



Appointment, Promotion and Tenure Requirements
for Tenure Track and Clinical Teaching Track Faculty
with Start of Employment PRIOR to April 4, 2014

Approved by the University of Colorado Denver | Anschutz Medical Campus, Office of the
Provost and Vice Chancellor of Academic and Student Affairs

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Table of Contents

TENURE TRACK

Requirements For Appointment, Reappointment, Promotion, and Tenure for Full-time Tenure-Track Faculty _____	3
Interim Evaluation Procedures and Guidelines for Tenure-Track Faculty _____	12
Post-tenure Review Procedures and Guidelines _____	17

CLINICAL TEACHING TRACK

Requirements For Appointment, Reappointment, and Promotion for Full-time Clinical Teaching Track (C/T) Faculty _____	23
Promotion Review Process for Clinical Teaching Track Faculty _____	32

PART-TIME AND VOLUNTEER FACULTY

Requirements For Appointment, Reappointment, and Promotion For Part-time Faculty, Volunteer Faculty and Preceptors _____	34
--	----

EMERITUS

Requirements For Professor Emeritus _____	36
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APPENDICES

APPENDIX A: Organization and Requirements of Evaluation Notebook _____	38
APPENDIX B: Procedural Guidelines for Faculty Promotion and Tenure Process _____	40
APPENDIX C: Promotion Criteria Matrix _____	43
APPENDIX D: Guidelines for the Evaluation of Publications _____	47
APPENDIX E: Sample of an Interim Evaluation Notification Form _____	49
APPENDIX F: Curriculum Vitae Format _____	50

REQUIREMENTS FOR APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE FOR FULL-TIME TENURE-TRACK FACULTY IN THE SCHOOL OF DENTAL MEDICINE, UNIVERSITY OF COLORADO

(Approved by the Faculty Senate July 14, 2008)

1. INTRODUCTION

The purpose of this document is to provide a written reference for the procedures and requirements for the appointment or promotion of tenure-track and tenured faculty within the University of Colorado School of Dental Medicine (UCSDM). Additional references that are also applicable are the sections which apply to the faculty appointments and rank in the Laws of the Regents of the University of Colorado and the University of Colorado Faculty Handbook. The department chair develops a complete dossier for the candidate (see Appendix A) and forwards it to the UCSDM Promotion, Tenure, and Post Tenure Review Subcommittee (see Appendix B for Procedural Guidelines for Promotion and Tenure). If a candidate is a department chair or a department chair refuses to nominate the candidate, he/she may be nominated by another full-time UCSDM faculty member.

2. CRITERIA FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL-TIME FACULTY MEMBERS, UCSDM

- A. The three primary categories that are used to evaluate faculty members are:
1. Teaching (and clinical activity where relevant)
 2. Research and/or other Scholarly Activities
 3. Leadership and service

In addition, a faculty member is expected to demonstrate professional growth and professional behavior. Professional behavior includes but is not limited to dress, speech, and interactions with patients, staff, students, and colleagues. These two general aspects will, consequently, also be taken into account. The nature of the faculty member's duties must be considered but a faculty member who has administrative duties must achieve similar standards for academic promotion and tenure as other faculty members. Faculty with limited teaching duties cannot achieve "Excellence" in teaching under UCSDM criteria and therefore are only eligible to be recommended for tenure upon achieving "Excellence" in Research. Faculty, whose main duties are not in research, are expected to demonstrate a significant degree of high quality teaching in addition to appropriate accomplishments in more limited research and scholarly roles.

Candidates for promotion should refer to Appendix A for guidelines on compiling his/her dossier for submission to the Promotion, Tenure, and Post-Tenure Review Subcommittee.

The following criteria are intended to serve as a guide for the appointment, reappointment and/or promotion of faculty members, and the awarding of tenure. In addition, they should be used in post-tenure review procedures. A Promotion Criteria Matrix is provided in Appendix C to evaluate teaching, research, and leadership and service activities.

B. Criteria:

1. Teaching

High quality teaching is an important part of the mission of this School. As such, teaching will be evaluated rigorously. The following criteria will be considered, as appropriate, to the faculty member in question regarding a determination of teaching achievement:

- a. Teaching responsibilities (e.g., contact hours, course directorship) and expectations (e.g., faculty track, differentiated annual workload, etc.).
- b. Dedication of the faculty member to teaching, as shown by his/her knowledge of the subject and by such factors as course organization, innovations in teaching, objectivity and fairness in student evaluation, availability, enthusiasm, and ability to stimulate students to enhance their capacity for critical thinking. Evidence should be presented of continued and aggressive mastery of subject areas (e.g., attendance at courses to enhance teaching and clinical abilities, conferences, teaching laboratories, etc.).
- c. Preparation of teaching materials, evidence of teaching skills (e.g., teaching portfolio), and use of appropriate methods of student evaluation.
- d. Evaluation by his/her departmental chair and/or peers of the faculty member's command of the subject and general effectiveness as a teacher in the didactic setting, clinical, preclinical laboratory, and the advising and mentoring of pre-doctoral and postdoctoral students.
- e. Student evaluation of the overall effectiveness of the faculty member as a teacher.
- f. Student performance in applicable sections of National Board Examinations and/or clinical board examinations applicable to the faculty member's area of teaching responsibility.
- g. Active support of the teaching program of the School and University.
- h. Teaching awards, specialty and other appropriate Board certification/recertification, and other significant accomplishments.

2. Research and/or Other Scholarly Activities

All full-time members of the faculty, of this School, must engage in research and/or other scholarly activities appropriate to their scientific interests. The following criteria will be considered in evaluating a faculty member's scholarly achievement:

- a. An assessment of the time available to the faculty member to pursue research and/or other scholarly activities.

- b. The quality and quantity of papers published in refereed journals, these may include original research articles, review articles and extensive case/technique/application reports. The quality of the journals themselves and the position of authorship will also be considered.
- c. To a lesser extent, the quality and quantity of papers published in State journals or non-refereed dental journals.
- d. Contributions to textbooks (e.g., book author and/or editor, chapter author, etc.)
- e. Contributions to audiovisual works published by a company or institution other than the University of Colorado. In general such items should be scholarly and not represent continuing education, which is considered under Leadership and service.
- f. Funded research grants.
- g. Unfunded research grants proposals. Reviewers' comments in these cases must be considered.
- h. Presentations of research and/or scholarly material and published abstracts associated with professional or scientific meetings. This criterion does not include continuing education which is considered under Leadership and service.
- i. Patient or patent applications, editorship of a journal, editorial board/reviewer for a journal, table clinic participation, panelist on professional panels, grant reviewer, NIH study section involvement, or electronic teaching media creation.
- j. Documented reputation as a scholar/researcher at the national and international levels, including invitations to lecture at other universities.
- k. The following criterion will not be normally considered: The actual thesis involved in the obtaining an advanced degree, although publications emanating from the thesis will be considered. The rationale for not considering a thesis is that writing a thesis is part of training and generally reflects the influence of the graduate study supervisor.

3. Leadership and service

The third component of the university life is leadership and service, which includes leadership and service to the university and the leadership and service to the community.

Leadership and service to the University- This responsibility involves a general contribution to the university, over and above teaching and scholarly activity.

The following criteria will be considered:

- a. Participation in the administration and governance of the Faculty, the School, the Campus, and the University, including active and productive participation in committees at various levels.
- b. Participation in School and University activities, such as recruiting, open houses, School displays at meetings, Faculty meetings, Research Day, and fundraising, etc.,
- c. Representation of the School or University to organized dentistry and other professional groups, including participation on behalf of the School.
- d. Representation of the School or University to government agencies, when formally requested by the Dean or department chairperson.
- e. Helping and encouraging the professional growth of junior faculty members and other colleagues.
- f. Professional behavior including but not limited to dress, speech, and interactions with patients, staff, students, and colleagues.

Leadership and service to the Community- Leadership and service to the community is very important to the School and is essential to the future prosperity and survival of this and other dental schools. It involves both leadership and service to the Colorado dental profession, the surrounding region, the nation, and to the people of the State of Colorado.

The following criteria will be considered:

- a. Participation in continuing education programs sponsored by the University of Colorado.
- b. Skill and devotion in the care of patients within the clinics of the University of Colorado, or as part of the faculty member's teaching responsibilities in outlying clinics.
- c. Leadership and service to the profession and appropriate discipline(s) at the state, national, and international levels.
- d. Consultative services to other health professionals, hospitals, institutions of higher education, and government agencies.
- e. Participation in continuing education programs not sponsored by the University of Colorado.
- f. Continuing education lectures and/or clinical presentations at local, state, national, or international meetings. This criterion involves presentations that represent continuing education, rather than the

presentation of research and/or other scholarly activity. Audiovisual aids for continuing education nature are included in this category.

- g. Presentations on dentistry to the lay public.
- h. Participation in community dental health education projects.

NOTE: While service to the community as described in this section is important and casts a favorable light upon the School, faculty member must be careful to balance this activity with the University's legitimate expectations of them in teaching, research and/or other scholarly activities, and leadership and service to the school.

3. QUALIFICATION FOR FACULTY RANK, PROMOTION, REAPPOINTMENT, AND TENURE

A. Instructor

1. General Statement- The applicant should have a doctoral dental degree, a Bachelor of Science dental hygiene degree, or other terminal degree in an appropriate field and be well qualified to teach. Faculty appointed to teach in areas not requiring a dental degree (e.g., in dental hygiene or the basic or behavioral sciences) should have the appropriate degree in that field. Faculty appointed at this level without considerable dental practice experience and/or teaching experience and/or advanced training should anticipate at least two years in this rank before being considered for promotion.
2. Criteria for Instructor
 - a. Factors meriting qualification would include GPA, rank in class at the student level, student performance in the specific department in which the appointment is being made, and collegiality and professionalism. No previous teaching experience is necessary.
 - b. No evidence of research and/or other scholarly activity is required.
 - c. Two letters of recommendation, solicited by the appropriate department chair/nominator after consultation with the applicant.

