associate Professor or Associate Scholar- Distinction is recognized and contributes to a record of excellence in the faculty candidate's field of expertise. Participation in scholarly activity is essential and the candidate should demonstrate an emerging reputation at a regional and/or national scope

Criteria: Promotion to Clinical/Research Professor or Scholar- All of the criteria for Associate Professor plus evidence of national or international recognition is achieved and there is a sustained record of excellence in the faculty candidate's field of expertise. Leadership in professional societies and/or extraordinary service to the College of Pharmacy are also expected.

Examples of Scholarship includes, but are not limited to:

- Publication of textbooks, book chapters, review articles, research reports, drug utilization reviews, teaching materials, assessment tools, faculty development resources, and case reports that are published in peer-reviewed venues.
- Collaboration in basic, educational, translational, and/or clinical research.

Clinical Emphasis (e.g. Clinical Associate Professor, Clinical Professor): Faculty members on this track have a majority of their effort devoted to clinical practice-based instruction (clinical clerkships), other instruction, and/or clinical service. Promotion will be based on documentation of distinction in teaching and practice as evidenced by student and peer evaluations, and evidence demonstrating the quality and impact of clinical practice on patient care. The impact on patient care will be documented in part by input from other healthcare professional colleagues. Board certification is a way to document clinical expertise and in most cases is expected for promotion. Additionally, 1-2 scholarly activities per year are required for documentation of promise of sustained and continued scholarly activity.

Instructional Emphasis (e.g. Clinical Associate, Clinical Professor, Associate Scholar, Scholar): Faculty members on this track have a majority of their effort devoted to instruction. Promotion will be based on documentation of distinction in classroom teaching as evidenced by student and peer evaluations and evidence demonstrating the quality of teaching and/or program supervision and its impact on student learning. Additionally, 1-2 scholarly activities per year are required with documentation of sustained and continued promise of scholarly activity. These scholarly activities may be focused in the area of the faculty member's choosing, consistent with their expertise.

Research Emphasis (e.g. Research Associate Professor or Research Professor): Faculty members on this track have a majority of their effort devoted to research. It is recognized that faculty members in this track will not usually have an independent research program, but will be key investigators in a research group. Promotion will be based on research productivity commensurate with their effort in research, peer-reviewed publications and extramural research funding as well as peer recognition.

College of Pharmacy Sustained Performance Evaluation Plan

1. Announcement and Description of the Program

In 1998 the University of Florida initiated a Sustained Performance Evaluation Program (Post Tenure Review) to formally document sustained performance of a tenured faculty member during the previous six years of assigned duties and to encourage continued professional growth and development. The University guidelines for this program can be found at: <http://regulations.ufl.edu/chapter7/7019.pdf>; page 21-22. In 2015, the College of Pharmacy formally initiated a Sustained Performance Evaluation Program for faculty in the non-tenure track; thus setting a policy that all College faculty will be subject to documentation of their sustained performance.

Currently faculty members are evaluated annually by their respective supervisor. The University guidelines have stated that each academic unit is charged with developing and implementing a plan for sustained performance peer review of all faculty in the unit at least once every seven years. The review process should focus on the quality of performance by faculty members on the assigned responsibilities, which usually includes teaching, scholarship, and service. The goal of the review process is to encourage continued professional growth and development and to identify faculty members whose sustained performance is: 1) generally satisfactory; or 2) consistently below satisfactory in one or more areas of responsibility. A performance improvement plan shall be developed for faculty member whose performance evaluation is identified as being consistently below satisfactory in one or more areas of the assigned responsibilities. The purpose of the improvement plan should be one that will result in enhancing the performance of the faculty member so that subsequent evaluations are satisfactory and will assist and encourage continual professional development.

The following will outline the selection of the evaluating committee, the criteria used to select faculty members to be evaluated, the materials used in the evaluation, the procedures to follow in the review process, and the mechanism by which the faculty member can participate in the review process.

2. Selection of the Evaluating Committee

The members of the committee will consist of all the full professors who serve on the College of Pharmacy tenure and promotion committee. These members will serve as reviewers for the same two-year term as the tenure and promotion committee. The members will choose a chair of the sustained evaluation committee. The chair of the sustained performance evaluation group need not be the chair of the full tenure and promotion committee.

If any member on the committee is being reviewed, they cannot participate on the committee during review of their own performance. If this individual is the chair of the committee, another chair will be selected from the remaining faculty.

