

**University of Nebraska Medical Center  
College of Dentistry  
Promotion and Tenure Guidelines<sup>1</sup>  
(Approved by Faculty Assembly of the College of Dentistry, April 25, 2008)**

**Section I: Introduction**

The purpose of this document is to specify an application procedure for promotion and tenure, and to provide a set of standards and criteria upon which decisions for promotion and tenure can be based. The mission of the College of Dentistry in a broad sense includes (1) education of dental health professionals, and (2) improvement of the health of the citizens of Nebraska and the region through excellence in research/ scholarly activity, patient care and outreach to the underserved population.

The fulfillment of this mission demands excellence in three areas of professional emphasis:(1) teaching, (2) research /scholarly activity, and (3) service to the University (including all of its subunits), to peer professionals and to the public.

Whereas the College of Dentistry expects its faculty to demonstrate overall excellence in all aspects of its mission, the College recognizes that few faculty members can perform equally in the areas of teaching, research/scholarly activity, and service. Teaching is of paramount importance and all faculty are expected to participate. As defined in section IX for promotion to associate professor, it is expected that significant achievement will be made in at least two areas of emphasis and competence demonstrated in at least one other area of emphasis. For promotion to full professor, it is expected that the highest level of excellence will be achieved in at least two areas of emphasis, with significant achievement in one other area of emphasis.

The criteria provided in this document are guidelines. It is recognized that not all faculty will fit unified or predefined stereotypes and that each candidate will come forward with a unique blend of activities supporting, in different ratios, the mission of the College of Dentistry. Diversity is to be expected and encouraged among faculty members. For this reason, criteria for promotion and tenure allow consideration of a variety of different professional areas of emphasis. The College and Departmental Promotion and Tenure Committees must use flexibility in evaluating candidates and may depart from the guidelines when necessary; however, reasons for making such departures must be documented and explained clearly. It is a primary responsibility of the candidate, through his or her written narrative(s), and the Chairperson through his or her accompanying letter, to clearly define how the candidate contributes, in the chosen areas of emphasis, to the mission of the College of Dentistry.

**Section II: Selection of Areas of Emphasis**

The Department Chair has a responsibility to assist every faculty member in selecting their areas of emphasis. Each faculty member needs and deserves this counsel as part of their career development. It is recognized that circumstances may lead to change in professional emphasis as necessary. However, this must be carefully considered because frequent deviations may delay achievement of a record of professional excellence.

Each new faculty member will select their areas of emphasis by agreement with his or her Department Chair. This selection would be compatible with activities required to achieve the long term goal of promotion to full Professor. Faculty members with administrative positions (e.g., Department Chair, Assistant/Associate Dean, Dean) either within the College of Dentistry or other governing units within the University, who seek academic rank advancement, should present evidence of the same nature applicable to full-time faculty members who apply for promotion and tenure.

### **Section III: Areas of Emphasis Described**

#### **A. Teaching.**

This includes the ability to lead students to think purposefully and critically, to interest students in the broad problems of the subject under study, to exhibit teaching innovation, to construct reliable and valid instruments of evaluation, to interpret the results of learning evaluations impartially, to maintain sound academic standards, and finally to foster professional attitudes within students. It should be recognized that teaching within the College of Dentistry may include various formats such as lectures, laboratory interaction, small group instruction, instruction in the clinic, development of instructional materials or innovative methods, or administrative activities such as course organization, development, and direction. Teaching also includes mentoring and supervising of graduate students and post-doctoral fellows/associates. Other aspects of teaching include supervising or mentoring of other faculty, health professionals, residents, graduate students and post-doctoral students. Recognition of outstanding performance as a teacher by peers and by students can be a powerful factor in the evaluation process.