B. Assistant Professor

1. General Statement- An assistant professor is expected to have some successful teaching experience in dental education or equivalent. Faculty at this level will usually demonstrate advanced formal training beyond the doctoral dental degree, the Bachelor of Science dental hygiene degree, or other terminal degree in an appropriate field, if they have a minimum of two years of full-time experience in their field and possess outstanding credentials. An important consideration is the balance between the teaching, scholarly activity, and leadership and service activities. Minimal activity in any of the three areas must be balanced by increased quality and quantity of activities in

the other areas. The person under consideration must show evidence of considerable potential to the University.

2. Criteria for Assistant Professor

- a. Qualification for the rank of instructor.
- b. The appropriate terminal degree.
- c. Successful completion of advanced education beyond the terminal degree, receiving an MS, MSD, PhD, or ScD, certificate, or equivalent, or successful completion of an acceptable postgraduate training program not leading to a degree, or two or more years of successful experience in dental hygiene education.
- d. Documented evidence of interest and abilities in research and scholarly activity as demonstrated by research activities and/or publications. The quality of the scholarly activities will be considered as well as the quantity.
- e. Evidence of leadership and service.
- f. Three letters of recommendation from experts in the faculty member's field, solicited by the appropriate department chair/nominator after consultation with the applicant.

C. Associate Professor

1. General Statement- Normally, evaluation for promotion to associate professor and the award of tenure will be considered at the same time. Promotion to associate professor and the awarding of tenure mark a significant point in the development of a person as an academician. Consequently, in addition to specific accomplishments, the balance of the individual's activities and contributions in the three categories of teaching, scholarly activity, and leadership and service will be considered.

2. Criteria for Associate Professor

- a. Qualification for assistant professor.
- b. Five more total years full-time experience at the level of assistant professor in appropriate higher educational settings or its equivalent, and education beyond the terminal degree.
- c. Documented evidence of meritorious teaching, research and leadership and service activities. Excellence must be documented in either, teaching, research, and/or other scholarly activities.
- d. Faculty with limited teaching duties are expected to demonstrate significant performance in scholarly activity and leadership and

service, and his/her teaching activities should not be the main criterion evaluated. Faculty with limited teaching duties cannot achieve “Excellence” in teaching under UCSDM criteria and therefore are only eligible to be recommended for tenure upon achieving “Excellence” in Research.

- e. Promising accomplishment (at least to the level of meritorious achievement) in research and/or other scholarly activities as demonstrated by completed research and/or publications. The quality and quantity of the scholarly activities, as well as the extent of involvement and the initiative of the individual, are considered. Guidelines for publication are in Appendix D.
- f. Six letters of evaluation. Three of the evaluators should be from faculty within the University of Colorado and three by nationally recognized professionals outside of the University who are experts in the applicant’s field. The list of evaluators should be solicited by the appropriate department chair/nominator after consultation with the applicant.

D. Professor

1. General Statement- Faculty at this rank must have a minimum of five years at the rank of associate professor and demonstrate outstanding accomplishments in teaching and research and/or scholarly activity. At this stage of development, the faculty member should have a strong record of academic leadership in the school as demonstrated by outstanding teaching, accomplishment in research, contributions to the development of junior faculty, and recognition as a scholar.
2. Criteria for Professor
 - a. Qualification for associate professor.
 - b. National and/or international recognition as demonstrated by national specialty board and discipline specialty certification, major publications, invitations to present at national/international meetings, leadership in select national/international professional organizations, and significant consultantships.
 - c. Demonstrated excellence in teaching.
 - d. Demonstrated excellence in research and/or scholarly activity. Guidelines are included in Appendix C and D.
 - e. Demonstrated excellence in leadership and service to the University and the community.
 - f. Six letters of evaluation. Three of the evaluators should be from faculty within the University of Colorado and three by nationally recognized professionals outside of the University who are experts in

the applicant's field. The list of evaluators should be solicited by the appropriate department chair/nominator after consultation with the applicant.

TENURE

Eligibility-

A tenured appointment can normally be held only by a faculty member in one of the academic ranks of a Professor or Associate Professor. Tenure may be awarded to faculty members with demonstrated meritorious performance in each of the three areas of teaching, research and/or scholarly activity, and leadership and service, and demonstrated excellence in either teaching, research, or creative work. Once attained, tenure remains in effect regardless of promotion to higher rank.

Administrative positions do not carry the possibility of tenured appointments, but an administrator holding an eligible academic rank may be granted a tenured appointment in that rank as a faculty member.

Unless waived by the faculty member and approved by the Dean or Chancellor, a decision on a tenured appointment as a member of the UCSDM faculty shall be made after a maximum probationary period of seven years of continuous full-time service in the ranks of Professor, Associate Professor, or Assistant Professor. Normally, the tenure review for a faculty member will commence at the beginning of the seventh year of service. A faculty member who is not awarded tenure will be given one year's notice. The tenure probationary period shall begin when the faculty member is first appointed to the rank of Assistant Professor or a higher rank.

However, a faculty member appointed to the rank of Assistant Professor, without a terminal degree, may request at the time of initial appointment that the probationary period begin upon receipt of the terminal degree. Such a request shall be made in writing and must be approved by the Dean and the Chancellor. After appropriate consideration, and special circumstances, tenure may be awarded by the Board of Regents in less than seven years. Up to three years of full-time service in the ranks of Assistant Professor, Associate Professor, or Professor at other institutions may be included in the probationary period.

Interim tenure review is an important part of the tenure process. Each faculty member below the rank of Associate Professor shall be evaluated in a comprehensive manner and in accordance with the "Standards, Processes, and Procedures" document at least once during the tenure probationary period apart from the review for award of tenure. Such evaluation shall include extramural evaluation of the candidate. Each faculty member shall be informed orally and in writing of the results of the evaluation.

INTERIM EVALUATION PROCEDURES AND GUIDELINES FOR TENURE-TRACK FACULTY

1. INTRODUCTION

Interim evaluations (Comprehensive Reviews) are intended to facilitate faculty development consistent with the academic needs and goals of the School of Dental Medicine and in compliance with the University of Colorado rules and regulations.

These procedures apply to all faculty in their probationary period, including faculty with the following types of appointment: tenure track, clinical teaching track (C/T), and research track.

2. GENERAL GUIDELINES

- a. Each faculty member below the rank of Associate Professor shall be evaluated in a comprehensive manner at least once during the probationary period apart from the review for promotion and/or award tenure. The evaluation shall include extramural evaluation of the candidate if determined necessary by the committee. Each faculty member shall be informed orally and in writing of the results of the evaluation.
- b. Interim evaluations shall generally occur in the third or fourth year of a faculty member's full-time appointment. If a faculty member receives credit for experience at another institution toward the probationary period, the interim review would normally be conducted earlier than the third or fourth year. During the first year of a faculty member's appointment, the department chairperson (or the Dean, if the faculty member is a department chairperson) and faculty member shall jointly determine during which year the interim evaluation will be conducted, and state the agreed-upon year in writing (see Appendix E). The written agreement shall be maintained in the departmental files (or the Dean's office, if the faculty member is a department chairperson) and a photocopy forwarded to the Office of Financial Affairs.
- c. Department chairpersons (or the Dean, if the faculty member is a department chairperson) shall advise each faculty member regarding the criteria and standards that the School of Dental Medicine uses in reaching a decision about the candidate's performance, and will provide the criteria and standards in writing to each faculty member well in advance of the interim evaluation period. In addition, department chairpersons (or the Dean, if the faculty member is a department chairperson) will advise faculty members at least once each year as to how that individual is progressing toward fulfilling the criteria for promotion and/or tenure.

- d. The criteria for evaluating the performance of faculty shall include those that are used in the School of Dental Medicine for promotion and tenure of full-time faculty. The faculty member's accomplishments in teaching, research and/or other scholarly activities, and leadership and service shall be the main focus of the evaluation. The general guideline in determining acceptable performances is whether the faculty member's growth and accomplishments in these three areas are progressing at a level consistent with university expectations, showing that the faculty member is on a trajectory for tenure. The balance of accomplishments in the three areas should also be evaluated in light of the goals of the School and department and any official changes in job assignment, e.g., major increases or decreases in administrative, teaching, or research duties.
- e. External evidence of a faculty member's performance should be incorporated in the evaluation. This evidence should include, but is not limited to, national awards, honors, offices in national or international academic professional organizations, editorial functions for scholarly journals, publications in refereed journals and papers presented at regional, national, or international meetings.

3. PROCEDURES

- a. The chairperson of each department (or the Dean, if the faculty member is a department chairperson) is responsible for annual evaluations of the faculty member. These evaluations should provide faculty with feedback in performance and progress in meeting standards for promotion and/or tenure awards.
- b. Faculty members and their department chairpersons (or the Dean, if the faculty member is a department chairperson) will be notified by the Office of Faculty Affairs in the summer of the academic year in which the formal interim evaluation is to be conducted.
- c. The department chairperson (or the Dean, if the faculty member is a department chairperson) shall counsel the faculty member concerning updating his/her vitae (see Appendix F) and identifying supporting documentation to be submitted for the interim evaluation. This includes identification of peers to evaluate his/her performance.
- d. The department chairperson (or the Dean, if the faculty member is a department chairperson), in consultation with the faculty member, shall compile all documents to be submitted for the interim evaluation and forward them to the chairperson of the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee.

