

12.21.12



THE COLLEGE OF
**Dental
Medicine**

The discipline of learning. The art of caring.

Faculty Handbook

TABLE OF CONTENTS

	Page
Section I: Faculty Governance	4
Section II: College of Dental Medicine (CDM) Organizational Structure	6
A. Organizational Structure	6
B. Leadership	6
Section III: CDM Standing Committees – Composition and Charge	9
A. Selection and Duties	9
B. CDM Standing Committees	9
1. Deans’ and Directors’ Committee	9
2. Admissions and Selection Committee	9
3. Student Performance Committee	10
4. Outcomes Assessment Committee	10
5. Patient Care and Clinic Services Committee	10
6. Curriculum Management Committee	11
7. Faculty and Staff Development Committee	12
8. Student Affairs Committee	12
9. Faculty Evaluation & Promotion/Tenure Committee	13
Section IV: Standards for Appointment, Promotion, Tenure & Post-Tenure Review	14
I. General Statement	14
A. Overview	14
B. Academic Ranks	15
1. Instructor	15
2. Assistant Professor	15
3. Associate Professor	15
4. Professor	16
II. Full-Time Regular Faculty Professional Development Tracks	16
A. Tenure Track	16
B. Non-Tenure Track	17
III. Initial Appointment	17
A. Search Process	17
B. Academic Rank	17
C. Appointment Criteria – Tenure Track	18
D. Prior Tenure Relevant Experience	18
E. Appointment Criteria – Non-Tenure Track	18
IV. Procedural Guidelines for Promotion and/or Tenure Review	19
A. Annual Evaluation	19
B. Faculty Evaluation Promotion / Tenure Committee (FEPTC)	19
C. Advancing Candidacy and Notification	20
V. Tenure Track – Procedural Guidelines for Promotion and Tenure	20
A. Tenure Track Probationary Period	20
B. Contract Renewal During Probationary Period	20
C. Requests for Early Consideration	21
D. Policies for Exclusion of Time from Probationary Period	21

E. Interim Review	21
F. Promotion	22
G. Final Review	22
H. Post-Tenure Review	22
I. Transfer between Tenure and Non-Tenure Track Appointments	23
J. Termination	23
VI. Non-Tenure Track – Procedural Guidelines for Promotion	24
A. Contract Renewal	24
B. Promotion Time Period	24
C. Promotion Review	24
D. Transfer Between Non-Tenure and Tenure Track Appointments	24
E. Termination	25
VII. Criteria for Promotion and/or Tenure	25
A. Teaching Activities	25
B. Scholarly Activities	27
C. Service Activities	28
D. Collegiality	28
E. Promotion: Tenure and Non-Tenure	29
1. Tenure Track	29
2. Non-Tenure	29
VIII. Documentation Format for Promotion Review, Interim Review and/or Final Review	30
A. Interim Review Dossier	30
B. Promotion Review and Final Review Dossier	30
IX. Part-Time Faculty Appointments – Non-Tenure Track	31
A. Academic Rank	31
B. Appointment Criteria for Part-Time Faculty on the Clinical Track	31
C. Procedural Guidelines for Promotion of Part-Time Faculty	31
1. Contract Renewal	31
2. Promotion Time Period	31
3. Annual Evaluation	31
4. Termination	32
D. Privileges	32
X. Auxiliary Faculty Appointments	32
A. Adjunct Clinical Faculty Appointment	32
B. Visiting Faculty Appointment	32
C. Adjunct Faculty Appointment	32
D. Academic Rank	33
E. Appointment Criteria for Auxiliary Faculty	33
F. Appointment Length and Renewal	33
G. Privileges	33
XI. Emeritus/a Status	33
A. CDM Philosophy of Scholarship	34
1. Scholarship of Teaching	34
2. Scholarship of Discovery	34
3. Scholarship of Integration	34
4. Scholarship of Application	35
5. Rewards, Recognition and Service	35

Section V: Academic Policies, Procedures and Guidelines	36
A. Guidelines for Conducting Classes	36
B. Office Hours	36
C. Academic Advisement System	36
D. Grades	37
E. Student Club Advisement	37
F. Faculty Attendance and Absences	37

Section I

College of Dental Medicine Faculty Governance

Governance for Western University of Health Sciences Faculty is outlined in “Section IV Faculty Participation in the Governance of the University” and “Section V Policy and Procedures for Revisions of Sections I-IV” of the WesternU Faculty Handbook. Should any conflict arise between the policies and procedures contained in this document with the University Faculty Handbook, then the University Faculty Handbook prevails.

The WesternU Academic Assembly is a forum for faculty voice and deliberations. It serves to specifically determine positions on issues directly related to faculty status, responsibilities, and welfare. The WesternU Academic Assembly has the authority to make studies, reports and recommendations on all matters that have a significant bearing on the work of the Faculty.

The College of Dental Medicine (CDM) faculty who are employed for 50% or greater of his/her contractual time and perform non-administrative academic duties at least 50% of his/her contractual time are considered voting members of the Academic Assembly. Associate Deans, Assistant Deans and Division Chairs or other CDM faculty, except for the Dean of the College, who assume administrative duties in addition to their other academic responsibilities can be included as voting members upon submission of a request to and approval by the Academic Senate.

The WesternU Academic Senate is a representative committee of the WesternU Academic Assembly. The Academic Senate has the authority to conduct studies, make reports and recommendations on all matters which have a significant bearing on the work of the faculty. The Academic Senate is a channel of communication between the Academic Assembly and University Administration.

There are fifteen Committees of the WesternU Academic Assembly. The University Committees are described in the WesternU Faculty Handbook. Every faculty member will be expected to share in the functioning of the University by serving on an appropriate number of Committees.

The University Committees are:

- 1) Animal Care and Use Committee, Institutional
- 2) Awards Committee
- 3) Commencement Committee
- 4) Facilities and Planning Safety Committee
- 5) Faculty Handbook Committee
- 6) Financial Aid Committee
- 7) Grievance Committee
- 8) Humanism in Health Sciences Committee
- 9) Institutional Biosafety Committee
- 10) Institutional Review Board for the Protection of Human Subjects
- 11) Library Committee
- 12) Research Committee
- 13) Faculty Technology Committee
- 14) Radiation Safety Committee
- 15) Ad Hoc Committees

Additionally, there are nine Standing Committees within the College of Dental Medicine:

- 1) Deans' and Directors' Committee (DDC)
- 2) Admissions and Selection Committee (ASC)
- 3) Student Performance Committee (SPC)
- 4) Outcomes Assessment Committee (OAC)
- 5) Patient Care and Clinic Services Committee (PCCSC)
- 6) Curriculum Management Committee (CMC)
- 7) Faculty and Staff Development Committee (FSDC)
- 8) Student Affairs Committee (SAC)
- 9) Faculty Evaluation and Promotion/Tenure Committee (FEPTC)

The charge to the CDM Standing Committees and their membership are described in Section III. Administrators and faculty will have the opportunity to serve on University and CDM Committees as appropriate to their role and expertise.

The University is organized under the Board of Trustees, which has ultimate responsibility for the affairs of the University. The executive staff of the University includes the President, the Provost, and the Treasurer/Chief Financial Officer. The President reports directly to the Board of Trustees. The Provost and Treasurer report directly to the President.

The Dean of the CDM is responsible for providing leadership of the college, for representing the college's interests on campus and to external constituents, and for planning and overseeing implementation of its academic, research and service programs. The Dean reports to the Provost.

In addition to their participation on University and CDM Committees, the Faculty will have the opportunity to participate in the College of Dental Medicine's decision making process through the regular CDM Faculty Meetings.

Section II

CDM Division Structure and Processes

A. Organizational Structure

In order to support its operations and ensure its effectiveness, the CDM faculty is currently not organized by departments.

The CDM structure will evolve into divisions as the College matures and becomes fully operational.

B. Leadership:

1. In the divisions, a Chair would exercise educational oversight. The Chair is appointed by the Dean of the College of Dental Medicine.
2. Chair Responsibilities.