#### **B. Research and Other Scholarly Activities.**

Research/scholarly activity can broadly be described as a process of investigation or inquiry that leads to the acquisition of new knowledge. Although research in the dental sciences often focuses on disease processes, it may also address the normal condition. Epidemiology, behavioral sciences, ethics, education, biomaterials, basic biology, basic chemistry, and information science are all suitable areas for research/scholarly activity. In the study of normal and disease processes, research may be basic (laboratory-based), translational (applied) or clinical (human studies).

Scholarly activities should be interpreted broadly and should not be limited to those activities ordinarily characterized as research. Scholarly activity may also include the synthesis of new ideas, writing textbooks and monographs, publication of clinical case studies, and the application of fundamental knowledge to research, technology transfer, software design, website design, other activities related to information sciences, the development of innovative teaching methods and service on editorial review boards or as a manuscript reviewer.

Successful acquisition of extramural funds through peer-reviewed mechanisms or through corporate research programs and publications of results in the peer-reviewed literature are most often used as indicators of the quantity and quality of research/scholarly activity. Nevertheless, in the evaluation of scholarly activity, especially that conducted outside the traditional boundaries of research, emphasis should be placed not only on the quantity of the work produced but also on the quality of the work and the impact the scholarly activity has on the faculty member's chosen areas of emphasis. This scholarly impact may be demonstrated through invitations to chair or organize national symposia, to edit or write books or provide textbook chapters, through patenting and licensure of intellectual property and through other activities which demonstrate the regional, national and international reputation of the scholar. Of special importance in this regard are letters solicited from individuals outside the UNMC College of Dentistry community who are in a position to assess the relative importance of the faculty member's work and his or her status in the academic community.

#### **C. Service to the University (including all of its subunits), Peer Professionals, and Public.**

Administrative activities are important to the overall mission and operation of the College of Dentistry. The execution of administrative activities may be the primary function of some faculty members. Administrative activities can be performed within the various Departments, the College of Dentistry, the Medical Center (campus-wide), the University of Nebraska, the University of Nebraska Hospital, Veterans Administration Hospital, or the University Dental Associates, Dental Day, and Public Health Clinics.

In addition to administration, professional service may include direction of local and national/international continuing dental education symposia, scientific workshops, and policy making bodies. A faculty member should demonstrate the ability to cooperate with other professionals involved in service and educational functions. There should be evidence of commitment to continued upgrading of

professional knowledge and skills. Other evidence of professional service may take the form of education and leadership of peer professionals. The latter would be indicated by (but not limited to) the following examples: leadership positions in local, state, or national professional associations and societies, consultantships, service on advisory boards, and invited professional lectureships. Relevant community or public service, particularly as it relates to the faculty member's professional competence, is encouraged.

Service may also include documentation of excellence in the delivery of patient care. Delivery of patient care is critical to the success of the College of Dentistry. Indeed, the success of the students' clinical education may depend on their association with faculty members who deliver excellent clinical care to patients within the various COD clinical settings. Access to such activities is essential for dental students, dental hygiene students and post-doctoral students. In addition, a part of the environment and resources for teaching and support for research within the College of Dentistry is provided by patient care activities.

#### **Section IV: Process of Application**

##### **A. Establishment of a Departmental Advisory Committee for Promotion & Tenure.**

The College of Dentistry expects that, for each Departmental promotion and tenure cycle, a Departmental Advisory Committee will be established to oversee the process and assemble the application materials to be forwarded to the Dean for delivery to the College of Dentistry's Promotion and Tenure Committee for review. It is expected that the committee, appointed by the Department Chairperson, will consist of three or more Departmental faculty at or, preferably, above the candidate's present academic rank. Membership of tenured faculty on the Departmental Advisory Committee is preferred. In cases where a Department Chair is going forward for promotion and tenure, the Dean will select an Assistant or Associate Dean to serve as Chair for the Departmental Advisory committee. Nevertheless, there will be circumstances (e.g., small departments, few persons of full professor rank, or joint appointments) where the desired committee composition is not possible. In such cases, the membership of the committee may be expanded to include Departmental faculty that are non-tenured or at an academic rank below that of the candidate. It may be useful to have faculty from other College of Dentistry Departments serve as necessary. The Department Chairperson may not serve on his or her own Departmental Advisory Committee for promotion and tenure. It is recommended that some continuity in the Departmental Advisory Committee be established by utilizing staggered 2-3 year appointments for the members.