Two hard copies of the dossier, as well as an electronic version, should be submitted to the chairperson of the Promotion, Tenure, and Post-Tenure Review Subcommittee no later than October 15th. The documentation must include at least the following:

1. Current curriculum vitae
2. Letter of evaluation from department and division chairperson, when applicable

3. At least three internal evaluation letters
 4. A list of three authorities in the faculty member's field outside the Anschutz Medical Center to be used by the committee in the event it determines that external input is required
 5. Student teaching evaluations or summary of student teaching evaluations.
 6. Copies of all publications, grant award documentation
 7. Other materials deemed appropriate for the committee to evaluate progress toward satisfying all promotion and/or tenure criteria
- e. The Faculty Promotion, Tenure and Post-Tenure Review Subcommittee conducts a comprehensive evaluation of the faculty member's performance and accomplishments in his/her progress toward promotion and/or tenure or may recommend termination at the end of the current contract.
 - f. The written summary is forwarded to the chairperson of the Dean's Review Committee.
 - g. The Dean's Review Committee evaluates the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee summary with full access to the faculty member's interim review dossier and then prepares a written report. If required, the Dean's Review Committee makes recommendations for the development of a plan to assist the faculty member in meeting the relevant criteria for promotion and/or tenure.
 - h. The Dean's Review Committee sends both committees' reports to the faculty member, the department chairperson, and the Dean.
 - i. The department chairperson (or the Dean, if the faculty member is a department chairperson) and faculty member meet to discuss the results of the evaluation.
 - j. If requested, the faculty member and department chairperson (or the Dean, if the faculty member is a department chairperson) can meet with the chairpersons of the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee and the Dean's Review Committee to discuss the evaluation reports and to seek clarification.
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PROMOTION AND TENURE REVIEW PROCESS

1. INTRODUCTION

In accordance with the University's Administrative Policy Statement 1022: Standards, Processes and Procedures for Comprehensive Review, Tenure, Post-Tenure Review and Promotion, each tenure track faculty member will be reviewed for promotion, to Associate Professor, and tenure in his/her seventh year. Comprehensive (Interim) Reviews should be conducted in either the third (3rd) or fourth (4th) year as outlined in the section above.

After the granting of tenure, a faculty member may submit their dossier for promotion to Professor after at least five (5) years at the rank of Associate Professor.

2. PROCEDURES:

- a. Prior to the submission of an evaluation notebook to the Promotion, Tenure, and Post-Tenure Review Committee, an internal department review must occur. The Department Chair, an internal department representative, and an external department representative must review the candidate's dossier to determine if the candidate meets the criteria for promotion. The notebook should only be forwarded to the Promotion, Tenure, and Post-Tenure Review Committee after the Department Review has concluded.

It is the Department Chair's responsibility to assist the candidate in assembling their dossier, as well as convening and conducting the Department Review.

- b. Tenure Track faculty should submit his/her dossier at the beginning of their 7th year of employment on tenure track. The candidate and department chair should be aware of the timeline for submission.
- c. Candidates submitting their dossiers for promotion and/or granting of tenure, should submit their materials to the Office of Faculty Affairs no later than October 15th.
- d. Candidates seeking promotion to Associate Professor or Professor should refer to the Guidelines for the Evaluation of Publications, Appendix D (tenure-track).
- e. Curriculum Vitae should be formatted as outlined in Appendix F of this document.
- f. Dossiers should be compiled as outlined in Appendix A of this document.
- g. Three copies of the candidate's dossier should be submitted to the Office of Faculty Affairs by October 15th.

- h. To assist with and expedite the review process, the candidate should also submit an electronic copy of their dossier to the Office of Faculty Affairs by October 15th.
 - i. For promotion and tenure, the committee will recommend or not recommend based on a vote of excellence in either teaching or research and merit in teaching, research and leadership and service;. separate voting totals will be recorded for each of the three categories (e.g., four (4) voted meritorious for teaching and three (3) nonmeritorious, etc.) and communicated to the Dean for each candidate.
 - j. In instances regarding granting of tenure, dossiers must be submitted to the Vice Chancellor's Advisory Committee by March 1st.
 - k. If the two committees disagree about promotion, dossiers and summary letters have to be sent to the Vice Chancellor's Advisory Committee by March 1st unless the candidate withdraws their name from consideration.
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POST-TENURE REVIEW PROCEDURES and GUIDELINES

Tenure is granted with the expectation of continued professional growth and ongoing productivity in teaching, scholarly activity, clinical activity, and leadership and service. Thus, every tenured faculty member has a duty to maintain professional competence. Post-tenure Review (PTR) is a review of a tenured faculty member's performance record undertaken every five years.

1. General Guidelines

- a. The intent of post-tenure peer review is to facilitate continued faculty development, consistent with the academic needs and goals of the University and the most effective use of institutional resources, and to ensure professional accountability by a regular, comprehensive evaluation of the performance of every tenured faculty member.
- b. Post-tenure review will be conducted by the Promotion, Tenure and Post-Tenure Review Committee in the Fall of each year with evaluation notebooks due to the Office of Faculty Affairs no later than July 15th.
- c. Faculty members who fail to participate in any aspect of post-tenure review, as required, may be subject to sanctions for insubordination and dereliction of duty.
- d. Faculty will normally be reviewed for the first time in the fifth year following the granting of tenure and at five year intervals thereafter unless interrupted by promotion review. Promotion serves to restart the clock. A faculty member whose annual review is below expectations may be subject to a Post-Tenure Review prior to the fifth year.
- e. The criteria for evaluating the post-tenure performance of faculty shall include those that are used in the School of Dental Medicine for tenure of full-time faculty members. The faculty member's continued accomplishments in teaching, research and/or other scholarly activities and leadership and service following the granting of tenure/promotion shall be the main focus of the review. The general guideline in determining acceptable performance is whether the faculty member's growth and accomplishments in these areas meet University of Colorado School of Dental Medicine criteria and receive annual performance evaluations of at least "Meeting Expectations". The balance in accomplishments in these areas should also be evaluated in light of the goals of the School and department and any official changes in job assignment, e.g., major increases or decreases in administrative, teaching, or research duties.
- f. Performance will be rated on the following scale: outstanding, above expectations, meeting expectations, and below expectations.

- g. External evidence of a faculty member's performance should be incorporated in the review. This evidence should include, but not be limited to national awards, honors, offices held in national or international academic professional organizations, editorial functions for scholarly journals, publications in refereed journals and papers at regional, national, or international meetings. At the request of the Promotion, Tenure and Post-Tenure Review Committee, the review may also include evaluations from persons external to the University who have been selected from lists provided by the faculty member and the peer-review group.
- h. The level of post-tenure review undertaken- Regular or Extensive- will be determined by the public record of annual performance ratings for faculty. Faculty receiving an evaluation of "meeting expectations" or better since the award of tenure or the last post-tenure review will undergo Regular Review. Faculty who have a single "below expectations" in the review period will undergo Triggered Review, and must also participate in developing and implementing a Performance Improvement Agreement. Faculty who receive two "below expectations" ratings within the previous five years will undergo Extensive Review.

i. Regular Review

Faculty who have achieved annual performance ratings of "meeting expectations" or better since the last PTR (or since receiving tenure if this is their first PTR) will undergo Regular Review.

The documents submitted for Regular Review must include at least the following:

- a. Current curriculum vitae
- b. Letter of evaluation from department chairperson and division chair, when applicable
- c. At least three internal letters of evaluation
- d. The five previous Annual Performance Rating forms
- e. Differentiated Annual Workload and Professional Plans from each of the past five years
- f. Updated Professional Plan for the next five years
- g. A list of three authorities in the faculty member's field, chosen by the department chair with input from the candidate, from outside the Anschutz Medical Campus to be used by the committee in the event it determines that external input is required
- h. Teacher/course evaluations from the previous five years of summary of student teaching evaluations that is prepared by the department or division chairperson
- i. All publications, grant award documentation, etc. since the previous review
- j. Other material deemed appropriate

ii. Triggered Review for Faculty Who Have Received a “Below Expectations” Rating

The documents submitted for Regular Review for faculty who have received a “below expectations” rating on the annual performance evaluations must include:

- a. all of the documents required for a Regular Review
- b. The Performance Improvement Agreement (PIA) that was created following the “below expectations” rating.

iii. Performance Improvement Agreement

The PIA is designed to improve a faculty member’s performance. The PIA shall be developed jointly by the faculty member and his/her department chairperson and be approved by the Dean. The PIA shall include specific goals, timelines, and benchmarks to be used to measure progress at periodic intervals. Usually PIAs will be established for one year. But, if research deficiencies warrant longer, the PIA may be set up for two years.

iv. Extensive Review

Faculty who receive two “below expectations” ratings in the annual performance evaluations at any time during the previous five years or whose PIA did not result in an evaluation of “meeting expectations” or better will undergo Extensive Review. The documents submitted for Extensive Review must include:

- a. all of the documents required ~~on~~ for Regular Review
- b. Professional Plan(s) from the post-tenure review cycle,
- c. any amendments to the Plan(s), and Differentiated Workload agreements, where present,
- d. the faculty member’s self-evaluation as it relates to the Professional Plan(s)
- e. other material the faculty member would like to have considered.

2. Procedures

- a. The chairperson of each department is responsible for annual evaluations of tenured faculty members. These evaluations should provide faculty with feedback on performance and progress in meeting post-tenure review standards.
- b. Faculty scheduled for a formal post-tenure review in a given year, their department chairperson, and the Chair of the Promotion, Tenure and Post-Tenure Review

Committee will be notified by the Dean of the review and the level of review to be conducted (Regular; Regular Review for those who have received a “Below Expectations” rating; or Extensive Review) by June 1 of each year.