The Chair(s) shall be responsible for the following within their divisions:

a. Leadership

- 1) Express clear division vision;
- 2) Facilitate division meetings;
- 3) Conduct short- and long-term planning;
- 4) Oversee space and equipment utilization;
- 5) Represent the division to other entities and stakeholders;
- 6) Build an effective culture and climate within the division; and
- 7) Work collaboratively with the CDM administration to enhance the quality of the students' educational experience and the effective operation of the college.

b. Educational Effectiveness

- 1) Advocate for instructional and curriculum innovation;
- 2) Participate in curriculum planning and revision; and
- 3) Assess learning outcomes; link assessment data to plans for improvement.

c. Faculty

- 1) Help to design, plan, and implement annual performance appraisals;
- 2) Mediate issues of curricular content matters;
- 3) Negotiate the annual distribution of effort for each member, balancing teaching, scholarship, and service with the college resources and mission;
- 4) Support faculty and student research efforts;
- 5) Make recommendations to the Dean's office for awards, merit increases, and recognition;
- 6) Assess faculty performance in scholarly, teaching, and service activities; and
- 7) Work to ensure collegiality among faculty members.

d. Budget

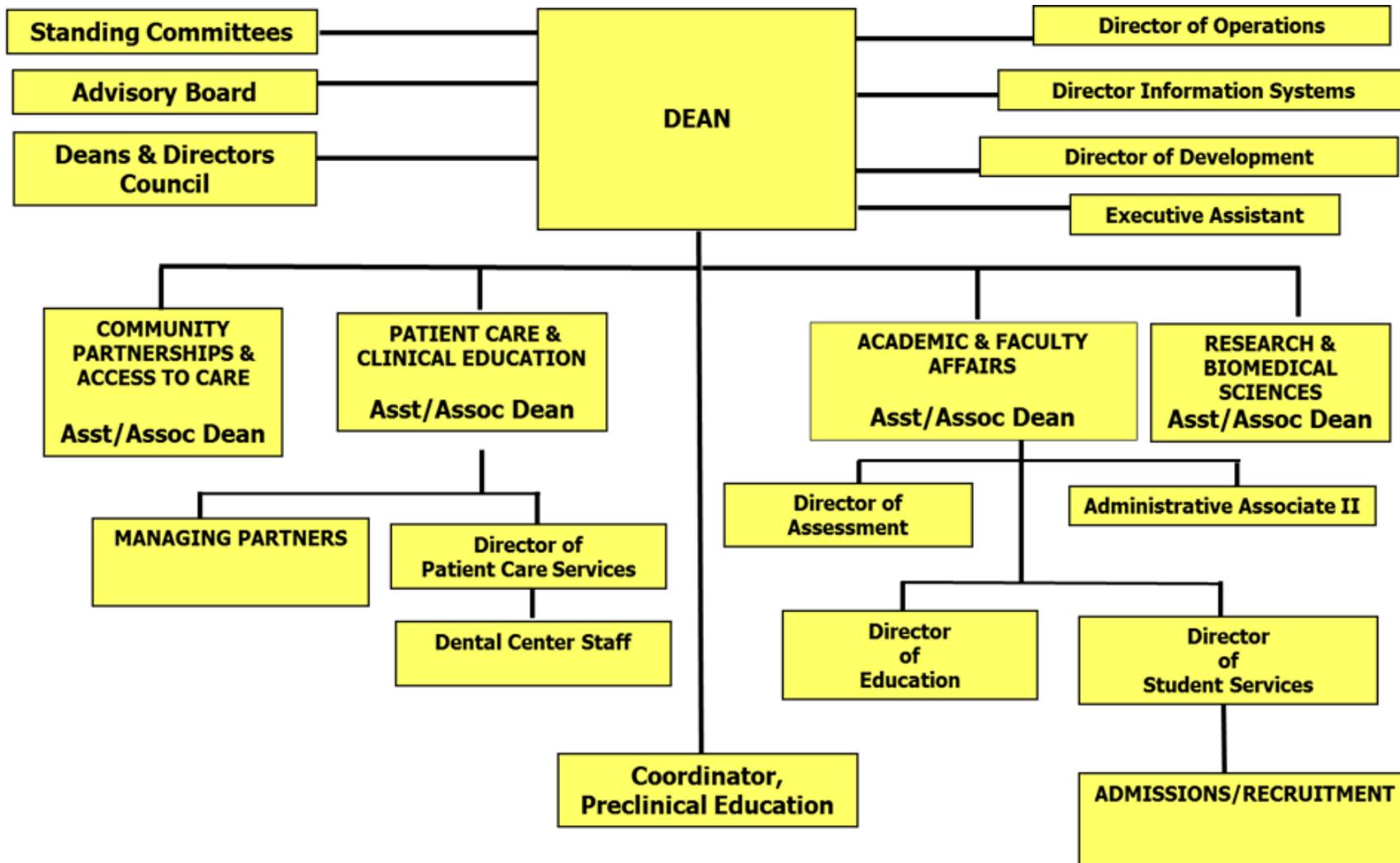
- 1) Participates in development of College budget through submission of critical needs requests.

e. Administration

- 1) Meet regularly with the appropriate Dean for college-wide planning pertaining to the division(s) and
- 2) Work effectively with other chairs promoting cooperation and effectiveness.

f. Support Staff

- 1) Attend periodic meetings of the CDM staff supervisors and
- 2) Work with appropriate chairs to offer guidance in the utilization and evaluation of staff.



Section III

CDM Standing Committees

Composition and Charge

A. Selection and Duties

All CDM Faculty and Staff will be provided an opportunity to express an interest in serving on one or more of the Standing Committees. All faculty serving the CDM standing committees shall then be appointed by the Dean. Committees will keep the faculty informed regarding their deliberations. Committees will periodically assess the effectiveness of their work and report these results to the Outcomes Assessment Committee and the faculty. The CDM Office of Academic Affairs will oversee the election process for these committees, as needed. Committee members that are appointed as ex-officio do not have voting rights.

B. CDM Standing Committees

1. Deans' and Directors' Council (DDC)

Dean, Chair
Assistant/Associate Dean for Academic Affairs
Assistant/Associate Dean for Patient Care and Clinical Education
Assistant/Associate Dean for Community Partnerships and Access to Care
Assistant/Associate Dean for Research and Biomedical Sciences
All CDM Directors

Charge: Serve as the advising body to the Dean on matters of policy, education, finance, ethics and all other areas pertinent to the College of Dental Medicine.

2. Admissions and Selection Committee (ASC)

Six CDM Faculty Members
Assistant/Associate Dean for Academic Affairs – ex-officio
Director of Student Services, ex-officio
University Director of Admissions, ex-officio
University Recruiter, ex-officio

The Dean will appoint one of the faculty members as Chair.

Charge: The Admissions and Selection Committee (ASC) is charged with fulfilling the needs of the University Student Affairs Admissions Office with respect to recommending policies and procedures on recruitment, interviewing and decision-making concerning candidates seeking admission the College of Dental Medicine.

The ASC formulates procedures for making application to the College, for review of applications and for acceptance of applicants.

The ASC establishes admission procedures based, in part, on results of the continuous evaluation of attrition rates and performance of students in the College of Dental Medicine and on standardized tests.

3. Student Performance Committee (SPC)

Assistant/Associate Dean for Academic Affairs, Chair
Assistant/Associate Dean for Patient Care and Clinical Education
Assistant/Associate Dean for Research and Biomedical Sciences
Four CDM Faculty Members
Director of Student Services, ex-officio
Director of Education, ex-officio

Charge: The SPC shall independently evaluate dental students' didactic, preclinical and clinical performance, as well as student professionalism. The SPC will make determinations as to the academic status of individual students and their eligibility for promotion from one year or semester in the dental curriculum to the next. The Committee reviews student performance and conveys recommendations to the Dean.

The SPC shall be responsible for recommending policy to the Deans' and Directors' Committee relating to the academic and professional performance and progress of the students.

4. Outcomes Assessment Committee (OAC)

Assistant/Associate Dean for Academic Affairs, Chair
Assistant/Associate Dean for Patient Care and Clinical Education
Assistant/Associate Dean for Community Partnerships & Access to Care
Assistant/Associate Dean for Research and Biomedical Sciences
Two CDM Faculty Members
Director of Assessment, ex-officio
Director of Operations, ex-officio
Director of Education, ex-officio

Charge: The Outcomes Assessment Committee (OAC) shall, in accord with the College of Dental Medicine's Annual Outcomes Assessment Planning Cycle, conduct assessments and data analysis designated in the Strategic and Outcomes Effectiveness Plan to ensure that the College's goals are being met. The OAC shall consult with applicable committees, faculty, staff and students during its assessment process. The Committee shall make recommendations to the Dean regarding the short-and long-term goals of the College.