##### **B. Responsibilities of the Departmental Advisory Committee.**

This committee will assemble a complete file of materials required by the College of Dentistry Promotion and Tenure Committee. It is the responsibility of the chair of the Departmental Advisory Committee to inform each candidate for promotion or tenure that the candidate is responsible for providing the information necessary for assembling a complete portfolio. The committee or Department Chair will solicit such letters of reference as are required for the promotion or tenure (see Paragraph D (5) of this Section).

When the candidate's promotion or tenure file has been completely assembled (see Paragraph D below), the committee will meet to review the material and to make a recommendation to the Department Chair. Candidates will be given an opportunity to review their files (minus letters of reference for which waivers of access have been provided) prior to the formal meeting of the committee to consider the candidate's request for promotion or tenure. Candidates may comment in writing about items in their file. Such written comments will be appended to their promotion and tenure file.

Minutes of the Departmental Advisory Committee meeting must be kept, and they will become a permanent part of the candidate's promotion or tenure file. The minutes must include a brief summary of the discussion, the results of the vote, and, if there is a split vote, the minority opinion must be presented. All these documents are submitted to the Department Chair. The summary of the discussion including the recommendation of the Committee must also be sent to the candidate.

C. Responsibility of the Department Chair.

The Department Chair is responsible for identifying individuals eligible for promotion or tenure and for forwarding the completed application for promotion or tenure to the Dean for delivery to the College of Dentistry Promotion and Tenure Committee. The material submitted to the Promotion and Tenure Committee must include the recommendation and justification of the Departmental Advisory Committee. The Chair will also include a comprehensive letter of evaluation with his or her recommendation to the College of Dentistry's Promotion and Tenure Committee. It is extremely important that the chairperson's letter identify the areas of emphasis in academic endeavor [1) *teaching*, 2) *research and other scholarly activities*, or 3) *service to the university, to peer professionals, and to the public*] upon which the recommendation is based. The letter should address the individual's personal qualities such as integrity, reliability, and collegiality. Also, the chairperson's letter should contain summaries of teaching evaluations by undergraduate, graduate and professional students, and peer faculty members. If the chair's recommendation is different from that of the Department's Advisory Committee, the letter must provide a detailed explanation of the reasons for the alternative recommendation.

Each Department Chair will assess performance of the faculty in all areas using the annual review process. In addition, departments should include in this assessment a methodology/tool to measure the quality and quantity of the teaching activities of faculty members. The chair will use the data from the annual review process to provide a summary showing individual growth in comparison to the applicant's peer group. This summary should include data for productivity since the last promotion.

As provided for in the UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations, "A negative decision at the department level may be appealed within the college/institute." An individual wishing to appeal a department-level decision must present his/her arguments in writing to the Dean within 15 days after receiving written notification of the Department Chairperson's decision.

D. Documents.

An individual's academic accomplishments must be thoroughly and accurately outlined for the review and decision making process. Documentation of all activities should be included with the individual's curriculum vitae. A faculty member's academic rank will be that of their primary appointment. A faculty member holding an appointment (paid or courtesy) in more than one department of the College of Dentistry shall carry his or her primary academic rank to their secondary appointments. However, according to the UNMC Promotion and Tenure Guidelines, separate transmittal forms are required for each appointment. If the faculty member holds an additional appointment in another college, a separate recommendation and transmittal form must be submitted to that college.