- c. The department chairperson shall counsel the faculty member concerning updating his/her vita and identifying supporting documentation to be submitted for the review. This includes identification of peers to evaluate his/her performance.
- d. The department chairperson in consultation with the faculty member shall compile all documents to be submitted for review and forward them to the chairperson of the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee by July 15.
- e. The faculty Promotion, Tenure and Post-Tenure Review Subcommittee appointed by the Faculty Senate, is responsible for the following:
 1. Review all materials submitted on behalf of faculty members being reviewed and identify additional materials needed to complete the review.
 2. Notify appropriate department chairperson of additional materials required to complete the evaluation and when such materials must be submitted.
 3. Select external experts to supply letters of evaluation on the faculty member, if it is determined that outside evaluations are necessary. The names selected are to be taken from the list provided by the faculty member or other qualified individuals identified by the committee. If letters are solicited, the committee chairperson shall consult with the faculty member to ascertain if he/she has any valid objections to the individuals chosen.
 4. Conduct a comprehensive evaluation of faculty member’s continued performance and accomplishments following the granting of tenure.
 5. Prepare a written summary of the evaluation of each faculty member and, if required, recommendations for the development of a Performance Improvement Agreement.
 6. For Triggered and Extensive Reviews, prepare and evaluative report of the faculty member’s performance.
 7. Forward all written summaries and evaluative reports to the Dean for review and distribution to the faculty member and appropriate department chairperson. A copy of the review summary (or evaluative report) will be placed in the faculty member’s personnel file.

- f. For Triggered and Regular Reviews the Dean shall discuss the written summary prepared by the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee with the faculty member and appropriate department chairperson.
- g. For Extensive Review, the Dean shall discuss the evaluative report prepared by the Promotion, Tenure and Post-Tenure Review Committee with the faculty member and appropriate department chairperson.
 - 1. The faculty member and his/her department chairperson shall draft a Development Plan to improve the faculty member's performance. This Development Plan must address the teaching, research and/or other scholarly activities, and leadership and service assignments anticipated during the period of the Plan. It must describe performance goals in light of identified deficiencies, strategies for improvement, and the timeframe (up to two years) in which the problems are to be solved. The Development Plan must contain definite means of measuring progress in achieving the goals and periodic monitoring of progress.
 - 2. The proposed Development Plan shall be submitted to the Dean for review. If the Dean does not agree with the plan, the faculty member, the department chairperson, and the Dean shall meet jointly to revise and finalize the plan.
 - 3. At the conclusion of the Development Plan, the faculty member and his/her department chairperson will assess the progress of the faculty member and forward their conclusions to the Dean. After consultation with the Faculty Promotion, Tenure, and Post-Tenure Review Subcommittee, the Dean determines whether the faculty member has achieved the goals of the Development Plan and thus has returned his/her professional performance to the level of competence.
 - 4. Those who are evaluated to be meeting expectations begin a new 5-year post-tenure review cycle in the next academic year.
 - 5. In cases where the Development Plan has not produced the desired results, sanctions shall be imposed. Possible sanctions include; reassignment of duties; loss of eligibility for sabbaticals or for campus travel funds; salary freeze; salary reduction; demotion in rank; and revocation of tenure and/or dismissal. The Faculty Promotion, Tenure, and Post-Tenure Review Subcommittee shall recommend sanctions. Upon review and concurrence by the Dean, these sanctions shall be submitted to the Chancellor. The Chancellor makes the final determination of sanctions except for

termination which must be approved by the President and the Board of Regents..

6. Copies of the Extensive Review Development Plan and the Promotion, Tenure and Post-Tenure Review Committee's assessment of the progress achieved by the end of the development period will be added to the faculty member's personnel file.
- h. The Dean shall forward a report to the Vice Chancellor for Academic Affairs by October 1 of each year summarizing the outcomes of all post-tenure reviews and faculty development plans during the past year.

3. Appeal Process

Normal University procedures will be made available to any faculty member who feels aggrieved by the post-tenure review process. Within the School of Dental Medicine these procedures include, but are not limited to:

- a. the faculty member's right to submit any additional materials to the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee that he/she feels are relevant
- b. the right to appear before the committee
- c. the right to disagree with the conclusions of the committee
- d. the right to submit a grievance concerning the review process or outcome to the School of Dental Medicine Faculty Grievance Committee.

Requests to appear before the committee and disagreements with the outcome of the process, together with reasons for disagreement, shall be submitted to the Dean in writing.

REQUIREMENTS FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION FOR FULL-TIME CLINICAL TEACHING TRACK (C/T) FACULTY IN THE SCHOOL OF DENTAL MEDICINE, UNIVERSITY OF COLORADO DENVER

(Approved by the Faculty Senate July 14, 2008)

1. INTRODUCTION

The Clinical Teaching Track is intended for faculty who participate in a broad range of teaching and/or clinical activities, and who provide leadership and service to the University and the community as described below, and who wish to participate in research and other scholarly activities at a limited level. Clinical Teaching Track appointees will have comparable ranks to tenured faculty, except that in referring to them in official documents, the designation C/T will be placed after the academic rank (e.g. Assistant Professor C/T).

The purpose of this document is to provide a written reference for the procedures and requirements for appointment or promotion of fulltime Clinical Teaching Track faculty within the University of Colorado School of Dental Medicine (UCSDM). Additional references that are also applicable are the sections which apply to faculty appointments in the Laws of the Regents of the University of Colorado (Article X) and the *University of Colorado Faculty Handbook*.

A Clinical Teaching Track appointment is a limited term appointment or an “at will” appointment that may or may not be renewed and is not a tenure track appointment. Clinical Teaching Track Faculty are expected to devote the majority of the time normally devoted to scholarly activity (for tenure track) to teaching or clinical activities. The evaluation for reappointment will reflect the apportionment of assigned professional duties and responsibilities.

A tenure track faculty member may request a Clinical Teaching Track appointment before the sixth year of a faculty appointment. Such appointments are subject to approval by the Promotion, Tenure and Post-Tenure Review Committee, Department Chair, and Dean. Tenured faculty may also request appointment to the Clinical Teaching Track. New faculty may be recommended for Clinical Teaching Track during the hiring process.

The department chair normally originates the nomination, after consultation with the appropriate divisional chair. The department chair must develop a complete dossier for the candidate and forward it to the UCSDM Promotion, Tenure, and Post Tenure Review Subcommittee. If a chair refuses to nominate a faculty member who feels qualified, he/she may nominate himself/herself or may be nominated by another fulltime UCSDM faculty member.

The Dean will make the final decision as to whether the individual should be recommended to the Board of Regents for a Clinical Teaching Track appointment or reappointment. The Dean will utilize the recommendations of the departmental chairs, the UCSDM Promotion, Tenure, and Post Tenure Review Subcommittee and the UCSDM

Dean's Review Committees, and the best interest of the School of Dental Medicine in appointments or reappointments.

2. CRITERIA FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FULL-TIME CLINICAL TEACHING TRACK FACULTY MEMBERS, UCSDM

A. The two basic categories that are used to evaluate these faculty members are:

1. Teaching
2. Leadership and service

In addition, a faculty member is expected to demonstrate professional growth and professional behavior and is encouraged to participate in scholarly activity if available.

The following criteria are intended to serve as a guide for the appointment, reappointment and/or promotion of faculty members.

B. Criteria

1. Teaching

High Quality teaching is an important part of the mission of this School. As such, teaching will be evaluated rigorously. The following criteria will be considered, as appropriate, to the faculty member in question regarding a determination of teaching achievement.

- a. Teaching responsibilities (e.g., contact hours, course directorship, preclinic and clinic coverage) and expectations (e.g., differentiated annual workload, etc.).
- b. Dedication of the faculty member to teaching. This is demonstrated by his/her knowledge of the subject and by such factors as a course organization, innovations in teaching, objectivity and fairness, availability, enthusiasm and ability to stimulate students to enhance their capacity for critical thinking, and evidence of continued and aggressive mastery of subject areas (e.g. attendance at courses to enhance teaching and clinical abilities, conferences, teaching laboratories, etc.).
- c. Preparation of teaching materials, evidence of teaching skills development (e.g. teaching portfolio), and use of appropriate methods of student evaluation for outcomes-based improvements.
- d. Evaluation by his/her departmental chair and/or peers of the faculty member's command of the subject and general effectiveness as a teacher in the didactic setting, in the clinic, in preclinical laboratories, and in the advising and mentoring of predoctoral students.
- e. Student evaluation of the overall effectiveness of the faculty member as a teacher.

- f. Student performance in those sections of National Board Examinations and/or clinical board examinations applicable to the faculty member's teaching responsibility.
- g. Active support of the teaching program of the School and University.
- h. Teaching awards, Board certification/recertification, and other significant accomplishments.

2. Leadership and service

The other component of university life for Clinical Teaching Track faculty is leadership and service, which includes leadership and service to the University and leadership and service to the community.

Leadership and service to the University

This responsibility involves a general contribution to the University, over and above teaching and scholarly activity.

The following criteria will be considered:

- a. Participation in the administration and governance of the faculty, the School, the Campus, and the University, including active and productive participation in committees at various levels.
- b. Participation in School and University activities, such as recruiting, open houses, School displays at meetings, faculty meetings, Research Day, and fundraising, etc.
- c. Representation of the School or University to organized dentistry and other professional groups, including participation at these meetings on behalf of the School.
- d. Representation of the School or University to governmental agencies, when formally requested by the Dean or Department chairperson.
- e. Helping and encouraging the professional growth of junior faculty members and other colleagues.
- f. Professional behavior including but not limited to dress, speech, and interactions with patients, staff, students, and colleagues.

Leadership and service to the Community

Leadership and service to the community is very important to this school and will, in fact, be essential to the future prosperity and survival of this and other dental schools. It involves both leadership and service to the dental profession of Colorado, the surrounding region, the nation, and to the people of this State of Colorado.

The following criteria will be considered:

- a. Participation in continuing educations programs sponsored by the School.
- b. Skill and devotion in the care of patients within the clinics of the University of Colorado, or as part of the faculty member's teaching responsibilities in outlying clinics.
- c. Leadership and service to the profession at the state, national, and international levels.
- d. Consultative services to other health professionals, hospitals, institutions of higher education, and governmental agencies.
- e. Participation in continuing education programs not sponsored by the University of Colorado.
- f. Lectures and/or clinical presentations at local, state, national, or international meetings. This criterion involves presentations that represent continuing education. Audiovisual aids of a continuing education nature are included in this criterion.
- g. Presentations on dentistry to the lay public.
- h. Participation in community dental health education projects.