5. Patient Care and Clinic Services Committee (PCCSC)

Assistant/Associate Dean for Patient Care and Clinical Education, Chair
Clinical Managing Partners
Two CDM Clinical Faculty Member
Assistant/Associate Dean for Community Partnerships & Access to Care
Director of Patient Care Services
Manager, Dental Equipment & Instrument Program

Director of Information Systems
Two Patient Care Coordinators
Director of Operations

Charge: The Patient Care and Clinic Services Committee is charged with:

- a. Reviewing all existing clinic policies and procedures, and with recommending new policies, as needed.
- b. Reviewing and revising, as needed, the instrument leasing program and instrument lists.
- c. Developing goals and objectives for the audit system, records reviews, maintaining records of audit activities, recommending corrective action to non-compliant individuals, and re-auditing records to determine effectiveness of corrective actions taken.
- d. Reviewing the results of the post-treatment review process, formative /summative evaluations, and infection control checks.
- e. Reviewing patient feedback and recommended response, as needed.
- f. Review CDM's Exposure Control Plan, Radiation Safety Plan, HIPAA policies and practices and Infection Control Policy annually.

6. Curriculum Management Committee (CMC)

Assistant/Associate Dean for Academic Affairs, Chair
Assistant/Associate Dean for Patient Care and Clinical Education
Assistant/Associate Dean for Research and Biomedical Sciences
Four CDM Faculty Members
Curriculum Representative(s) from each DMD class
Director of Education, ex-officio
Director of Student Affairs, ex-officio

Charge: The Curriculum Management Committee (CMC) is charged with conducting an ongoing evaluation of the DMD curriculum. The CMC is responsible for the management, evaluation, and development of the DMD curriculum. With respect to the goals and objectives of the College, the CMC will biennially and sequentially evaluate course offerings. The CMC will assess:

- a. Sequencing
- b. Competencies
- c. Appropriateness of hours
- d. Completeness of subject matter
- e. Inclusion of contemporary and emerging research information
- f. Unnecessary, redundant or duplicative material
- g. Assignment of courses
- h. Coordination of the academic calendar

The Committee will assist course directors to identify areas to incorporate in their courses: literature review activities, learning objectives that incorporate analysis, synthesis and evaluation; and the integration of basic, behavioral and clinical sciences.

7. Faculty and Staff Development Committee (FSDC)

Chair, Appointed by the Dean
Five CDM Faculty Members
One Executive Assistant/Administrative Associate/Administrative Assistant
One Patient Care Coordinator
Director of Operations
Assistant/Associate Dean for Academic Affairs, ex-officio
University Director of Center for Academic and Professional Enhancement (CAPE), ex-officio

Charge: The Faculty Development Committee shall:

- a. Develop, evaluate and update the CDM faculty development program
- b. Ongoing assessment of faculty needs and interests in faculty development issues
- c. Assure compliance with the Accreditation Standards for Dental Education Programs relating to Faculty Development

8. Student Affairs Committee (SAC)

Chair, Appointed by the Dean
Five CDM Faculty Members (one will serve as Chair)
D4 Vice-President
D3 Vice President
D2 Vice-President
D1 Vice-President
President(s) of Recognized CDM Student Clubs
Director, Student Services, ex-officio
Assistant/Associate Dean for Academic Affairs ex-officio

SAC will also serve as the CDM Awards Subcommittee and Financial Aid Subcommittee to the University Committees

Charge: The Student Affairs Committee is concerned with the day-to-day learning and working environment of students. This committee provides oversight for the Faculty advisory system for student organizations and establishes rules for the operation of organizational activities. A representative of the committee will serve on the University Student Affairs Committee, and ensure appropriate recognition of dental students and graduates during the University's annual Convocation and White Coat Ceremony, and graduation ceremonies. The Committee also will be involved in establishing criteria for granting of honors and awards other than financial scholarships

9. Faculty Evaluation and Promotion/Tenure Committee (FEPTC)

Assistant/Associate Dean for Academic Affairs
Assistant/Associate Dean for Patient Care and Clinical Education
Five CDM Faculty Members – mixture of tenure-track and non-tenure track

The committee will elect one of the faculty members to serve as Chair.

Charge: The Committee shall:

- a) Act as a consulting body to the Dean regarding all new appointments to the Faculty;
- b) Recommend to the Dean criteria for appointment, promotion of and the granting of tenure to members of the Faculty; and
- c) Advise the Dean on recommendations for promotion and granting of tenure.

Section IV

Standards for Appointment, Promotion, Tenure & Post-Tenure Review

I. General Statement

This document sets forth the criteria and procedural guidelines to be used in the College of Dental Medicine for the appointment of new faculty, interim and final reviews toward the recommendation of faculty for promotion, tenure, and post-promotion review of tenured and non-tenured faculty. Each of these shall be conducted in accordance with the policies of Western University of Health Sciences.

A. Overview

In developing these Guidelines, the Faculty Evaluation and Promotion / Tenure Committee (FEPTC) have made certain basic assumptions. These are:

1. The FEPTC will consult with the CDM Dean and Associate/Assistant Deans, as needed, on appointments of new faculty, including appointments with tenure, with respect to appropriateness of rank and track status.
2. Academic advancement (promotion and/or granting of tenure) is not automatic but is based on meritorious achievements over and above mere competency, which is expected of all faculty members.
3. The FEPTC, representing the faculty at large, has a responsibility to the University/College for maintaining a faculty of excellence and to the candidate for recognizing, encouraging, and rewarding achievement.
4. Flexibility should be maintained in balancing distinguished productivity in one area against less meritorious accomplishments in another. Whatever the measures of activity evaluated, the emphasis should be on the effectiveness and productivity of the candidate.
5. Terminology - As used in this document (also see Criteria in Section VII):
 - a. A "sustained record of accomplishment" is demonstrated by the continual growth of a faculty member's accomplishments attaining regional, national and/or international recognition, and showing promise toward achieving a level of excellence.
 - b. "Excellence in teaching" is demonstrated by a faculty member who guides students to think purposely and critically, communicates effectively, mentors students to promote the highest standards of professionalism, keeps informed about new developments in his/her specialty and related fields, strives continuously to broaden and deepen his/her knowledge, formulates and implements innovative teaching approaches, and

continually contributes to improving the methods of teaching his/her subject matter.

- c. "Excellence in scholarship and/or service" is demonstrated by the faculty member's accomplishments/expertise, attainment of regional, national and/or international recognition, through impact to the profession and/or area of specialty practice, and the transferability of the accomplishments, and/or equivalent level of acknowledgement.
6. It is important that the extent to which the candidate works for the common good and participates in the everyday affairs of the University/College not be overlooked. Activities that serve to interface the College with the community, administrative responsibilities, and committee work are essential to the welfare of the institution. Activities of this type that supplement but do not replace achievements in teaching, clinical practice or research are worthy of consideration in evaluating a candidate. The candidate, through his/her Division Chair, should supply specific documentation of such contributions to the FEPTC when putting forth a candidate.
 7. The Guidelines in this document are specific to Western University of Health Sciences College of Dental Medicine and are valid to the extent that they comply with the Western University of Health Sciences University Faculty Handbook (see Section III for Faculty Employment Policies and Procedures).
 8. The Faculty Evaluation & Promotion/Tenure Committee (FEPTC) will periodically review criteria for appointment, promotion of and the granting of tenure to members of the Faculty and make recommendations to the faculty regarding proposed changes to these documents. The Faculty Handbook may be amended by a two-thirds majority vote of the voting Faculty conducted by ballot. Written notice of the proposed amendment and a statement of the purpose and effect of the proposed amendment will be distributed to each member of the Faculty at least 7 working days prior to the meeting at which the amendment will be discussed.

B. Academic Ranks

1. **Instructor** – The rank of Instructor should be used for a salaried faculty member in a non-tenure track who contributes to the teaching mission of the College. An Instructor can be promoted to the rank of Assistant Professor if they meet the minimum qualifications and show promise in the areas of teaching, scholarship and service.
2. **Assistant Professor** – For appointment to the rank of Assistant Professor, the faculty member should have earned the doctoral degree or equivalent in his or her discipline or profession and show promise in the areas of teaching, scholarship and service.
3. **Associate Professor** – For promotion or appointment to the rank of Associate Professor, the faculty member will be evaluated in the areas of teaching, scholarship and service. The faculty member must meet the

criteria for, and/or hold the rank of Assistant Professor. In addition, the faculty member must document sustained records of accomplishment. The candidate must demonstrate excellence in teaching and advancement toward excellence in scholarship and service.

4. **Professor** – For promotion or appointment to the rank of Professor, the faculty member will be evaluated in the areas of teaching, scholarship and service. The faculty member must meet the criteria for, and/or hold the rank of Associate Professor. In addition, the faculty member must document sustained records of accomplishment in all three areas, and demonstrate excellence in teaching and either scholarship or service.