(1) UNMC Transmittal Form. This form (Appendix A of the UNMC guidelines) provides the cover sheet on which the recommendations of the Department Advisory Committee, the Department Chair, the Chair of the College of Dentistry's Promotion and Tenure Committee and the Dean of the College of Dentistry are indicated. It acts as a summary sheet for all actions in a given promotion or tenure deliberation.

(2) Chairperson's Letter. See Section IV, Paragraph C.

(3) Curriculum Vitae. All candidates for promotion or tenure must submit a current *Curriculum Vitae* in the format specified in Appendix B of the UNMC guidelines. Uniformity of the curriculum vitae will facilitate the review process.

(4) Academic Portfolio. The faculty member under review must prepare three clear and succinct narratives of the highlights and importance of his or her academic accomplishments in a) teaching, b) research and scholarly activity, and c) service to the university, to peer professionals, and to the public.

The individual must use the subheadings previously mentioned in Section III describing his or her accomplishments. There is no minimum length required but each of the three documents will not be more than 2 pages in length (8 1/2 x 11 inches, 1" margins, size 12 font).

(5) External Letters of Reference. Applications for promotion to associate or full professor and for tenure must be accompanied by letters of reference from individuals of equal or higher standing, who are qualified to critically evaluate the importance of the candidate's work and his or her status in the professional community. A minimum of three (3) letters of reference are required. A maximum of five (5) letters of reference may be submitted. These letters should not all be from individuals who have mentored or otherwise collaborated with the candidate. Whereas the candidate may suggest the names of individuals who would be qualified to review his or her work, it is required that at least one letter should be from an individual **not identified by the candidate**. This letter should be labeled as such. If necessary, additional names may be solicited from the individuals identified by the candidate.

It is important that letters to external reviewers be sent by the Departmental Chairperson, or in the case of a Department Chair going forward for promotion or tenure, the Chair of the Departmental Advisory Committee but not by the candidate. Generally, external reviewers in other universities should have academic rank at or above that being considered for the candidate. The academic portfolio should include a short description of the qualifications of each reviewer, the relationship of the reviewer to the candidate, and a copy of the letter soliciting a review. The letters soliciting such a review should use neutral language, asking for an evaluation (not a letter of support), and must indicate to the reviewer whether the candidate has waived his or her right of access to letters of reference. These letters should be addressed to the chairperson of the requesting department, or in the case of a Department Chair going forward for promotion or tenure the Chair of the Departmental Advisory Committee

Candidates must determine whether they wish to waive or retain their right of access to letters of reference. A form (Appendix C) indicating the candidate's wishes regarding access to letters of reference must be signed before letters are solicited

(6) Copies of Publications. Candidates for Promotion should submit copies of not more than five (5) of the most important publications which were printed or accepted for publication since their last promotion. Candidates for Tenure also should submit copies of not more than five (5) of the most important publications.

## **Section V: Review Process-College Level**

The Promotion and Tenure Committee of the College of Dentistry is a standing committee appointed by the Executive Faculty Committee (*Article 8, Section 6, Rules of the Faculty Assembly, College of Dentistry*). The committee reviews the application materials for each candidate and makes a recommendation to the Dean regarding promotion or tenure. The committee recommendation is also communicated in writing to the candidate's Chair by the Dean\*. The Dean makes the decision regarding each candidate's application for promotion and tenure and provides a written notification to both the candidate and the candidate's Chair of his or her recommendation. This recommendation is then forwarded to the Chancellor for final review.

## **Section VI: Request for Reconsideration**

A negative decision at the department level may be appealed within the college. An individual wishing to appeal a department-level decision must present his/her arguments in writing to the Dean within 15 days after receiving written notification of the Department Chairperson's decision, and all such appeals must be resolved prior to the submission deadline established by the Chancellor's office.

In the case of a negative decision at the collegiate (Promotion and Tenure Committee recommendation) level, the Dean may appoint an ad hoc committee to provide a secondary review of the candidate's merit for promotion or tenure. Decisions by the Dean not to recommend promotion or tenure will normally be considered final for that academic year, with the exception that an individual who alleges that the decision was prejudiced or capricious may submit a written appeal to the Chancellor within 15 days after receiving written notification of the Dean's decision.