NOTE: While leadership and service to the community as described in this section is important and casts a favorable light upon the School, faculty members must carefully balance this activity with the University's legitimate expectations of them in teaching, research and/or other scholarly activities, and leadership and service to the University.

3. Research and/or Other Scholarly Activities

Clinical Teaching Track faculty are primarily tasked with teaching and leadership and service-related activities, if they are a full-time member of the faculty, some of their efforts may also be directed and documented toward research and/or other scholarly activities appropriate to their scientific, clinical, and teaching interests and availability. However research and scholarly activity are not a requirement.

1. QUALIFICATION FOR CLINICAL TEACHING TRACK FACULTY RANK, PROMOTION, AND REAPPOINTMENT

A. Instructor C/T

- 1. General Statement- The applicant is expected to have the doctoral dental degree or the Bachelor of Science dental hygiene degree and be well qualified to teach. Faculty appointed to teach in areas not requiring a doctoral dental degree or dental hygiene degree (e.g. basic or behavioral sciences) should have the appropriate degree in that field. Faculty appointed at this level without considerable dental practice experience and/or teaching experience and/or advanced training should anticipate at least two years in this rank before being considered for promotion.

2. Criteria for Instructor C/T

- a. Factors meriting qualification would include GPA, dental or dental hygiene student class rank, student performance in the specific department, in which the appointment is being made, and collegiality and professionalism. No previous teaching experience is necessary.
- b. Two letters of recommendation, solicited by the appropriate department chair after consultation with the applicant.

B. Assistant Professor C/T

1. General statement- An Assistant Professor C/T is expected to have some successful teaching experience in dental education or equivalent. It is expected that faculty at this level will usually possess advanced formal training beyond the doctoral dental degree or the bachelor of science dental hygiene degree, and be well qualified to teach. Faculty may be appointed and/or promoted to this rank who do not possess an advanced degree beyond the doctoral dental degree or Bachelor of Science dental hygiene degree, or appropriate certificate, if they have two years of fulltime dental practice experience in their field and possess outstanding credentials. The balance between teaching and leadership and service activities being evaluated is important. Minimal activity in either area must be balanced by increased quality and quantity of activities in the other area. The person under consideration must show evidence of considerable potential to the university.

2. Criteria for Assistant Professor C/T

- a. Qualification for the rank of instructor C/T.
- b. The appropriate terminal degree.
- c. Successful completion of advanced education beyond the terminal degree, receiving an MS, MSD, PhD, or ScD, certificate, or equivalent, or successful completion of an acceptable postgraduate training program not leading to a degree, or two or more years successful teaching experience in dental or dental hygiene education.
- d. Evidence of leadership and service.
- e. Three letters of recommendation, solicited by the appropriate department chair/nominator after consultation with the applicant.

C. Associate Professor C/T

1. General Statement- Promotion to associate professor C/T marks a significant point in the development of a faculty member. Consequently, in addition to specific accomplishments, the balance of the individual's activities and contributions in teaching and leadership and service will be considered as well as limited research and/or scholarly activity.

2. Criteria for Associate Professor C/T

- a. Qualification for assistant professor C/T.
- b. Five or more total years of fulltime experience in appropriate higher educational settings or its equivalent at the rank of assistant professor C/T.
- c. Demonstrated evidence of successful teaching at least at the level of meritorious achievement.
- d. Demonstrated meritorious leadership and service. Quality and quantity of leadership and service contributions will, however, not compensate for deficiencies in teaching. Excellence must be documented in either teaching or leadership and service.
- e. Six letters of evaluation. Three of the evaluators should be from faculty within the University of Colorado and three by nationally recognized professionals outside of the University who are experts in the applicant's field. The list of evaluators should be solicited by the appropriate department chair/nominator after consultation with the applicant.

D. Professor C/T

1. General Statement- Faculty at this rank should have a minimum of five years at the rank of Associate Professor C/T or its equivalent, demonstrate outstanding accomplishments in teaching and show evidence of research and/or scholarly activity. At this stage of development, the person should have a strong record of leadership in the school or other significant settings as demonstrated by outstanding contributions in both teaching and leadership and service, and contributing to the development of junior faculty and the profession.
2. Criteria for Professor C/T
 - a. Qualification for associate professor C/T.
 - b. Demonstrated excellence in teaching.
 - c. Demonstrated excellence in leadership and service to the University and the community.
 - d. Accomplishment of Board certification/recertification in one of the ADA approved dental specialties if eligible.
 - e. Six letters of evaluation. Three of the evaluators should be from faculty within the University of Colorado and three by nationally recognized professionals outside of the University who are experts in the applicant's field. The list of evaluators should be solicited by the appropriate department chair/nominator after consultation with the applicant.

INTERIM EVALUATION PROCEDURES AND GUIDELINES FOR CLINICAL TEACHING TRACK FACULTY

(Approved by the Faculty Senate April 4, 2014)

1. INTRODUCTION

Interim evaluations are intended to facilitate faculty development consistent with the academic needs and goals of the School of Dental Medicine. These procedures apply to all Clinical Teaching Track faculty who wish to be considered for promotion

GENERAL GUIDELINES

- a. Each faculty member below the rank of Associate Professor who wishes to be considered for promotion, shall be evaluated in a comprehensive manner at least once prior to their submission for promotion. The evaluation shall take place at least 2 years prior to promotion review. The evaluation shall include extramural evaluation of the candidate if determined necessary by the committee. Each faculty member shall be informed orally and in writing of the results of the evaluation.
- b. Department chairpersons (or the Dean, if the faculty member is a department chairperson) shall advise each faculty member regarding the criteria and standards that the School of Dental Medicine uses in reaching a decision about the candidate's performance, and will provide the criteria and standards in writing to each faculty member well in advance of the interim evaluation period. In addition, department chairpersons (or the Dean, if the faculty member is a department chairperson) will advise faculty members at least once each year as to how that individual is progressing toward fulfilling the criteria for promotion and/or tenure.
- c. The criteria for evaluating the performance of faculty shall include those that are used in the School of Dental Medicine for promotion and tenure of full-time faculty. The faculty member's accomplishments in teaching, research and/or other scholarly activities, and leadership and service shall be the main focus of the evaluation. The general guideline in determining acceptable performances is whether the faculty member's growth and accomplishments in these three areas are progressing at a level consistent with other faculty members at the University of Colorado School of Dental Medicine and other similar institutions. The balance of accomplishments in the three areas should also be evaluated in light of the goals of the School and department and any official changes in job assignment, e.g., major increases or decreases in administrative, teaching, or research duties.

- d. External evidence of a faculty member's performance should be incorporated in the evaluation. This evidence should include, but is not limited to, national awards, honors, offices in national or international academic professional organizations, editorial functions for scholarly journals, publications in refereed journals and papers presented at regional, national, or international meetings.

2. PROCEDURES

- a. The chairperson of each department (or the Dean, if the faculty member is a department chairperson) is responsible for annual evaluations of the faculty member. These evaluations should provide faculty with feedback in performance and progress in meeting standards for promotion and/or tenure awards.
- b. Faculty members and their department chairpersons (or the Dean, if the faculty member is a department chairperson) will be notified by the Associate Dean in the Fall of the academic year in which the formal interim evaluation is to be conducted.
- c. The department chairperson (or the Dean, if the faculty member is a department chairperson) shall counsel the faculty member concerning updating his/her vitae (see Appendix F) and identifying supporting documentation to be submitted for the interim evaluation. This includes identification of peers to evaluate his/her performance.
- d. The department chairperson (or the Dean, if the faculty member is a department chairperson), in consultation with the faculty member, shall compile all documents to be submitted for the interim evaluation and forward them to the chairperson of the Faculty Promotion and Tenure Subcommittee.

Two hard copies of the dossier, as well as an electronic version, should be submitted to the chairperson of the Promotion, Tenure, and Post-Tenure Review Subcommittee no later than October 15th. The documentation must include at least the following:

1. Current curriculum vitae
2. Letter of evaluation from department and division chairperson,
3. At least three internal evaluation letters
4. A list of three authorities in the faculty member's field outside the Anschutz Medical Campus to be used by the committee in the event it determines that external input is required
5. Student teaching evaluations or summary of student teaching evaluations that is prepared by the department or division chairperson
6. Copies of all publications
7. Other materials deemed appropriate for the committee to evaluate progress toward satisfying all promotion and/or tenure criteria

- e. The faculty Promotion, Tenure and Post-Tenure Review Subcommittee conducts a comprehensive evaluation of the faculty member's performance and accomplishments in his/her progress toward promotion and/or tenure.
 - f. The written summary is forwarded to the chairperson of the Dean's Review Committee.
 - g. The Dean's Review Committee evaluates the Faculty Promotion, Tenure and Post-Tenure Review Subcommittee summary and prepares a written report, and if required, makes recommendations for the development of a plan to assist the faculty member in meeting the relevant criteria for promotion and/or tenure.
 - h. The Dean's Review Committee sends both committees' reports to the faculty member, the department chairperson, and the Dean.
 - i. The department chairperson (or the Dean, if the faculty member is a department chairperson) and faculty member meet to discuss the results of the evaluation.
 - j. If requested, the faculty member and department chairperson (or the Dean, if the faculty member is a department chairperson) can meet with the chairpersons of the Faculty Promotion and Tenure Subcommittee and the Dean's Review Committee to discuss the evaluation reports and to seek clarification.
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PROMOTION REVIEW PROCESS FOR CLINICAL TEACHING TRACK FACULTY

- a. Prior to the submission of an evaluation notebook to the Promotion, Tenure, and Post-Tenure Review Committee, an internal department review must occur. The Department Chair, an internal department representative, and an external department representative must review the candidate's dossier to determine if the candidate meets the criteria for promotion. The notebook should only be forwarded to the Promotion, Tenure, and Post-Tenure Review Committee after the Department Review has concluded.