If a faculty member is to be reviewed and there is no member of the review committee from that faculty member's home department, the chair of the department will select a full professor from the department to serve as an *ad hoc* member of the sustained performance evaluation committee. In all reviews at least three of the members must be in attendance. Persons with a conflict of interest or apparent conflict of interest should be excluded from the committee during deliberations involving the faculty member with whom there is a conflict.

3. Faculty to Be Evaluated

All faculty members must be evaluated every year by their respective department chair and then, at least, every seven years, under the provisions of the post tenure review statutes. Individuals who serve in administrative capacity will be reviewed for their teaching and research activities by the same procedures, if 50% or less of their assignment is in administration. The seven-year period will begin after the last full evaluation (promotion) by the tenure and promotion committee or after hiring the individual. Faculty members, who have submitted a letter indicating retirement within one year of the seven-year evaluation period, will not be included in the review process. Any faculty member who is selected as a recipient of the State recognized PEP (Professorial Excellence Program) Award or the Professor Pay Plan (Step Plan) will be considered as achieving a satisfactory evaluation, as long as the Chair, Dean and faculty member are in agreement. This is due to the fact that the same committee (full professor subcommittee of the college elected Tenure and Promotion Committee) will evaluate the PEP candidate. The faculty member's seven-year period will begin at the time the award is made.

The individual faculty member under review is responsible for examining all the material in his/her personnel file. The faculty member may request to see the content of the evaluation file that serves as the basis for the annual review and access will be provided. The material in the file should include, but is not restricted to, annual letters of evaluation and individual annual faculty percent effort reports since the last review, and an updated CV. Included with this information should be a summary, term by term, of the faculty member's annual assignment. Also included should be a summary of the faculty member's teaching evaluation, including a summative peer teaching evaluation, and the yearly goals and objectives if these materials were used in the annual evaluations. A summative peer evaluation is a retrospective process that examines a professor's teaching over time and it summarizes the individual's competence as a teacher. A summative peer evaluation is done by faculty, for administration as outlined under official College of Pharmacy policies. Evidence of professional development should be added if appropriate. Copies of publications, grants and patents should be on hand if requested by the committee. **Items for evaluation can only include information that was used as part of the normal annual review process.**

4. Review Procedure

Upon completion of the review, the committee, which is advisory to the chair, will record its finding in writing and provide a copy to the chair for his/her review. In those instances when a faculty member is evaluated as "consistently below satisfactory", the committee shall enumerate the strengths of the candidate and highlight the areas where improvement is necessary and report its findings to the responsible chairman for consideration. The committee can only advise the chair on the development of a performance plan. The faculty member will receive copies of all materials, as will the Dean of the college.

If the faculty member receives a "consistently below satisfactory" rating then a performance improvement plan must be constructed. This plan shall be constructed by the faculty member and the immediate supervisor with recommendations by the reviewing committee and approved by the chair or dean. Specific resources must be identified and the plan must include specific performance targets and time periods for achieving the targets. The chair, in consultation with the dean, shall discuss the improvement plan with the faculty member who is designated as needing improvement. If the plan is not followed, or improvement is not made, then the chair is responsible for taking the appropriate action under provisions 6C1-7.048 of the University rules.

Some level of performance improvement is encouraged for every reviewed faculty member. The purpose of this improvement plan should be one that will result in enhancing the performance of the faculty member in general.

5. Procedures to Follow

A list of all faculty eligible for the sustained performance evaluation will be compiled with the number of years since their last evaluation. Faculty will be notified at the beginning of the academic year (July-August) in which they will be reviewed. The criteria for the review process will be provided to the faculty member with a summary of the material that needs to be provided to the committee. **The faculty member will review all materials in the personnel file before it is forwarded to the committee chair by the first of April.** The committee will meet and send their report to the faculty member and respective departmental chair with a copy also going to the Dean. The faculty member will have one month to respond. The chair will likewise have a month to respond. The final report will be completed no later than June. A listing of the faculty identified as unsatisfactory and needing improvement shall be submitted to the Provost and to the Vice President for Health Affairs, with a brief statement about the evaluation plan on or before the end of July. The results of the Chairperson's review of the faculty member's sustained performance can be included in the annual letter of evaluation to the faculty member. In some instances, although the candidate is considered satisfactory, there may be some suggestions for improvement transmitted to the appropriate supervisor.

6. Mechanism by Which the Faculty Member can Respond to the Review

If the faculty member disagrees with the chair's assessment or the proposed improvement plan, s/he may appeal. The appeal of the chair's assessment or the performance plan stays within the college with the Dean's decision being final.