## Section VII: Promotion and Tenure in Different Academic Appointments

It is recognized that all faculty being considered for promotion and tenure using these guidelines hold one of the types of faculty appointments in the College of Dentistry authorized by Section 4.4 of the *Bylaws of the Board of Regents* of the University of Nebraska. Specific Term Appointments (Section 4.4.2 of the *Bylaws of the Board of Regents*) are no longer used by the UNMC College of Dentistry and have been replaced by the Health Professions Faculty Appointment (Section 4.4.7 of the *Bylaws of the Board of Regents*).

### A. Guidelines for Promotion.

The **promotion** component of the Promotion and Tenure Guidelines applies to the following types of appointments:

1. HEALTH PROFESSIONS FACULTY APPOINTMENT. Members of the full-time permanent faculty at the University of Nebraska Medical Center may be employed by a "Health Professions Faculty Appointment" established by the Board of Regents on May 6, 1988 in Section 4.4.7 of the *Bylaws of the Board of Regents*.

Any person serving on a Health Professions Faculty Appointment may make application for promotion and/or tenure. Applications for promotion and tenure will be reviewed in accordance with the University of Nebraska Medical Center standards for promotion and continuous appointment as approved by the Chancellor pursuant to Section 4.5 of the *Bylaws of the Board of Regents*.

2. SPECIAL APPOINTMENTS. Special Appointments are described in Section 4.4.1 of the *Bylaws of the Board of Regents*. Academic-administrative appointments in this category **do not** lead to the acquisition of tenure. Any person serving on a Special Appointment may make application for **promotion** according to the Promotion and Tenure Guidelines. Special Appointments include:

a. *Clinical Appointments:* These Special Appointments are described under Section 4.4.1 of the *Bylaws of the Board of Regents* and comprise faculty who are hired, regardless of FTE, for the primary purpose of providing health care with varying responsibility for teaching or research.

b. *Research Appointments.* These Special Appointments are described under Section 4.4.1 (9) of the *Bylaws of the Board of Regents* and comprise faculty whose responsibilities are dedicated to a sponsored research activity.

The Promotion and Tenure Guidelines allow considerable flexibility for candidates to establish a portfolio of activities that demonstrates an appropriate record of excellence within the teaching, research, and service missions of the Medical Center.

The possible combinations of activities are individually variable. Therefore a clear presentation and documentation of the rationale for their selection is the responsibility of the candidate and his or her chair.

### B. Guidelines for Tenure (Continuous Appointment)

Continuous appointment or tenure is an attainment by a faculty member who has demonstrated the professional and personal qualifications required for acceptance as a permanent faculty member. It is the most significant reward by the University and therefore should be made separately and independently of other reward systems such as promotion and salary increases. Faculty members holding a Health

Professions Faculty Appointment, as described in Section 4.4.7 of the *Bylaws of the Board of Regents* of the University of Nebraska, are eligible to be considered for tenure.

A recommendation for tenure will be made only on the basis of demonstrated and documented academic achievement using the Criteria for Promotion and Tenure in Section IX of these guidelines. Evaluation of academic achievements will be made by considering quality of publications, effective teaching, development of new and improved teaching or learning methods, and excellence in the faculty member's field of specialization as demonstrated by recognition of his or her achievements and recommendations by peers not only within the University of Nebraska but also, where practicable and feasible, at other major universities.

Each recommendation for tenure should emphasize the contributions that the candidate has made to the educational needs of the department or college.

**Section VIII: Post-Tenure Review.**

The UNMC guidelines for Post-Tenure Review are included as Section IV. of the "UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations." Please refer to these guidelines for the post-tenure review process.