It is the Department Chair's responsibility to assist the candidate in assembling their dossier, as well as convening and conducting the Department Review.

- b. Clinical Teaching Track faculty should submit his/her dossier after they have completed five (5) years at the rank of Assistant or Associate Professor. Assistant Professors seeking promotion to Associate Professor must have gone through Interim Review. The candidate and department chair should be aware of the timeline for submission.
- c. Candidates submitting their dossiers for promotion should submit their materials to the Office of Faculty Affairs no later than October 15th.
- d. Candidates seeking promotion to Professor should refer to the Guidelines for the Evaluation of Publications, Appendix D.
- e. Curriculum Vitae should be formatted as outlined in Appendix F of this document.
- f. Dossiers should be compiled as outlined in Appendix A of this document.
- g. Three copies of the candidate's dossier should be submitted to the Office of Faculty Affairs by October 15th.
- h. To assist with and expedite the review process, the candidate should also submit an electronic copy of their dossier to the Office of Faculty Affairs by October 15th.
- i. For promotion, the committee will recommend or not recommend based on a vote of excellence in either teaching or leadership and service; separate voting totals will be recorded for each of the three categories (e.g., four (4) voted meritorious for teaching and three (3) nonmeritorious, etc.) and communicated to the Dean for each candidate.
- j. For promotion to Professor, the committee will recommend or not recommend based on a vote of excellence in both teaching and leadership and service.

- k. If the two committees disagree about promotion, dossiers and summary letters have to be sent to the Vice Chancellor's Advisory Committee by March 1st unless the candidate withdraws their name from consideration.
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REQUIREMENTS FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION FOR PART-TIME FACULTY, VOLUNTEER FACULTY AND PRECEPTORS IN THE SCHOOL OF DENTAL MEDICINE, UNIVERSITY OF COLORADO DENVER

(Approved by the Faculty Senate July 14, 2008)

1. INTRODUCTION

The purpose of this document is to provide a written reference for the procedures as requirements for appointment or promotion of part-time faculty within the University of Colorado School of Dental Medicine (UCSDM). Additional references that are also applicable are the sections which apply to faculty appointments and rank in the Laws of the Regents of the University of Colorado and the *University of Colorado Faculty Handbook*. The Division chair originates the nomination for a faculty member within a division for appointment, reappointment, and or promotion, and sends that nomination to the Department chair.

The Department Chair gathers information, letters of recommendation, curriculum vitae, and other required credentialing documents to support the individual's appointment or promotion to the faculty rank outlined below, and, with his/her recommendation, forwards the nomination to the UCSDM Promotion, Tenure, and Post Tenure Review Subcommittee.

Promotion of part-time, volunteer, and preceptors follow the same review process and cycle as full-time faculty.

2. CRITERIA FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF PART-TIME FACULTY, VOLUNTEER FACULTY AND PRECEPTORS, UCSDM

Clinical Instructor-

In order to be appointed at the part-time Clinical Instructor level at the University of Colorado School of Dental Medicine, an individual must have received a terminal professional degree or equivalent. Two letters of recommendation will be required. One of the letters must be from a full-time faculty member within the School; the other may come from outside the School of Dental Medicine.

Clinical Assistant Professor-

In order to be appointed at the part-time Clinical Assistant Professor level at the University of Colorado School of Dental Medicine, an individual must have received a terminal professional degree or its equivalent. Two letters of recommendation are required; one from a full-time faculty member within the School of Dental Medicine, the other may be from an individual outside the School of Dental Medicine for an entry level appointment. For promotion, both letters must be from within the School of Dental Medicine. In addition, the candidate must have completed appropriate specialty training or they must have three years of experience in the discipline for which they are being considered for appointment.

Clinical Associate Professor-

In order to be appointed at the part-time Clinical Associate Professor level at the University of Colorado School of Dental Medicine, an individual must have a terminal professional degree or its equivalent along with three letters of recommendation. Two letters of recommendation must be from full-time faculty members within the School of Dental Medicine; one letter of recommendation may come from an individual outside the School of Dental Medicine. In addition, candidates must have seven additional years of clinical experience, research experience, additional training, or teaching experience.

Clinical Professor-

In order to be appointed at the Clinical Professor level at the University of Colorado School of Dental Medicine, an individual must have a terminal professional degree or its equivalent. For consideration of the nominee, five letters of recommendation must be submitted. Two letters must come from faculty members within the School of Dental Medicine, the other three may be from outside the School of Dental Medicine. In addition, the individual must have had ten additional years of experience, appropriate clinical experience, research experience, additional training or teaching experience, and must have attained national recognition in their field.

REQUIREMENTS FOR PROFESSOR EMERITUS IN THE SCHOOL OF DENTAL MEDICINE, UNIVERSITY OF COLORADO

(Approved by the Faculty Senate TBD, replacing May 17, 2001)

1. INTRODUCTION

Section 9.B.2 of the Laws of Regents:

(A) Any faculty member may be allowed, upon retirement and in accordance with the campus-defined process and approval by the chancellor, to retain his or her title with the description "emeritus/emerita."

(B) Any officer except those reporting directly to the president or the Board of Regents may be allowed, upon retirement and approval by the president, to retain his/her title with the description "emeritus/emerita."

(C) Any officer reporting directly to the president or the Board of Regents may be allowed, upon retirement and approval by the Board of Regents, to retain his/her title with the description "emeritus/emerita."

The title "emeritus" should be bestowed only on those retired faculty members whose contributions warrant it. The award should not be automatic, but should be bestowed only on the basis of merit to preserve the significance of the title.

2. CRITERIA FOR APPOINTMENT OF PROFESSOR EMERITUS, UCSDM

The faculty member must be retired from a full-time, faculty position at the University of Colorado School of Dental Medicine and had a distinguished career.

PROCEDURE:

1. Any three faculty members may nominate a retiring faculty member for the designation, "emeritus."
2. Supporting documentation required includes a current curriculum vitae and a post-tenure review report completed within the past five years or, for Clinical Teaching Track faculty, the five previous annual review documents. If a post-tenure review report has not been performed within the past five years, one is to be performed before emeritus status can be considered.
3. The nomination will be considered sequentially by the Promotion, Tenure, and Post-Tenure Review Subcommittee, and, after being reviewed by the Dean, by the Dean's Review Committee, who will make their recommendation to the Dean. The Dean, if he/she concurs with the awarding of the emeritus status, will submit the recommendation to the Vice Chancellor of Academic Affairs for forwarding to the Chancellor for his/her consideration.
4. Each step needs to be completed prior to the faculty member's retirement date.

RELATED POLICIES, PROCEDURES, GUIDELINES, AND OTHER RESOURCES

1. Administrative Policy: Standards, Processes, and Procedures for Comprehensive Review, Tenure, and Promotion APS # 1022 January 1, 2011
 - a. <https://www.cu.edu/policies/aps/academic/1022.html>
2. Board of Regents Law 5.A: Faculty Definitions and Titles
 - a. <https://www.cu.edu/regents/Laws/article-05.html>
3. Board of Regent Policy 5.L
 - a. <https://www.cu.edu/regents/Policies/Policy5L.htm>
4. Board of Regents Appendix B: Roles and Responsibilities of Department Chairs, November 8, 2011
 - a. <https://www.cu.edu/regents/Policies/Policy5L.htm>

University of Colorado School of Dental Medicine Faculty Governance Document

APPENDIX A

ORGANIZATION AND REQUIREMENT OF EVALUATION NOTEBOOK

Prior to the submission of an evaluation notebook to the Promotion, Tenure, and Post-Tenure Review Committee, an internal department review must occur. The Department Chair, an internal department representative, and an external department representative must review the candidate's dossier to determine if the candidate meets the criteria for promotion. The notebook should only be forwarded to the Promotion, Tenure, and Post-Tenure Review Committee after the Department Review has concluded.

It is the Department Chair's responsibility to assist the candidate in assembling their dossier, as well as convening and conducting the Department Review.

1. Curriculum Vitae- complete document in University of Colorado School of Dental Medicine format
2. Letters of Recommendation
 - a. Internal
 - b. External
3. Teaching (Sequence with most recent first)
 - a. Summary of teaching activity
 - b. Teaching portfolio
 - i. Professional autobiography- concise review of professional and teaching experience
 - ii. Statement of teaching philosophy
 - iii. Statement of teaching advancements and accomplishments
 - iv. Evidence of student performance in your area
 - v. Teaching materials developed
 - vi. Teaching responsibilities
 - c. Peer and Office of Education teaching evaluations
 - d. Student teaching evaluations
 - e. Evidence of professional growth in education
 - i. Continuing education in education- last 5 years
 - ii. Continuing education in your profession- last 5 years
 - iii. Research/ publications in education
 - iv. Board certification status for advanced trained dentists
4. Scholarly Activity (Sequence with most recent first)
 - a. Summary of scholarly activity
 - b. Publication list followed by a copy of publications
 - c. Grants- list of funded and unfunded grants with copies of significant grants
 - d. Scholarly presentations
5. Leadership and service (Sequence with most recent first)
 - a. Summary of leadership and service activity

- b. Committee membership and chairs- includes faculty governance and organized dentistry leadership and service
 - i. National/ International
 - ii. State
 - iii. University
 - iv. Campus
 - v. School of Dentistry
 - vi. Departmental
- c. Patient care activities- university associated only
- d. Consultantships

APPENDIX B

PROCEDURAL GUIDELINES FOR FACULTY PROMOTION AND TENURE PROCESS

The following are guidelines that provide additional clarity to the promotion, tenure, and post-tenure review process and should be followed whenever possible.