In addition to fulfilling the expectations noted above with respect to teaching, scholarship and service, all appointees are expected to demonstrate peer esteem and professional collegiality.

II. Full-Time Regular Faculty Professional Development Tracks

A. Tenure Track

Tenure track regular faculty members of the College of Dental Medicine follow a professional development program which leads to the attainment of continuous appointment, or tenure. Tenure with all its attendant privileges represents the most significant commitment the University can make to a faculty member. During the probationary period, the faculty member will receive a one-year renewable contract upon appointment to the College of Dental Medicine. Following the one-year duration of the contract, the faculty member is eligible for reappointment and may be offered additional contracts of one-year duration until granting of tenure is considered.

Additionally, as a means of assuring continual growth and development, performance of tenure track faculty will be evaluated on a yearly basis via the annual faculty evaluation and development process. Tenure track faculty will participate in an interim review process approximately three years prior to the anticipated date of tenure consideration. Requirements and procedures for post-tenure review are outlined in Section V.H.

Promotion is based on merit and is earned by achievement as evidenced by the faculty member's total contribution to the overall mission of the College and University. The primary requirement for attaining the senior rank of Associate Professor or Professor is the demonstration of substantive, creative and independent scholarship in academic endeavors (teaching, research and service). The discovery, transmission and application of new facts, insights and relationships and their integration into existing knowledge constitute evidence of scholarship (page 34).

Depending upon the circumstances, promotion and tenure may be considered together or treated as separate issues. In cases where promotion alone is awarded early to a faculty member prior to completion of the tenure track probationary period, the promise of eventual tenure is not implied by the promotion. The performance record of a faculty

member being considered for promotion and/or tenure will be evaluated in terms of the following areas: teaching, scholarship and service. Individuals must simultaneously obtain or hold the academic rank of Associate Professor or higher to be awarded tenure. The awarding of tenure is in recognition of past academic and professional achievements and confidence of continued professional development. These faculty members are presumed to be committed to the maintenance of high standards of performance in teaching, continued scholarly contributions to their disciplines, and clinical/administrative/professional service consistent with their training and background. Additionally, all faculty members must demonstrate evidence of peer esteem and collegiality. While the College as a whole must excel in all of the above areas, individual faculty members may contribute in some areas more than others. Therefore, in evaluating the candidate's qualifications for promotion and/or tenure, reasonable flexibility shall be exercised.

Faculty on this pathway may be considered for the award of tenure according to the criteria set out in Section VII.

B. Non-Tenure Track

Non-tenure track regular faculty members of the College of Dental Medicine follow a professional development program that is evaluated on a predetermined schedule for promotion and continual review, but does not lead to tenure. In this track, the faculty member will receive a one-year renewable contract upon appointment to the College of Dental Medicine. Following the one-year duration of the contract, the faculty member is eligible for reappointment and may be offered additional contracts of one-year duration.

Additionally, as a means of assuring continual growth and development, performance of non-tenure track faculty in the College of Dental Medicine will be evaluated on a yearly basis via the annual faculty evaluation and development process. Requirements and procedures for continual review are outlined in Section VI.

Members of the faculty appointed as Non-Tenure Track will be individuals who devote the majority of their time to clinical teaching and patient care. Faculty members on this track are expected to contribute to the mission and functioning of the College by participating in some service and demonstrating a scholarly approach to teaching and clinical activities.

III. Initial Appointment

- A. Search Process** - The Dean will appoint a Search Committee for full-time appointments to the faculty. The Search Committee will, whenever possible, be composed of members of the Academic or Clinical discipline to which the new faculty will be appointed and/or members of appropriate related fields. The Search Committee will recommend the acceptable candidate(s) to the appropriate Division Chair and then to the Dean. In accordance to Western University of Health Sciences policy, ultimate approval rests with the President (WesternU Faculty Handbook, Section III.A.4).

B. Academic Rank - The criteria for appointment at a particular rank are the same as those for promotion to that rank.

C. Appointment Criteria - Tenure Track

The minimum requirement for full time faculty whose professional activity involves a commitment to research/scholarly activity and teaching is completion of a doctoral degree or equivalent in his or her discipline or profession. Faculty hired on this track should show promise in the areas of teaching, scholarship and service.

Faculty members should strive to make significant scholarly contributions to the body of knowledge in their dental specialties or scientific disciplines in addition to demonstrating excellence in teaching. Such faculty members may participate in clinical teaching and patient care, although it is expected that a substantial portion of their professional activity will be devoted to scientific research and education. Advancement will ordinarily be awarded to faculty who demonstrate a significant body of focused independent research and research support that results in peer esteem at the regional, national and/or international level and excellence in classroom and/or clinical teaching, where applicable. Criteria for Promotion is described in Section VII.

Members of the faculty appointed to the tenure track are those who devote a portion of their time to research and are generally funded by public and private grants.

D. Prior Tenure Relevant Experience

Credit toward tenure based on prior full-time tenure relevant experience at other institutions must be negotiated with the Dean at the time of initial appointment. In general, such negotiations will be based on the guideline that teaching full-time in a comparable institution will be credited on the basis of 2/3 of a year for each year of prior experience. The request may be forwarded to the FEPTC for their review and recommendation prior to the completion of final negotiations. The criteria outlined in this document under Section VII will be used in this review process. If necessary, the FEPTC may request additional information beyond the candidate's Curriculum Vita to thoroughly evaluate the candidate's qualifications relative to the request for credit toward tenure. Prior tenure-relevant experience granted at initial negotiation should be at least 2 years and no more than 4 years.

E. Appointment Criteria – Non-Tenure Track

Members of the faculty appointed to this track will be individuals who devote the majority of their time to clinical teaching and patient care.

The preferred minimum requirement for dentist faculty hired on this track is completion of a General Practice Residency or Advanced Education in General Dentistry Program, completion of a certificate program (for specialties), or two years experience in clinical practice.

The minimum requirement for non-dentist faculty hired on the non-tenure track is an earned doctoral degree or equivalent in his/her discipline or profession.

Faculty members on the non-tenure track are expected to contribute to the mission and functioning of the College by participating in service and demonstrating a scholarly approach to teaching and clinical activities. Service activities may include, but are not limited to participation in College of Dental Medicine and/or University committees, and service in professional organizations.

IV. Procedural Guidelines for Promotion and/or Tenure Review

Promotion is based on merit and is earned by achievement as evidenced by the faculty member's total contribution to the overall mission of the College. Depending on the circumstances and as noted on page 16, promotion and tenure may be considered together or treated as separate issues. In cases where promotion alone is awarded early to a tenure track faculty member prior to the completion of the tenure track probationary period, the promise of eventual tenure is not implied by the promotion.

Decisions regarding individual recommendations for promotion (tenure and non-tenure track) and/or tenure in the College of Dental Medicine are made at three successive levels: (1) the College of Dental Medicine Faculty Evaluation Promotion/Tenure Committee (FEPTC), (2) the Dean of the College of Dental Medicine, and (3) the Provost of Western University of Health Sciences.

A. Annual Evaluation - Faculty members of the College of Dental Medicine will follow a professional development program that is evaluated on a predetermined schedule for continual review. All faculty members must participate in an annual evaluation and development process consistent with the policies of Western University of Health Sciences. The annual evaluation and development process is structured to support the faculty member's professional growth, including promotion and/or tenure. This process is goal-oriented and each faculty member:

1. Establishes and accomplishes goals and objectives that contribute to Western University of Health Sciences' mission, vision, values and goals;
2. Is provided the opportunity for personal and professional growth and development, thereby making him/her more effective; and
3. Understands the continual expectation for professional growth, productivity and achievement in teaching, scholarship, service and collegiality.

B. Faculty Evaluation Promotion / Tenure Committee (FEPTC) - The Dean of the College of Dental Medicine will establish a peer review mechanism, the FEPTC, to advise faculty members. The FEPTC serves a vital role in: (1) assuring that the individual's accomplishments are properly documented, (2) assessing the relative merit of their accomplishments, and (3) formulating a recommendation to the Dean regarding award of promotion and/or tenure. The FEPTC will be appointed by the Dean, and will represent a cross section of the

academic disciplines and faculty development tracks, with a preference for faculty members with senior academic rank.

- C. Advancing Candidacy and Notification** - It is the responsibility of the faculty member to collect and organize the written documentation to substantiate consideration for promotion and/or tenure. It is the responsibility of the Division Chair to advise the faculty member as to the organization of the dossier and the appropriateness of the submitted material. However, the final decision of the content of the dossier is determined by the faculty member. At a minimum, the supporting materials should include the candidate's Curriculum Vita, Division Chair's letter, two internal letters and three external letters (see Section VIII for Documentation Format).