However, as indicated by the footnote in Section IV. 2. a. (1) of the UNMC document noted above, each unit (College or Institute) is required to define the standards for substantial and chronic deficiency. Attached as Appendix D to the "College of Dentistry Promotion and Tenure Guidelines" is the approved document which defines "substantial and chronic deficiency" for the College of Dentistry.

**Section IX: Criteria for Promotion and Tenure in the Health Professions Faculty Appointment, and for Promotion in the Continuous Appointment, and Promotion in the Special Appointments**

Eligibility:

DDS, DMD, PhD, or other doctoral level or terminal degree professional who teaches, provides clinical service, or performs basic/clinical research in the College of Dentistry.

A. Criteria:

Both the general and specific criteria are to be applied in evaluating teaching, research and scholarly activity, and service. General criteria in the following table must be met before specific criteria are applied. *Competency in teaching is expected of all faculty at all ranks.* Although there are no exact time requirements, *it is unusual for promotion to occur less than 4 or 5 years after achieving a given rank.* Note that the criteria are cumulative, e.g., a candidate for associate professor must meet the criteria listed for assistant professor plus those listed for associate professor.

Examples of activities for Levels 1, 2, and 3 in the Teaching, Research/ Scholarly Activity, and Service areas are described in paragraphs B, C, D of this Section.

Level 1=competence (**promise**)

Level 2=significant achievement (**sustained accomplishment**)

Level 3=highest level of excellence (**sustained outstanding accomplishment**)

	General Criteria	Specific Criteria (Minimum)
Assistant Professor	Demonstrates initial research or clinical competence; board eligible or board-certified in primary specialty, if applicable; documented at or above average teacher.	Level 1 in any of the three areas; teaching, research/scholarly activity, and service.

Associate Professor	Board-certified in subspecialty (if appropriate); independence; leadership; creativity; emerging regional or national reputation.	Level 2 in two areas (teaching, research/ scholarly activity, and service) plus Level 1 in one different area.
Professor	Clear evidence of leadership; makes lasting research or clinical contributions appropriate to the mission of the College; enhances prestige of College; established national reputation.	Level 3 in two areas (teaching, research/ scholarly activity, and service) plus Level 2 in one different area.
Tenure	Makes continuing valuable contributions to the academic mission of the College.	Level 2 in all areas (teaching, research/ scholarly activity, and service).

The academic rank of Instructor (or Clinical Instructor) may be used for faculty who hold volunteer or part-time (less than 0.5 FTE) Special Appointments.



B. Examples of Activities Demonstrating Teaching:

Recognition of outstanding performance as a teacher by both peers and students can be a powerful factor in the evaluation process. Because Departmental missions are variable and unique, each department has its own procedures to evaluate faculty teaching performance in an objective, fair and rigorous manner.

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank.

Level 1 (These activities should be recognized locally as being competent).

- Lectures to students, residents, or peers in health professions training programs.
- Instructs in laboratory session for College of Dentistry students.
- Facilitates small group sessions for students at the College of Dentistry.
- Supervises clinical service.
- Participates in teaching or supervision of graduate students and/or residents.
- Participates in postgraduate or continuing education courses which serve a local audience.

Level 2 (These activities should be recognized locally or regionally as being significant achievement).

- Prepares curriculum materials (e.g., new courses/cores, course compendium materials, clinical cases).
- Supervises or coordinates the teaching by other faculty, fellows, residents, or graduate students (e.g., course or core director).
- Develops/directs a postgraduate or continuing education course which serves a regional audience.
- Invited to present lectures at the state or regional level.
- Invited lecturer at other institutions of higher education (e.g., universities, dental colleges/schools, dental hygiene programs) or research and development facilities or institutes (e.g., NIH, NIDCR, ADEA, ADA, ADHA, IADR, AADR).
- Develops and participates in the teaching of major portions of a graduate and/or postgraduate course.
- Supervises graduate students (M.S. or PhD).
- Receives local teaching award(s).
- Editor/ author of a textbook chapter adopted for teaching at other institutions.