1. Promotion, Tenure, and Post-Tenure Review Subcommittee
 - a. Only full-time, tenured associate/full professors or associate/full professors (C/T) should comprise committee membership.
 - b. Selection of committee members will be by department chairs (1 person per department, although not necessary to be department member) with ratifying vote and continued oversight by officers of the Faculty Senate.
 - c. Chair of the committee will be elected by the Promotion, Tenure, and Post-Tenure Review Subcommittee.
 - d. The Promotion, Tenure and Post-Tenure Review Subcommittee will be the first level of review for all appointments, interim reviews, promotions, granting of tenure, and post-tenure reviews.
 - e. Only members of the committee holding tenure may vote on decisions relating to tenure.
 - f. Committee members who are scheduled for promotion and post-tenure review, shall not serve on the committee during their review cycle.
2. Dean's Review Committee
 - a. Chair of the committee and members will be appointed at the discretion of the Dean.
 - b. The Dean's Review Committee will serve as the second level of review for all appointments, interim reviews, promotions, and granting of tenure. The Dean's Review Committee does not evaluate faculty scheduled for post-tenure review.
3. Interim Reviews
 - a. Each full-time faculty member below the rank of associate professor or associate professor (C/T) shall be evaluated in a comprehensive manner in accordance with the University's "Standards, Processes, and Procedures" document at the end of year three or four by the Promotion, Tenure and Post-Tenure Review Committee and Dean's Review Committee. Findings will be communicated in writing to the candidate, the candidate's chair, and the Dean.
 - b. The department chair should meet with the candidate to discuss the summary of findings and help plan appropriate strategies for improvement if necessary. Chairs of the Promotion, Tenure and Post-Tenure Review Committee and DRC should be available for clarification and suggestion if necessary.

- c. Three hard copies and an electronic copy of the candidate's dossier should be submitted to the Office of Faculty Affairs by October 15th.
- d. The dossier should be compiled as outlined in the Faculty Interim Evaluation Procedures and Guidelines.
- e. Information on the Differentiated Annual Workload and Professional Plan and annual performance ratings will be available to the chairs of each committee if necessary.

4. Promotion and Tenure Guidelines

- a. Tenure Track faculty should submit their dossier at the beginning of their 6th year of employment on tenure track. The candidate and department chair should be aware of the timeline for submission.
- b. Clinical Teaching Track faculty should submit their dossier for promotion after at least two years at the Instructor Level, at least 5 years at Assistant Professor Level, and at least 5 years at Associate Professor Level. Candidates submitting their dossiers for promotion and/or granting of tenure, should submit their materials to the Office of Faculty Affairs no later than October 15th.
- c. Candidates seeking promotion to Associate Professor or Professor should refer to the Guidelines for the Evaluation of Publications, Appendix C.
- d. Curriculum Vitae should be formatted as outlined in Appendix E of this document.
- e. Dossiers should be compiled as outlined in Appendix A of this document.
- f. Three copies of the candidate's dossier should be submitted to the Office of Faculty Affairs by October 15th.
- g. To assist with and expedite the review process, the candidate should also submit an electronic copy of their dossier to the Office of Faculty Affairs by October 15th.

5. Committee Protocols

- a. Pre-printed ballots will be utilized when voting on tenure and promotion.
- b. All committee members should be present to register a vote and every effort should be made to have all committee members present when voting.
- c. Votes will be confidential and counted by the chair of the committee and one additional member, determined by vote of the committee.
- d. Letters of nomination/recommendation are permitted by members of committees for promotion and tenure candidates, but if received from the chair of either review committee an alternate chair should be appointed for evaluation of that candidate.

- e. If a committee member is being evaluated for promotion, he/she should be excused from committee deliberations and votes on his/her promotion.
- f. For promotion and tenure, the committee will provide an overall evaluation of the faculty members' performance as either excellent, meritorious, or not meritorious and separate category voting totals will be recorded (e.g., four (4) voted meritorious for teaching and three (3) nonmeritorious, etc.) and communicated to the Dean for each candidate.
- g. For post-tenure review, the committee will provide an overall evaluation of the faculty members' performance as either outstanding, exceeding expectations, meeting expectations, or below expectations in teaching, research/creative work, clinical activity, and leadership and service, and communicate in writing their evaluation of each candidate to the Dean.
- h. For post-tenure review, a copy of the evaluation summary will be given to the faculty member and a copy will be placed in the faculty member's personnel file.
- i. The Promotion, Tenure and Post-Tenure Review Committee should complete their evaluation(s) by the end of December; the Dean's Review Committee should complete their evaluation(s) by February 15th.
- j. In instances regarding granting of tenure, dossiers and a recommendation letter from the Dean, have to be sent to the Vice Chancellor's Advisory Committee by March 1st.
- k. If the two committees disagree about promotion (clinical or tenure track), dossiers and summary letters have to be sent to the Vice Chancellor's Advisory Committee by March 1st unless the candidate withdraws their name from consideration.
- l. Committee members may request a copy of the summary letter written by committee chairs to the candidate/Dean summarizing committee findings.

APPENDIX C

UNIVERSITY OF COLORADO SCHOOL OF DENTAL MEDICINE PROMOTION CRITERIA MATRIX

NOTE: The following is intended to present examples of various levels of accomplishment in the areas of teaching, research, and leadership and service. It is not exclusionary, but is intended to assist faculty, department chairs and promotion committees in matching candidates' accomplishments to the promotion criteria. Moreover, areas frequently overlap in practice, although they are presented as distinct entities here. It should also be noted that the matrix specifies just two categories, meritorious and excellent. Professors will need to achieve excellence in a significant number of criteria outlined below. Associate professors will have met fewer of these criteria or in not as great depth. The promotion process is meant to describe and reward continued professional growth and achievement. Performance that does not meet the requirements/most of the criteria for meritorious will be deemed not meritorious.

TEACHING	
<u>Meritorious</u>	<u>Excellent</u>
Active participation in teaching activities of the department, school, campus or university, including two or more of the following: presenting a series of lectures covering one or more topics; coordinating a course; acting as a primary instructor in a course; advising or mentoring students, residents or faculty; attending on an inpatient or outpatient service; organizing or facilitating a seminar series, journal clubs or laboratory exercises; participating as a teacher in continuing education activities.	Regularly assumes greater than average share of teaching duties –in classroom, laboratory, clinical or community settings. A faculty member who performs the same or less amount of teaching duties than other similar faculty, cannot achieve “Excellence” in teaching for the purpose of being recommended for tenure.
	Consistently receives outstanding teaching evaluations or teaching awards.
	Recognition as an outstanding and influential role model for students, fellows, residents or other trainees.
Meritorious teaching evaluations from students and peers.	Record of successful mentorship of students, residents, fellows or other faculty, as measured by: letters of support from mentees; publications, presentations, grants, awards or other evidence of mentees’ academic success; evidence that mentees have pursued outstanding careers.
Development or redevelopment of teaching materials for students, continuing education courses or other faculty training.	
Invitations to present Grand Rounds or seminars here and at other institutions; invitations to present courses outside of primary department.	Development of mentoring programs that focus on career development or academic promotion of students, residents, fellows or faculty.
Self-improvement activities (for example, participation in workshops or courses that are designed to improve teaching or mentoring effectiveness).	Development of innovative teaching methods, such as educational websites, simulations, videotapes, packaged courses or workshops, etc.
Participation as a mentor on a training grant.	Successful leadership of local, regional or national continuing education courses.

TEACHING (continued)

<u>Meritorious</u>	<u>Excellent</u>
	<p>Consistent participation in national educational activities (for example, residency review committees, programs sponsored by professional organizations, re-certification courses or workshops).</p>
	<p>Invitations to be a visiting professor at other institutions.</p>
	<p>Development of innovative courses, high-quality syllabi, novel lectures, problem-based learning cases, laboratory exercises or other instructional materials.</p>
	<p>Demonstration of educational leadership (for example, by serving as a course, fellowship or training program director or assistant dean).</p>
	<p>Evidence of teaching scholarship (for example, research, grants, publications or national presentations that focus on understanding the best methods, or outcomes, of teaching).</p>
	<p>Completion of advanced faculty development programs that result in a certificate or degree in education, with evidence that the faculty member has applied these new skills or new knowledge to improve his or her teaching or pedagogy.</p>

RESEARCH and SCHOLARLY ACTIVITIES

<u>Meritorious</u>	<u>Excellent</u>
Authorship of papers in peer-reviewed journals that demonstrate the ability to generate and test hypotheses and represent a significant contribution to the published literature.	A consistent level of peer-reviewed or other funding for research awarded in a competitive manner over a sustained period of time.
Principal Investigator or Co-Investigator status on grants or contracts.	Demonstrated evidence of originality as an investigator.
A principal and sustained role in the management of a research program with external funding.	Demonstration of significant independent intellectual contributions to successful research programs.
Development of patents for discoveries.	Principal investigator status on competitive peer-reviewed research grants (for example: R03 or R21 awards or mentored K08 or K23 awards from NIH or private foundations for associate professors; R01, P01 or other independent awards for professors).
Presentations at national meetings; invited research seminars at this and other institutions; service as an ad hoc member on study sections.	
	Development of a significant number of patents.
	Member of review section or editorial board.
	An ongoing, peer-reviewed publication record with first- or senior-author publications.
	A national or international reputation, as evidenced by: external letters of reference; invitations to present at national or international meetings; invitations to write reviews or chapters, or to provide unique expertise as a collaborator on a research project; visiting professorships; service on as a regular member on study sections; organization of national meetings; service as a national consultant or on editorial boards of journals, etc.