7. Critical Dates

Critical Dates of Sustained Performance Evaluations are outlined in the following table and are subject to change on an annual basis.

| Level | Item | Date |
|-----------------------------------|---|---------------------------------|
| College of Pharmacy | Sustained Performance packet to Faculty | July/August of an academic year |
| | Sustained Performance review to T&P Comm. | April 1 of an academic year |
| Vice President for Health Affairs | Sustained Performance review to VP | June 30 of an academic year |
| University (Academic Personnel) | Sustained Performance review to Provost | June 30 of an academic year |

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APPENDIX C

Peer Evaluation of Teaching in the College of Pharmacy

Data collected from peer evaluation of teaching represent a key measure for evaluating the effectiveness of a faculty's instructional effort. Peer evaluation of teaching is not intended to replace students' evaluations of teaching, but instead represents a method for evaluating aspects of teaching that cannot be evaluated by students. All faculty members who have any level of instructional effort, professional or graduate, shall have their teaching evaluated. In addition, all faculty members with instructional effort are expected to occasionally serve as peer reviewers to ensure universal participation and representation of all faculty members in the program.

Formative Evaluation

Formative evaluation is a prospective process that examines a faculty's current teaching competence and develops a plan for improvement in the future. Formative peer evaluation is done by faculty for faculty. The purpose of formative peer evaluation is to improve the quality of teaching; not to determine the rewards that are appropriate for faculty.

Each faculty member is responsible for assuring that s/he is the subject of a formative peer evaluation for teaching in a required departmental professional course or in a core departmental graduate course, at least once every six years during periods when the faculty member has a teaching commitment. Generally, a formative evaluation will alternate with a summative evaluation so that each faculty member receives either a summative or formative evaluation at least once every three years. A chair may ask a faculty member to be evaluated more frequently.

A formative peer evaluation of teaching should be done by at least two faculty. A third reviewer may be selected who has expertise in measuring the process of teaching (e.g., from OIR). Peer reviewers should be selected by the faculty member who is to be evaluated based on whomever s/he believes to be potentially most beneficial to him/her. Peer reviewers may observe the teaching of the faculty member to be evaluated by watching the faculty member on videotape or by attending at least two lectures, discussions, seminars, or laboratories of the professor being evaluated. Peer reviewers should also review syllabi, reading assignments or other assignments, exams and other assessment materials, and the results of assessments (both the aggregate results and a representative sample of individual results). Peer reviewers should meet with a group of students in the course and perform a small group instructional diagnostic (SGID). It is important for the faculty member who is being evaluated to provide the reviewers with evidence that the course objectives have been met. If possible, this evidence should be based on predetermined criteria.

The two faculty reviewers should meet with the faculty member being reviewed to discuss results of the evaluation. During the discussion, a plan for improvement should be developed to include evaluation criteria that can be used by future peer reviewers. A written evaluation should be provided to the evaluated faculty member by the evaluators. This written evaluation is to be maintained in the evaluated faculty member's own personal file, and it is to be labeled "Personal and Confidential."

After a formative peer review of teaching has occurred, the reviewing faculty should report to the reviewed faculty member's department chair that the formative peer review has been completed. However, the substance of this review should not be reported to the faculty member's department chair.

Suggested SGID Questions:

1. What do you feel it was that Faculty X intended to teach you?
2. What do you feel you learned from Faculty X?
3. What do you feel you should have learned from Faculty X, but did not?
4. Were the things you learned from Faculty X consistent with what you understood to be the objectives of the course?
5. What aspects of Faculty X's teaching made it easier for you to learn?
6. What aspects of Faculty X's teaching made it more difficult for you to learn?
7. What recommendations do you have for improvement in Faculty X's teaching?

Summative Evaluation

Summative evaluation is a retrospective process that examines a faculty's teaching over time, and it summarizes the faculty's competence as a teacher. Summative peer evaluation is done by faculty for administration. Its purpose is to provide a basis for determining the appropriate rewards for faculty.

Departments are encouraged to handle the summative evaluation by blinding the faculty member to be evaluated to the identity of the reviewers. However, it is recognized that there are situations where blinding will not be possible or even desirable.

Each faculty member and his/her department chair is responsible for assuring that, during any "critical" year, s/he is the subject of a summative peer evaluation for teaching in a required departmental professional course or in a core departmental graduate course. If the faculty member does not teach in a required course, then the evaluation shall occur in an elective course. A "critical" year is defined as one in which it is anticipated that there will be teaching-related administrative evaluation (tenure, promotion, teaching award) during the following year. A faculty member may, of course, decide to be the subject of a summative evaluation any time s/he wishes to do so. Since annual raises in salary may be based in part on teaching performance, and since department chairs will have the results of student evaluation of teaching every year, faculty may elect to have their own summative peer evaluation done each year. Generally, a summative evaluation will alternate with a formative evaluation so that each faculty member receives a summative or formative evaluation at least once every three years.