Level 3 (These activities should be recognized regionally or nationally as being highest level of excellence).

- Editor/author of a textbook or textbook chapters adopted for teaching at other institutions.
- Develops a course, curricular component, educational software, or evaluation materials which are used regionally or nationally
- Invited to organize and participate with a major role at a regional or national educational meeting
- Supervises a training program which has a regional or national audience
- Received a regional or national teaching award

C. Examples of Activities Demonstrating Research/Scholarly activity and Other Scholarly Activity:

For promotion above the level of associate professor, demonstration of continued scholarly productivity illustrating the candidate's significant impact in his or her professional community is expected. For those candidates whose scholarly activities are outside the traditional boundaries of research/scholarly activity, letters of reference will be especially important in assessing the candidate's professional impact. **Publication criteria also must be fulfilled for each rank. Publications may be original research articles in a peer reviewed journal, review articles, case reports or book chapters.**

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank.

Level 1 (These activities should be recognized locally as being competent).

- Evidence of initial publication success.
- Actively involved in clinical or basic science investigation.
- Active in local presentation of research/scholarly activity results (seminars, grand rounds, local scientific programs, and so forth).
- Evidence of application as a principal investigator for research/scholarly activity locally or regionally.
- Submit disclosure of inventions; files patents.

Level 2 (These activities should be recognized locally or regionally as being significant achievement).

- Evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study.
- Success in obtaining extramural, NIH -defined peer-reviewed grants or contracts with pharmaceutical, instrumental or other commercial enterprises.
- Recognition as an *ad hoc* journal reviewer or *ad hoc* member of review committees or study sections; consultant for private sector corporations.
- Presentations of invited or peer-reviewed research/scholarly activity results at national or international professional meetings.
- Inventions licensed, patents issued.

Level 3 (These activities should be recognized regionally or nationally as being highest level of excellence).

- Evidence of a significant portfolio of high quality, peer-reviewed and other publications; the number and forum for these publications being appropriate to the field of study.
- Directs the scholarly activity of other faculty or post-doctoral appointees.
- Continued success in obtaining extramural, NIH -defined peer-reviewed grants or contracts with pharmaceutical, instrumental or other commercial enterprises.
- Recognition as a journal editorial board member or editor.
- Regular member of a special review committee or study section.
- Invited to organize and participate in a major national or international scientific meeting.
- Acquires FDA approvals; invention has a major impact on state-of-the-art; invention generates University resources.
- Consults at the national level (e.g., Board of Scientific Advisors).

D. Examples of Activities Demonstrating Service:

Service includes, but is not necessarily limited to, activities in the following units and subunits: College of Dentistry, University of Nebraska Medical Center, University Hospital, Veterans Hospital, University of Nebraska System, Monroe Meyer Institute, Eppley Institute for Research in Cancer, University Dental Associates.

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank.

Level 1 (These activities should be recognized locally as being competent).

- Demonstrates skills in managing activities or programs.
- Contributes and actively serves on committees.
- Conducts tests, procedures or data handling in support of a clinical or service laboratory.
- Demonstrates competence and promise of excellence in clinical, diagnostic, procedural or other professional work.
- Directs a clinical or professional program.
- Consults at local level.
- Serves as a College-level Director, Coordinator or Vice-Chair of a Department

Level 2 (These activities should be recognized locally or regionally as being significant achievement).