Recommendations from the FEPTC should be communicated in writing to the Dean and should include a summary of the principal reasons advanced in supporting or opposing each individual's candidacy for promotion and/or tenure. These written recommendations should be forwarded along with all promotion and/or tenure documentation through each successive review.

After receiving the recommendation of the FEPTC, the Dean will: (1) review all documentation, including recommendations formulated by the FEPTC; (2) determine whether to support the FEPTC's recommendation to the Provost; (3) notify appropriate individuals in writing of all decisions; and (4) forward the FEPTC's and Dean's recommendations to the Provost, along with a written summary of the primary reason(s) for supporting or opposing the recommendation.

V. Tenure Track - Procedural Guidelines for Promotion and Tenure

- A. Tenure Track Probationary Period** – Full-time Tenure Track faculty hired at the Assistant or Associate Professor level with no prior tenure relevant experience typically will be considered for tenure only once at the completion of a 6-year probationary period following their initial appointment to the College of Dental Medicine unless there has been an extension granted (see Section V.D). A full-time Tenure Track faculty hired at the Professor level who is not granted tenure at the time of hire will be considered for tenure only once at the completion of a 4 year probationary period following initial appointment to the College.
- B. Contract Renewal During Probationary Period** - Faculty members appointed to the Tenure Track, who have been properly credentialed and who have been approved by the Division Chair, FEPTC (as appropriate) and the Dean will be offered a one-year renewable contract upon appointment to the College of Dental Medicine. The faculty member will be evaluated annually by the Division Chair, a three year interim review by the FEPTC and a final review by the FEPTC at the end of the probationary period. A copy of each annual evaluation and the FEPTC Interim Review will go to the faculty member, the Division Chair, and the Dean. Therefore, the faculty member's continued employment depends on annual recommendations by the Division Chair and periodic evaluation by the FEPTC. At the end of the successful completion of the first year appointment the Division Chair may recommend the faculty member for reappointment. The faculty member may be offered additional contracts of one-year duration. The recommendation of additional annual appointments will require the ultimate approval of the Dean. Additional annual appointments could be offered to the

individual conditional on continued favorable evaluations by the Chair and the FEPTC and with consent of the Dean.

- C. Requests for Early Consideration** – In cases of special merit, at the written request of a faculty member to their Division Chair, and with the recommendation of the Division Chair to the FEPTC, tenure may be considered after four years. For those faculty members who were appointed with prior tenure relevant experience, consideration may be given after two years of meritorious service at the University. Should the faculty member not receive tenure under special merit, the faculty member may be considered for tenure again, but only at the end of the full probationary period. Thus the maximum number of times a faculty member may be considered for tenure is twice.
- D. Policies for Exclusion of Time from Probationary Period** – Tenure Track faculty members may exclude time from the promotion and tenure schedule in increments of 3 to 6 months. The request is made to the FEPTC through the Division Chair. The request for exclusion to time may include, but not limited to:
1. Administrative duties/time commitment greater than 50%
 2. Sick Leave/Emergency Leave – tenure clock stops until return
 3. Military Leave – tenure clock stops until return
 4. Leave of Absence without Pay – tenure clock stops until return
 5. Family and Medical Leave – tenure clock stops until return
 6. Scholarly Leave/Sabbatical Leave – this is faculty development and contributes to fulfilling requirements for tenure; tenure clock continues

The request for exclusion of time may include responsibilities associated with establishing a new clinical or academic program and/or making significant changes to existing programs.

The College of Dental Medicine recognizes that during the College's initial development, faculty need to devote disproportionate effort in the areas of teaching and curriculum/program development. Therefore the time counted toward tenure track and/or promotion will begin with the 2013-2014 academic year, following the graduation of the inaugural class.

- E. Interim Review** – A 3-year interim review will be required for those faculty members who are eligible for promotion from Assistant Professor to Associate Professor and/or tenure. An interim review will not be conducted for faculty promotion from Associate Professor to Professor. The faculty member must provide an interim review dossier on the approved electronic interface and inform the Division Chair in writing by August 1st of the assigned year. The Division Chair will inform the FEPTC in writing to initiate the interim review. A dossier must be available for the FEPTC by August 31st of the assigned year. The FEPTC will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the FEPTC may request the faculty candidate provide further documentation to complete the dossier. Internal and external letters of recommendation will not be required for this interim review. A faculty member who fails to submit a complete dossier to the FEPTC, without prior exemption by the Division Chair, will be reviewed based on the dossier materials available to the FEPTC at the time they begin their review.

F. Promotion - Full-time tenure track faculty will not be considered until the faculty member has been employed at the College of Dental Medicine at least four years. Beyond this minimum employment requirement, promotion is based solely on criteria and does not carry a particular time frame for consideration.

G. Final Review – For final review, the faculty member must post a final review dossier on the approved electronic interface and inform the Division Chair in writing by September 1st of the assigned academic year. The Division Chair will inform the FEPTC in writing to initiate the final review.

The FEPTC will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the FEPTC will request that the faculty candidate provide further documentation to complete the dossier. At the completion of the final review, the FEPTC will prepare a written report, including a summary of the votes of the FEPTC, the recommendations and a basis for those recommendations. The complete dossier, including the written report will be forwarded to the Dean before January 15 of the assigned academic year. The Dean will prepare and submit a written recommendation in addition to the FEPTC written report, and forward the candidate's dossier to the Provost for further action by March 1st of the assigned academic year. The Provost will consider all recommendations for promotion and/or tenure. If tenure is awarded at the end of the process, a contract of continuous duration may be offered. Following final review, promotion and/or tenure towards a potential appointment will be effective July 1st of the assigned academic year. Upon completion of the promotion and/or tenure process and after a final decision has been made, a copy of the candidate's dossier will be archived electronically by the Dean's office.

H. Post-Tenure Review – All tenured faculty members will undergo a post-tenure review at least every 6 years after tenure is granted. The primary goal of this post-tenure review process is to support professional renewal. The faculty candidate is required to submit an updated C.V. with or without a personal statement to the FEPTC for review. After the FEPTC reviews the documents submitted, the Committee will forward recommendations to the Dean, the Division Chair, and the faculty member.

Tenured faculty with consecutive years of inadequate performance and inadequate contributions to the College and University as documented in the annual performance reviews may go through a post tenure review process at the recommendation of the Division Chair. Once it is determined by the Dean that a formal post-tenure review process is needed, a letter will be sent to the faculty member with copies to the Division Chair and the FEPTC. The letter will detail the inadequacies/deficiencies of the faculty member with recommendations for steps to be taken and to support professional renewal. The FEPTC, in consultation with the faculty member, his/her Division Chair and the Dean will develop a specific remediation plan to address the inadequacies/deficiencies.

Following the specified time (as developed in the remediation plan, but no more than 2 years), the FEPTC will evaluate the progress of the faculty member by conducting a preliminary review, with the faculty member providing a complete dossier. Outside letters will not be required for the review process, however input from Assistant/Associate Deans, Division Chairs, as well as tenured faculty in the College of Dental Medicine, will be requested.

If it is determined that the inadequacies/deficiencies have been addressed satisfactorily, the post-tenure review process will be deemed completed and a letter will be sent to the faculty member and the Dean stating that the faculty member has made satisfactory progress towards professional renewal.

If the FEPTC finds that remediation has been unsuccessful, the Committee must recommend one of the following: (1) termination of continuous employment subject to demonstrating adequate cause as stipulated by the Faculty Handbook and determined by the College, or (2) the transfer of the faculty member to a non-tenured status.

In accordance with the Western University of Health Sciences Faculty Handbook, the Dean and the Provost may take such actions as outlined above regarding the final decision on the faculty member's appointment status. The faculty member may appeal the decision using the Grievance Procedure outlined in the Western University of Health Sciences Faculty Handbook.

I. Transfer Between Tenure and Non-Tenure Track Appointments – Faculty members who wish to transfer from a tenure track appointment to a non-tenure appointment may submit such a request in writing to the Dean and the faculty member's Division Chair who may choose to approve it or deny it. Additionally, this request must be made within 3 years of initial appointment/start of the tenure clock and/or prior to interim review. Notice of such transfer decisions will be copied to the Provost and Human Resources.