TEACHING SCHOLARSHIP

<u>Meritorious</u>	<u>Excellent</u>
Develops new educational materials.	Creates new courses or curriculum.
Publishes articles on health professional education with emphasis on hypothesis-driven research.	A strong record of publications in health professional education.
Facilitates the educational programs of the SODM through ongoing and substantive contributions to the Student Admissions Committee, Participation must include submission of end-of-year reports reflecting on knowledge and insights gained from admissions committee meetings and applicant interviews or discussion of applicant recruitment, measures of applicant readiness, pre-dental advising, pipeline activities, class diversity or other relevant challenges and topics. A supporting letter from the Associate Dean for Admissions is required.	

CLINICAL SCHOLARSHIP	
<u>Meritorious</u>	<u>Excellent</u>
Provides continuing education at local and national meetings.	Ongoing record of peer-reviewed grant funding.
Participation in departmental, divisional, and institutional quality assurance programs.	Designs and directs hypothesis-driven research.
Presentation of invited grand rounds locally.	Development of new techniques, therapies, clinical guidelines, patient care pathways or health care delivery systems that have improved the health of patients or populations.
Ongoing record of publishing works of scholarly integration, such as case studies, book chapters and reviews.	Leadership in the design, conduct and publication of clinical research, including clinical trials.
Written documentation of novel techniques in teaching on the delivery of care.	A strong record of peer-reviewed publications that focus on clinical topics or quality improvement.
Documentation of innovative quality assurance programs.	Contributions to books, journals or clinical information systems.
Collaborator in design, conduct and publication of research, e.g., a participant in a multicenter trial.	Other evidence of clinical scholarship (for example, research, grants, publications or national presentations) that promote health care quality and patient safety or that advance the science and practice of health care quality improvement.

LEADERSHIP AND SERVICE	
<u>Meritorious</u>	<u>Excellent</u>
Active leadership and service on committees or task forces within the program, division, department, school, campus or university.	Appointment to responsible positions within the institution such as chair of a committee; faculty officer; program director; academic clinical coordinator; membership on major decision-making Anschutz Medical Campus committees.
Leadership and service to local, state, national or international organizations through education, consultation or other roles.	Leadership and service as an officer or committee chair in professional or scientific organizations.
	Leadership and service on editorial boards of professional or scientific journals.
	Election to responsible positions dealing with health care issues at the local, state, regional, national or international levels.
	Leadership and service awards from an area of the University or from a local, national, or international organization (civic, scientific and/or professional).

APPENDIX D

GUIDELINES FOR THE EVALUATION OF PUBLICATIONS

1. For Associate Professor: Listed below are criteria that constitute the typical threshold of scholarly activity met by faculty members who have been promoted to this rank.
 - A. A minimum of 10 publications
 - 1) Examples of appropriate publications
 - a. original research articles
 - b. review articles
 - c. extensive case history/technique articles
 - d. chapters in professional books
 - e. professional book author or editorship
 - 2) 7 of these publications – in referred national or international journal
 - a. 1 first authorship of a chapter or editorship of an appropriate textbook may be considered equivalent to 1 first authorship of an article in a refereed journal.
 - 3) 5 of these publications – faculty member the first or senior author in national or international journal.
 - B. Additional demonstrated evidence of scholarly activity
 - 1) Published abstracts
 - 2) Presentations at scientific meetings or other universities
 - 3) NIH Study Section reviewer
 - 4) Refereed journal reviewer
 - 5) Other activities demonstrating scholarship
2. For Professor: Listed below are criteria that constitute the typical threshold of scholarly activity met by faculty members who have been promoted to this rank.
 - A. A minimum of 20 publications
 - 1) Examples of appropriate publications
 - a. Original research articles
 - b. Review articles
 - c. Extensive case history/technique articles
 - d. Chapters in professional books
 - e. Professional book author or editorship
 - 2) 14 of these publications—in referred national or international journals
 - a. 2 first authorship of a chapter or editorship of an appropriate textbook may be considered equivalent to 2 first authorship of an article in a refereed journal
 - 3) 10 of these publications – faculty member the first or senior author in national or international journal
 - B. Additional demonstrated evidence of scholarly activity- more substantial than for Associate Professor

- 1) Published abstracts
 - 2) Presentations at scientific meetings or other universities
 - 3) NIH Study Section reviewer
 - 4) Refereed journal reviewer
 - 5) Other activities demonstrating scholarship
- C. Faculty member must have demonstrated continued productivity of excellence for preceding 5 years as Associate Professor

APPENDIX E

SAMPLE OF AN INTERIM EVALUATION NOTIFICATION FORM

**UNIVERSITY OF COLORADO SCHOOL OF DENTAL MEDICINE
FACULTY INTERIM EVALUATION NOTIFICATION**

FACULTY NAME (PRINT): _____

DEPARTMENT: _____

DATE OF INITIAL FULL-TIME APPOINTMENT: _____

CREDIT TOWARD PROBATIONARY PERIOD (if applicable): _____
Years

Interim evaluations are intended to facilitate faculty development, consistent with the academic needs and goals of the School of Dental Medicine and in compliance with the University of Colorado Faculty Handbook. Interim evaluations generally occur in the third or fourth year of a faculty member's full-time appointment. If a faculty member receives credit for experience at another institution toward the probationary period, the interim review would normally be conducted earlier than the third or fourth year. The faculty member and the department chairperson jointly determine which year the interim evaluation will be conducted, and state the agreed-upon year in writing.

**THE INTERIM EVALUATION FOR THE ABOVE-NAMED FACULTY
MEMBER WILL BE CONDUCTED DURING
THE _____ ACADEMIC YEAR**

CONCURRENCE:

Faculty Signature

Date

Department Chairperson Signature
(or Dean, if applicable)

Date

The original notification form is maintained by the departmental office (or Dean's office, if the faculty member is a department chairperson), a copy is maintained by the faculty member, and a copy is forwarded to the Office of Faculty Affairs.

APPENDIX F

UCSDM CURRICULUM VITAE FORMAT

FULL NAME:

CURRENT DATE:

PERSONAL HISTORY

Office Address:

Phone:

E-mail:

Fax:

Home Address: *(Optional)*

Phone: *(Optional)*

EDUCATION:

(List highest earned degree first)

(Include Institution and Location; Degree; Date(s) Attended; Degree Major)

(Include Postdoctoral Training [Residency/Fellowship]; Graduate School; Dental School; College)

SPECIALTY BOARDS:

(List board eligibility if not boarded)

LICENSURE:

PROFESSIONAL EXPERIENCE:

(Reverse chronological order)

(Include Institution/Organization, Department/Division, Location, Title(s)/ Position(s), and date(s) each was held)

(Optional: Separate into categories such as Academic Appointments, Administrative Appointments; Hospital Appointments; Private Practice Experiences; and Military Leadership and service if dental related)

HONORS:

1. TEACHING ACTIVITIES

Teaching Responsibilities:

(Reverse Chronological order)

(Include: Course directed (brief summary of major responsibilities, include number of hours actually taught)

Course Participation:

(Include number of hours the individual actually taught)

Teaching Materials Developed:

Teaching Awards:

2. RESEARCH AND SCHOLARLY ACTIVITIES

Current Research:

Financial Resources/ Grants & Contracts:

(Reverse Chronological Order)

(Include Project Title, Funding Agency, Date(s) of Project, PI or CO-PI, and \$ amount)

(Optional: Separate into categories such as School of Dentistry, University Colorado Health Sciences Center, Federal/State, Professional Associations)

Publications:

(Published and In Press)

(Reverse chronological order)

(Formatting examples attached)

Periodicals:

Book Chapters:

Abstracts:

(Indicate those that were presented)

Theses

Directed:

(Include Date, Title, Type, and Student's Name)

3. LEADERSHIP AND SERVICE ACTIVITIES

Presentations:

(Include papers and table clinics; do not include presentations that also appear as published abstracts)

(Optional: Separate into categories such as Local, State, National/International)

Continuing Education Courses Presented:

(Reverse Chronological order except when same course is given in multiple times; then list under first time taught and include other dates given)

(Include Date(s), Course Title, Number of Hours, Location)

Committee Appointments:

(Reverse chronological order)

Dental School

Date(s) **Committee Name**

Date(s) **Offices Held**

University

Date(s) **Committee Name**

Date(s) **Offices Held**

State

Date(s) **Committee Name**

Date(s) **Offices Held**

National/International

Date(s) **Committee Name**

Date(s) **Offices Held**

Society/Professional Organizations:

(Reverse Chronological Order)

(Include Date(s), Society/Organization Name, Offices Held, and Date(s) held)

Leadership and service on Editorial Boards of Journals:

(Reverse chronological order)

(Include position(s) held, and date(s))

Consultant Positions:

(Reverse chronological order)

EXAMPLES

Reference Format

A. Journals (list all authors if six or less, otherwise list only first three and add et al.)

1. Standard Reference

Gibson GB, Richardson AS, Patton RE, Waldman R. A clinical evaluation of occlusal composite and amalgam restorations: one- and two- year results. *J Am Dent Assoc* 1982; 104:335-37.

2. Corporate Author

Federation Dentaire International. Technical Report No. 28. Guidelines for antibiotic prophylaxis of infective endocarditis for dental patients with cardiovascular disease. *Int Dent J* 1987;37;235.

B. Books and Monographs

1. Personal Author(s)

Tullman JJ, Redding SW. Systemic disease in dental treatment. St. Louis: The CV Mosby Co; 1983:1-5.

2. Chapters in a Book

Johns R. Restorative needs and methods. In: Cohen B, Thomson H, eds. Dental care for the elderly. London: William Heinemann Medical Books; 1986: 142-77.

3. Agency Publication

Miller AJ, Brunelle JA, Carlos JP, Brown LJ, Loe H. Oral health of United States adults. Bethesda, Maryland: National Institute of Dental Research, 1987; NIH publication no. 87-2868.

4. Dissertation or Thesis

Author. Title. [Thesis]. City, State: Institution, date, #p.

GRANTS, CONTRACTS, AND PATENTS

Date Agency & Amount, Title