- Independently develops or directs a major program/project/ research laboratory
- Oversees, directs or interprets tests, procedures or data handling in support of a clinical or service laboratory.
- Serves as an officer in a state or local professional society.
- Serves as a Department Chair, an Assistant or Associate Dean or other administrative appointment
- Consults nationally regarding service-related activities.
- Chairs a dental subspecialty or professional society committee.
- Demonstrates creativity in a service area.
- Attracts substantial gifts or endowments to the College of Dentistry.
- Serves as a regular member on a national research or clinical review committee.
- Serves as an officer or major committee member/chair in a regional professional society.
- Chairs a departmental faculty search committee.
- Chairs a major committee (such as Promotion and Tenure, Search Committees, Special Task Forces).
- Performs a service for the community or organizations within the community which are not directly associated with UNMC.
- Develops and directs a clinical or professional program.
- Devises or implements a new method (diagnosis, therapy, critical pathways or standard, etc.) or procedure.
- Serves as an officer in a local or regional clinical /professional society.
- Obtains board certification in his/her area of specialization.

Level 3 (These activities should be recognized regionally or nationally as being highest level of excellence).

- Consults or attracts patients or clients on a regional, national or international level.
- Devises a new method or procedure which receives national or international recognition.
- Contributes significantly to board examination (e.g., board examiner, test preparation) in specialty or subspecialty.
- Serves as an officer in national or international professional society.
- Makes major service contributions appropriate to the mission of the College.

<sup>1</sup> The College of Dentistry Promotion and Tenure Guidelines are based on the UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations. The College of Dentistry Promotion and Tenure Guidelines relate specifically to College of Dentistry academic faculty and are the guidelines utilized by the College of Dentistry Committee for Promotions and Continuous Appointment.

Appendix C

**UNIVERSITY OF NEBRASKA MEDICAL CENTER  
COLLEGE OF DENTISTRY**

**Letters of Reference for Faculty Promotion or Tenure**

Name: \_\_\_\_\_  
(please print or type name)

Department: \_\_\_\_\_

**Please check one box:**

I, \_\_\_\_\_,  waive  retain my right to review external letters of reference obtained from outside the department for my promotion or tenure review.

\_\_\_\_\_  
Faculty Signature

\_\_\_\_\_  
Date

## Appendix D

### UNIVERSITY OF NEBRASKA MEDICAL CENTER COLLEGE OF DENTISTRY

The standards for substantial and chronic deficiency have been determined by the University of Nebraska Medical Center-College of Dentistry faculty.

**Substantial Deficiency** – On the annual evaluation form, the faculty member's evaluation of his/her areas of academic endeavor (i.e., teaching, scholarly activity, professional service) does not demonstrate accomplishments or competence in at least two areas relative to his/her academic discipline. (See College of Dentistry Guidelines for Promotion and Tenure regarding examples of activities in the areas of academic endeavor.)

**Chronic Deficiency** -The term, "chronic deficiency", is defined as a substantial deficiency for two consecutive academic years.

The unit administrator reviewing a faculty member who has had such a substantial deficiency must: 1) provide a written statement that clearly identifies the deficiency to the faculty member (the burden of proof is on the unit administrator), and 2) assist the faculty member in defining steps necessary for resolution or making substantial, acceptable progress toward remedying the deficiency by the next annual review cycle. The faculty member may appeal the unit administrator's evaluation on the grounds that the decision was capricious, arbitrary or prejudiced (the burden of proof is on the faculty member), according to the UNMC policies and the University of Nebraska Board of Regents' policies.

#### EXAMPLES OF SUBSTANTIAL DEFICIENCY

Teaching, if that is a core responsibility:

- A chronic pattern (i.e., in the prior academic year) of refusing to teach.
- A chronic pattern of not preparing relevant materials for class.
- A chronic pattern of canceling lectures without explanation or "not showing".
- Persistent use of inaccurate scientific materials.
- Uncorrected deficiencies identified through peer reviewed assessments.

Scholarly Activity, if that is a core responsibility:

- Research efforts are not resulting in publishing information in peer reviewed journals.
- A chronic pattern of not seeking external funding.
- A chronic pattern of not presenting abstracts or lectures at relevant scientific organizations.

Professional Service, if that is a core responsibility:

- Failure to accept committee assignments consistent with one's responsibilities.
- Repetitive inability to perform assigned administrative tasks.