J. Termination(Dismissal)/Non-Renewal - See General Faculty Handbook; Western University of Health Sciences Faculty Handbook Section III.M.2.i

VI. Non-Tenure Track – Procedural Guidelines for Promotion

A. Contract Renewal - Faculty members appointed to the non-tenure track who have been properly credentialed and who have been approved by the Chair, FEPTC and the Dean will be offered a one-year renewable contract upon appointment to the College of Dental Medicine. The faculty member will be evaluated annually by the Division Chair. A copy of each evaluation will go to the faculty member, the Division Chair, and the Dean. Therefore, the faculty member's continued employment depends on annual recommendations of the Division Chair and consideration of the Dean. At the end of the successful completion of the first year appointment, the Division Chair may recommend the faculty member for reappointment. The faculty member may be offered additional contracts of one-year duration.

B. Promotion Time Period - Promotion for full-time non-tenure track faculty will not be considered until the faculty member has been employed at the College of Dental Medicine at least four years. Beyond this minimum employment requirement, promotion is based solely on criteria and does not carry a particular time frame for consideration.

The College of Dental Medicine recognizes that during the College's initial development, faculty need to devote disproportionate effort in the areas of teaching and curriculum/program development. Therefore effort in the areas of teaching and curriculum/program development that occurred prior to the

graduation of the inaugural class will be taken into consideration when assessing scholarly activity and considering faculty promotion.

C. Promotion Review – For promotion review, the faculty member must post a final review dossier on the approved electronic interface and inform the Division Chair in writing by September 1st of the review academic year. The Division Chair will inform the FEPTC in writing to initiate the promotion review. The FEPTC will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the FEPTC will request that the faculty candidate provide further documentation to complete the dossier. At the completion of the promotion review, the FEPTC will prepare a written report, including a summary of the votes of the FEPTC, the recommendations and a basis for those recommendations. The complete dossier, including the written report will be forwarded to the Dean before January 15th of the review academic year. The Dean will prepare and submit a written recommendation in addition to the FEPTC written report, and forward the candidate's dossier to the Provost for further action by March 1st of the review academic year. The Provost will consider all recommendations for promotion. Following the review, promotion to the new rank will be effective July 1st of the same year. Upon completion of the promotion process and after a final decision has been made, a copy of the candidate's dossier will be archived electronically by the Dean's office.

D. Transfer Between Non-Tenure and Tenure Track Appointments – Faculty members who wish to transfer from a Non-Tenure Track appointment to a Tenure Track may submit a one-time only request in writing to the Dean and the faculty member's Division Chair within three years of the initial appointment. Time on Non-Tenure Track is applied to the Tenure Track probationary period. Notice of such transfer decisions will be copied to the Provost and Human Resources.

E. Termination(Dismissal)/Non-Renewal: See General Faculty Handbook; Western University of Health Sciences Faculty Handbook Section III.M.2.i

VII. Criteria for Promotion and/or Tenure

The performance record of a faculty member being considered for promotion and/or tenure will be evaluated in terms of the following areas: teaching, scholarship, and service. Tenure track individuals must simultaneously obtain or hold the academic rank of Associate Professor or higher to be awarded tenure. The awarding of tenure is in recognition of past academic and professional achievements and confidence of continued professional development. While the College as a whole must excel in all of the above areas, individual faculty members may contribute in some areas more than others. Therefore, in evaluating the candidate's qualifications for promotion and/or tenure, reasonable flexibility shall be exercised. All faculty, however, are expected to demonstrate peer esteem and professional collegiality.

A. Teaching Activities - It is assumed that all faculty members will participate in the teaching program and mission of the College. It is important, however, for the Committee to know the extent to which a faculty member is involved in the teaching program and the quality and effectiveness of this effort, in other words, the degree to which the institution relies upon the teaching activities of the candidate. The Committee should be provided with more specific information

than the statement that the faculty member “teaches” or is a “good teacher.” Although difficult to measure, teaching efforts can be evaluated more critically than this, even if only by a subjective analysis of what impact the loss of the services of the candidate would have on the teaching program. Peer review would be an important part of any mechanisms of evaluation.

1. Criteria and Achievements

The degree of involvement in undergraduate and graduate dental education will vary from one individual to another. It may be clinical, didactic, or modular depending on the division and needs involved. A list of criteria indicating achievements may include, but is not limited to:

- a. Meets or exceeds the didactic, experiential, and clinical teaching responsibilities
- b. Demonstrates depth of knowledge, currency of information and mastery of the subject matter taught
- c. Demonstrates the ability to lead students to think purposefully and critically
- d. Demonstrates the ability to interrelate material by showing applications and correlations (e.g.: between basic science principles and their clinical applications)
- e. Presents organized, lucid and challenging presentations of subject matter
- f. Creates new, combined or integrated courses or other educational experiences
- g. Develops mentoring relationships with other faculty and/or students
- h. Contributes to program development and program implementation in ways consistent with the Mission of the College and University
- i. Critical perceptiveness in evaluating students’ skills
- j. Demonstrates innovative approaches or outstanding quality in pre-doctoral, post graduate or continuing education programs
- k. Engages in planned activities to improve teaching effectiveness

B. Evidence and Documentation

- a. Written student and/or peer evaluations of lecture, seminar and clinical teaching
- b. Examples of syllabus material, self-instructional instruments, audio-visual and computerized education aids
- c. Invitations to participate in educational conferences, workshops, or courses at other academic institutions
- d. Evidence of use of educational developments or advancements beyond this College of Dental Medicine
- e. Requests from educators for training in or exposure to teaching procedures
- f. Competitively awarded teaching prizes
- g. Success of students in attaining professional goals (e.g.: residencies)
- h. Grants or other support to conduct research in education or to attend and present the results of educational studies at scholarly meetings or conferences
- i. Continuing education courses presented

- j. Advising masters and/or Ph.D. students and serving on thesis committees
- k. Preceptorship activities
- l. Informal teaching activities
- m. Improved methods for evaluation of student performances
- n. Demonstrated unusual ability of students to provide care with organization, skill and compassion
- o. Evidence of increased student learning effected by the faculty member
- p. Participation in teaching workshops, conferences, formal peer assessment, and other activities designed to increase teaching knowledge, with evidence of how the experiences affected one's teaching.
- q. Letters from referees with information of peer esteem of the candidate at international, national and local levels. Referees must hold academic rank equivalent to, or higher than, the rank being proposed by the candidate.

B. Scholarly Activities - Excellence in scholarship and/or service is demonstrated by the faculty member's accomplishments/expertise, attainment of regional, national and/or international recognition, through impact to the profession and/or area of specialty practice, and the transferability of the accomplishments, and/or equivalent level of acknowledgement. Criteria that are useful in evaluating the candidate may include, but are not limited to:

A. Criteria and Achievements

- a. Demonstrates steady, focused, continued productivity in research and scholarly activity
- b. Conducts and reports on formal research, including preparation and submission of manuscripts
- c. Develops theoretical or creative work that makes original contributions to the literature, including publications of clinical or scientific reviews, chapters, or monographs, case reports, improved methods of dental treatment, innovative solutions to special clinical problems, and new or improved dental instrumentation
- d. Develops and tests instructional materials and/or procedures for use in education institutions
- e. Stimulates research efforts through consultation, coordination or directing research or development projects
- f. Contributes to compilations, reviews or textbooks
- g. Receives competitively awarded intra- and extramural grant and contract support
- h. Participates in basic science or in clinical research centers

B. Evidence and Documentation

- a. Publications of clinical or scientific reviews, chapters, or monographs, case reports, improved methods of dental treatment, innovative solutions to special clinical problems, and new or improved dental instrumentation.
- b. Documentation of major responsibility for published findings

- c. Invitations to present findings at local, national and/or international meetings or symposia
- d. Evidence of continued, competitively awarded funding from federal, private, and/or industrial sources
- e. Evidence of impact on the field reflected by the frequency of citation of manuscripts
- f. Patent awards
- g. Competitively awarded research prizes
- h. Evidence of the success of students in achieving their professional or advanced training aspirations in research
- i. Letters from referees with information of peer esteem of the candidate at international, national and/or local levels. Referees must hold academic rank equivalent to, or higher than, the rank being proposed by the candidate.

The FEPTC recognizes the tendency to equate research productivity with the number of publications. It also recognizes that the nature of the research interests of the candidate may be such that significant publications can only occur infrequently. Considerations will also be given to the extent to which the candidate is engaged in other activities, which contribute to the intellectual and functional life of the institution.