The department chair selects peer reviewers. A summative peer evaluation should be done by at least two faculty, including the department chair (or designee) and another faculty member (either from within the department, college, or outside the college). A department, at their option, may include a third faculty member from outside UF with expertise in the same field as the faculty member who is being evaluated. A fourth reviewer may be selected who has expertise in measuring the process of teaching (e.g., from OIR).

Peer reviewers should meet together and agree at this meeting as to the standard of performance against which the faculty's teaching is being measured. Generally, consistent criteria shall be used throughout the college as described in the attachment. Peer reviewers may observe the teaching of the faculty member to be evaluated by watching the faculty member on videotape or by attending at least two lectures, discussions, seminars, or laboratories of the faculty member being evaluated. The classroom meetings chosen for the observations may be announced or unannounced. Peer reviewers should also review syllabi, reading assignments or other assignments, exams and other assessment materials, and the results of assessments (both the aggregate results and a representative sample of individual results). Peer reviewers should examine materials from previous years

in which the faculty member being evaluated has taught and determine to what extent improvements have been made over time. It is important for the faculty member being evaluated to provide the reviewers with evidence that improvement in teaching has occurred over time.

If a peer reviewer from outside the University is included then s/he will be asked to evaluate structural elements of teaching, as represented by a course syllabus (including, e.g., objectives, outline, assignments, and readings) and student evaluations. The following are examples of areas in which the peer reviewer should provide comments:

1. Are objectives present? Are they clear and apparently congruent with the course title?
2. Given the objectives of the course, what is your summary evaluation of the course organization, e.g., outline, sequence, lecture schedule, time allocations?
3. Given the objectives, course organization, and instructional materials, what is your summary evaluation of the instructional materials, text, reading, case studies, etc.?
4. Given the objectives, course organization, and instructional materials, what is your summary evaluation of the testing and examination materials?
5. Overall, would you judge the “structure” (items 1-4) as inadequate, adequate, good, or excellent? What recommendations do you have for improvement?
6. In addition, if you have seen Professor’s teaching, your general impressions of _____ as a teacher will be most welcome.

| | Formative | Summative |
|---|--|--|
| Purpose | Prospective process examining a professor's current teaching. It is done by faculty for faculty. It is conducted to improve the quality of teaching; not to determine rewards. | Retrospective process examining professor's teaching over time and summarizes the professor's competence as a teacher. It is done by faculty for administration for the purpose of determining appropriate rewards for faculty. |
| How often is an evaluation conducted? | At least once every six years but generally alternating with a summative evaluation so that each faculty member receives a summative or formative evaluation every three years. A chair may require more frequent evaluations. | During any "critical year" or anytime a professor requests one. Generally, alternating with a formative evaluation so that each faculty member receives a summative or formative evaluation every three years. |
| Who is responsible for ensuring that the evaluation is conducted? | The faculty member | The faculty member and the department chair |
| Who conducts the evaluation? | At least two faculty. A third reviewer may be selected who has expertise in measuring the process of teaching. | By two to four reviewers – including the department chair (or designee) and another faculty member (either from the department, college, or outside the college). Optional: a third faculty member from outside UF with content expertise in the same area as the faculty member being evaluated or a reviewer from OIR. |
| Who selects the peer reviewers? | The faculty member to be evaluated. | The chair. Blinding of the reviewers to the professor to be evaluated is encouraged. |
| What assessment elements do the peer reviewers consider? | By videotape or attending at least two lectures/discussions, seminars/laboratories; review syllabi, assignments, exams and results; meet with group of students. | COP reviewers meet to agree as to the standard of performance against which teaching is being measured (see guidelines for criteria); Watching a videotape or attending at least two lectures/discussions, seminars/laboratories; review syllabi, assignments, exams and results (peer reviewers may attend different class meetings; observations may be announced or unannounced); Examine materials from previous years and determine to what extent improvements have been made over time. |
| How do the peer reviewers provide feedback? | The peer reviewers meet with professor to discuss results of evaluation; during discussion, a plan for improvement is developed; provide a written evaluation to be maintained in the evaluated professor's personal file. | The peer reviewers provide a written evaluation to be maintained by administration and a copy is provided to the professor being evaluated. |