C. Service Activities - In evaluating such candidates, consideration will be given to:

A. Criteria and Achievements

- a. Demonstrates excellence and innovation in patient care
- b. Formulates, implements and sustains innovative practice models or clinical service
- c. Develops and implements new educational or healthcare programs or improves existing programs
- d. Provides service to association, civic and governmental organizations
- e. Provides service by assuming responsibilities in the planning and /or presentation at the Division al, College or University level
- f. Contributes to the governance of the College or the University
- g. Provides service by assisting other educational or community oriented institutions
- h. Provides advising and/or counseling services to students beyond that involved in regular teaching assignments
- i. Provides editorial and/or peer review

B. Evidence and Documentation

- a. Student, peer and patient evaluations of clinical skill
- b. Invitations to and presentations at local, national and/or international meetings and symposia
- c. Invitations to serve as an expert witness, board examiner or evaluator of health-care quality
- d. Patient referrals for special care
- e. Participation and leadership roles in College, University, local, national and/or international committees
- f. Editorial reviewer for professional books or journals
- g. Service as a reviewer for grants or contracts

- h. Service as an examiner for specialty boards or licensure exams
- i. Honors and awards in recognition for outstanding contributions
- j. Demonstration of effective procedures for counseling students relative to their professional growth
- k. Letters from referees with information of peer esteem of the candidate at international, national and/or local levels. Referees must hold academic rank equivalent to, or higher than, the rank being proposed by the candidate.

D. Collegiality - refers to the professional criteria relating to the performance of a faculty member's duties, including collaborative efforts, engagement in shared academic and administrative tasks, professionalism and integrity, and mentorship.

E. Promotion: Tenure and Non-Tenure

A. Tenure Track - Promotion on the tenure track indicates that the individual has made tangible contributions in more than one area of academic life. Given the diverse needs of the College, it is recognized that exceptional accomplishment in one of the areas of teaching, scholarship, and service may offset diminished activity in another area. Some semblance of balance should be expected.

a. Assistant Professor to Associate Professor

- i. Minimum period of service in the College of Dental Medicine of 4 years.
- ii. Actively working on specialty board certification, if applicable as determined by the FEPTC.
- iii. Documentation of sustained and ongoing records of accomplishment. The candidate must demonstrate excellence in teaching and advancement toward excellence in scholarship and service.

b. Associate Professor to Professor – In addition to satisfying the criteria for promotion to Associate Professor, the candidate should demonstrate evidence that/of:

- i. Held the academic rank of Associate Professor for a minimum period of 4 years.
- ii. National and/or international reputation in the candidate's field and recognition as an expert in that field.
- iii. Specialty board certification, if applicable as determined by the FEPTC.
- iv. Active mentoring of colleagues.
- v. Evidence of external funding for research.
- vi. Document sustained records of accomplishment in all three areas, and demonstrate excellence in teaching and either scholarship or service.

B. Non-Tenure – Faculty members appointed to this track will be individuals who devote the majority of their time to clinical teaching and patient care.

a. **Assistant Professor to Associate Professor**

- i. Minimum period of service in the College of Dental Medicine of 4 years.
- ii. Actively working on specialty board certification, if applicable as determined by the FEPTC.
- iii. Documentation of sustained records of accomplishment. The candidate must demonstrate excellence in teaching and advancement toward excellence in scholarship and service.

b. **Associate Professor to Professor** – In addition to satisfying the criteria for promotion to Associate Professor, the candidate should demonstrate evidence that/of:

- i. Held the academic rank of Associate Professor for a minimum period of 4 years.
- ii. National and/or international reputation in the candidate's field, and recognition as an expert in the field.
- iii. Specialty board certification, if applicable as determined by the FEPTC.
- iv. Active mentoring of colleagues.
- v. Document sustained records of accomplishment in all three areas, and demonstrate excellence in teaching and either scholarship or service.

VIII. Documentation Format for Promotion Review, Interim Review and/or Final Review

Documentation that must be provided by the candidate for promotion, interim and/or final review related to promotion and/or tenure, the faculty member must provide a dossier on the approved electronic interface for the FEPTC.

A. Interim Review Dossier

1. Current curriculum vitae in the required format as approved by the FEPTC.
2. A personal statement.
3. Portfolios in the areas of: teaching, scholarship and service.
4. Annual Faculty Development Plans and Evaluation documents of all years of employment.

B. Promotion Review and Final Review Dossier

1. Current curriculum vitae in the required format as approved by the FEPTC.
2. A personal statement.
3. Portfolios in the areas of: teaching, scholarship and service.
4. Annual Faculty Development Plans and Evaluation documents of all years of employment.
5. Inside References - Minimum of two (2), in writing, which must provide evidence of academic excellence and peer esteem of the candidate at local, national and international levels.

6. Outside References – Minimum of three (3), in writing, which must provide evidence of the candidate’s academic excellence and peer esteem of the candidate at local, national and/or international levels. The references must be from faculty at accredited universities or colleges, and must be from faculty who hold an academic rank equivalent to, or higher than, the rank being proposed for the candidate.

IX. Part-Time Faculty Appointments – Non-Tenure Track

- A. Academic Rank** - Part-time faculty members may be recommended and appointed to any academic rank for which they are deemed qualified by the FEPTC, as appropriate.
- B. Appointment Criteria for Part-Time Faculty on the Clinical Track** - Part-time faculty members must meet the same criteria for Non-Tenure track as full-time faculty members (see Section III.E). Part-time faculty members are not eligible for a Tenure Track appointment.
- C. Procedural Guidelines for Promotion of Part-Time Faculty** - Promotion is based on merit and is earned by achievement as evidenced by the faculty member’s total contribution to the overall mission of the College. Part-time faculty members are eligible for promotion, and must meet the same criteria as full-time faculty members on non-tenure tracks as outlined in Section VII.
 - A. Contract Renewal** – Part-time faculty members who have been properly credentialed and who have been approved by the Chair, FEPTC (as appropriate) and the Dean will be offered a one-year renewable contract or may be offered a fixed term contract of less than one-year duration upon appointment to the College of Dental Medicine. At the end of the successful completion of the first-year appointment, the Division Chair may recommend the faculty member for reappointment.
 - B. Promotion Time Period** - Promotion for part-time faculty will not be considered until the faculty member has been employed at the College of Dental Medicine at least four years. Beyond this minimum employment requirement, promotion is based on the established criteria. The part-time faculty member must hold each academic rank for a minimum of four years prior to being promoted.
 - C. Annual Evaluation** - All part-time faculty members will follow a professional development program as determined by their Division Chair. The Division Chair may require a part-time faculty member to participate in the College of Dental Medicine’s annual evaluation and development process. If so, the annual evaluation and development process will be structured to support the faculty member’s professional growth, including promotion, and be consistent with the policies of Western University of Health Sciences. This process is goal-oriented and ensures that each faculty member:
 - a. Establishes and accomplishes goals and objectives that contribute to Western University of Health Sciences mission, vision, values and goals;

- b. Is provided the opportunity for personal and professional growth and development, thereby making him/her more effective in the position; and
- c. Understands the continual expectation for professional growth, productivity and achievement in teaching, scholarship, service and collegiality.

D. Termination - The part-time faculty member is an at-will employee. The College of Dental Medicine can terminate this appointment at anytime with or without cause. Termination would be initiated by the Chair and recommended to the Dean.

D. Privileges - A part-time faculty appointment carries certain status and privileges such as the use of the title on his/her business cards, access to the library and associated online resources.

X. Adjunct Faculty Appointments

These appointments shall be used to confer faculty status to individuals who have credentials comparable to regular faculty, who provide a service to the programs of the College and who need a faculty title to perform that service.

- A. Volunteer Clinical Faculty Appointment** – Volunteer clinical faculty are defined as those qualified clinicians or clinical researchers who assist in implementing the CDM curriculum through delivering lectures, supervising in clinical simulation activities and/or assisting with research. Volunteer clinical faculty hold primary responsibilities and sources of income outside of the University. Although volunteer appointments are without salary, they may include occasional honoraria or expense reimbursement.
- B. Visiting Faculty Appointment** – Paid appointments for a specified time period reserved for individuals meeting the qualifications of a regular faculty appointment, but who are usually on faculty at other educational institutions or have sources of income outside of a University.
- C. Adjunct Faculty Appointment** – Short-term paid contracted or volunteer faculty appointments reserved for individuals who have a regular faculty appointment at another University or in another College of Western University of Health Sciences, or who otherwise serve in the capacity of faculty members as lecturers or course instructors on a part-time or irregular basis or who otherwise do not meet the criteria for a regular part-time faculty appointment (Western University of Health Sciences Faculty Handbook Section III.B.2.c.).

D. Academic Rank

Faculty members with auxiliary/adjunct appointments may be recommended and appointed to any academic rank for which they are deemed qualified by the FEPTC. The academic titles are as follows:

A. Visiting/Adjunct/Instructor

B. Visiting/Adjunct/Clinical Assistant Professor

C. Visiting/Adjunct/Clinical Associate Professor

D. Visiting/Adjunct/Clinical Professor

E. Appointment Criteria for Auxiliary Faculty

Faculty members with auxiliary appointments must meet the same criteria for Non-Tenure Track as full-time faculty members (see Section III.E).

Faculty members with auxiliary appointments are not eligible for Tenure Track appointment.

F. Appointment Length and Renewal

Faculty members with auxiliary appointments who have been properly credentialed and who have been approved by the Chair, FEPTC and the Dean may be offered a one-year renewable faculty appointment to the College of Dental Medicine or may be offered a fixed-term contract. Renewal is dependent upon the faculty member providing requested documentation of applicable current licenses, certifications, and training, as well as appropriate contributions in teaching, research and/or service to the College as determined by the Chair, FEPTC and the Dean.

G. Privileges

Auxiliary appointments carry certain status and privileges as outlined in such as the use of the title on his/her business cards, access to the library and associated online resources.

XI. Emeritus/a Status

A sense of continuity is very important to an educational institution. One important element of that continuity is the participation of retired faculty members in the life of the University. They provide a source of wisdom about the experiences that led to the present, and this becomes one element in determining the future direction of the University. Western University of Health Sciences promotes participation of its retired faculty members by granting the title of Emeritus/a to those retired faculty members who have distinguished themselves in service to the University.

Persons with the title of Associate Professor Emeritus/a or Professor Emeritus/a as granted by the Board of Trustees, is for faculty who have retired from the regular faculty at age 62 or greater with at least 10 years of Western University of Health Sciences service as a member of the regular faculty and having attained the academic rank of associate professor or professor (Western University of

Health Sciences Faculty Handbook Appendix III.B.3.). The Emeritus/a status will be granted by the University's Board of Trustees upon recommendation of the President. Nominations for Emeritus/a status should be made to the President by the Provost.

XII. CDM Philosophy of Scholarship - It is expected that individuals appointed to the College of Dental Medicine will demonstrate a commitment to an academic career and evidence of independent achievement and scholarship, it follows that appointment or promotion to a higher academic rank and the granting of tenure will be based on demonstrated scholarly achievement.¹

Scholarship will usually produce tangible results. However, due to the varied backgrounds, training and interests of faculty engaged in dental education, the results of scholarship may take a variety of forms.

- A. Scholarship of Teaching** - Teachers evidence scholarship when they fulfill the obligation of continued education in their own field, and stimulate active learning and a spirit of inquiry among the students. Some signs that teachers stimulate student inquiry include but are not limited to, sponsorship of table clinics, supervision of student research projects, service on research supervisory committees, training of post-doctoral fellows, interns, and residents, and mentoring and advising students. The presentation of up-to-date and innovative teaching materials including but not limited to, new clinical techniques, new courses, new lectures, new monographs and audiovisual materials, and new instructional design may also evidence teaching scholarship. Such scholarship may result in presentations at professional meetings, textbooks, or contributions to teaching consortiums. Additional avenues for this scholarship may include participation in interdisciplinary teaching efforts as well as cooperation with the public school systems by supervising high school student projects and tutorials.
- B. Scholarship of Discovery** - The discovery-oriented scholar may be involved in either basic or clinical research, or both, and will report original research findings or research techniques at professional meetings, invited presentations, and in peer reviewed journal articles or books. Discovery scholars often receive external funding, which may be another indication of appreciation and/or recognition of their scholarly activity.
- C. Scholarship of Integration** - The integrative scholar may synthesize information and publish journal articles, reviews and books. Alternatively, (s)he may organize and participate in interdisciplinary research teams, conferences, workshops and symposia. Integration may occur among basic sciences, clinical sciences, or between basic and clinical sciences.

¹ Adapted from Ernest L Boyer's *Scholarship Reconsidered: Priorities for the Professorate*

- D. Scholarship Application** - Application-oriented scholars may adapt new research findings to clinical treatment and patient care and publish their work in professional journals and books, or they may report new clinical and scientific findings to professional audiences via continuing education courses, table clinics and professional seminars. Alternatively, application-oriented scholars may focus on rendering new research and clinical knowledge accessible to lay audiences via public media such as magazines, newspapers, radio, TV, and museum displays. Some application-oriented scholars cooperate with the legal systems by participating in forensic endeavors or serving as expert witnesses in court cases.
- E. Rewards, Recognition and Service** - Scholarship usually receives peer recognition, (although not necessarily immediately). Some forms of peer recognition include citations in the professional literature, favorable book reviews, speaking invitations, sabbatical invitations, grants for research, conferences, travel or sabbatical leave, commercial contracts, patents, professional prizes, and awards. Each type of scholar may also engage in scholarly service. Thus, many discovery-, integrative- or application-oriented scholars serve on the National Institutes of Health (NIH), National Science Foundation (NSF), and other professional review panels, review books, referee journal articles and grants, and edit journals and newsletters. Teaching scholars may contribute to the national board examinations and work with the Teaching Sections of the American Dental Education Association. Scholars of all forms may hold professional offices.

Section V

Academic Policies, Procedures, and Guidelines

A. Guidelines for Conducting Classes

1. It is the responsibility of the faculty member to model intellectual integrity and to strive for academic excellence in his/her teaching.
2. At the beginning of each course, faculty must provide students with a syllabus indicating materials to be covered, related assignments, and methods of evaluation (via College identified technology).
3. The faculty member should make clear to all students the material to be covered on tests and, when appropriate, the emphasis to be placed on facts, integration, analysis, and evaluation.
4. Examinations should serve the dual purpose of assessing student learning and improving learning.
5. Student attendance is required at all scheduled instructional periods. Absence from instructional periods for any reason does not relieve the student from responsibility for the material covered during the periods missed.
6. Every effort is to be made to provide each student ample opportunity to demonstrate competency in each area of the academic program. Students who earn a final grade of "F" will have one of the following recommend by the course director to the Student Performance Committee: (1) repetition of the course, (2) reexamination and/or additional work, or (3) no remediation. The Student Performance Committee, in concert with the Course Director will recommend what form, if any, the remediation will take. The Dean makes the final decision. Please see the CDM Academic Policies and Procedures for additional information.

B. Office Hours

1. All faculty members are expected to be reasonably accessible to students for consultation.
2. In cases of difficulty or hardship, special provision should be given to arranging time outside the normal hours of accessibility.

C. Academic Advisement System

At the beginning of each academic year, each faculty member will be assigned an appropriate number of students to serve in the role of an academic advisor to:

1. Develop and maintain knowledge of College policies and curriculum requirements.
2. Communicate to students the times and places where he/she will be available to meet with them.

3. Review grade reports of his/her advisees who are in academic difficulty and advise them of their significance.
4. When possible, meet with students in academic difficulty before and accompany them to meeting of the Student Performance Committee.
5. Advise students regarding curriculum and graduation requirements.
6. Exercise great prudence in advising students regarding purely personal matters.
7. As needed, direct students to other sources of advisement and/or tutoring.
8. Assist students by writing letters of reference as necessary.

D. Grades

Final course grades are computed using the following criteria:

90-100 %	A
80-89 %	B
70-79 %	C
Below 70%	F

The College does not round percentages. Please refer to the CDM Catalog for additional information.

E. Student Club Advisement

Faculty advisors to student clubs serve as liaison with the Administration. They are to serve as consultants in the development of the organization's programs for each academic year. It is the faculty advisor's responsibility to ensure the club's leadership submits a written summary of the year's accomplishments, including a financial report to the Vice President of University Student Affairs at the close of each academic year. Failure to comply with these guidelines may result in suspension of the club for one academic year.

F. Faculty Attendance and Absences

1. The faculty member is responsible for meeting his/her classes according to the published schedule.
2. Whenever any change is anticipated in scheduled meeting time or place, the faculty member should provide adequate notice to members of the class.
3. In foreseen absences, the instructor should endeavor to have his/her classes covered by another faculty member or to make arrangements for these classes to be involved in meaningful activities (e. g. independent study) for which his/her presence is not necessary.
4. If a faculty member cannot meet a class for any unforeseen reason, the faculty's Chair or the Associate Dean for Academic Affairs should be notified as soon as

possible. This affords the Chair/Associate Dean the opportunity to inform the class and to make other arrangements for the class to be held.

5. Faculty members have an obligation to attend scheduled faculty meetings and elected or appointed committee meetings whenever possible.