

NEW CRITERIA
(Extracted from the School of Medicine Rules, July 1, 2007)

G. Faculty Ranks and Tenure in the School of Medicine

1. Criteria for Regular Faculty Ranks

Note: See Appendix I for detailed examples of criteria. The promotion criteria matrix (Appendix I) will be used to guide faculty members, department chairs, and promotion committees in assessing how faculty meet the criteria below. “Meritorious” is broadly defined as performance that is praiseworthy or deserving merit, while “excellent” is defined as performance that is outstanding or of exceptional merit.

a. Instructor

Instructors should have at least the Master’s Degree or its equivalent and should otherwise be well qualified to participate in teaching, research or clinical service in the School of Medicine and its programs.

b. Senior Instructor

The rank of Senior Instructor allows higher recognition and salary and longer periods of appointment than that of Instructor. It may be awarded to faculty members who do not possess the terminal degree or other prerequisites for promotion to Assistant Professor, but who have special abilities in teaching, research or clinical service that justify such recognition.

Faculty at the Instructor or Senior Instructor level may have the terminal degree appropriate to their field. They may also have promise in teaching, clinical service or scholarly activity, although they usually do not have an established record of outstanding accomplishments. Faculty at the Instructor or Senior Instructor level may lack board certification, a record of research funding, teaching or clinical experience or other qualifications for appointment at the Assistant Professor level.

c. Assistant Professor

Assistant Professors should have the terminal degree appropriate to their field, or its equivalent, and should otherwise be well qualified to teach in the Medical School and its programs. Assistant professors should demonstrate potential for excellence in teaching, research, or clinical activity and the capacity to participate productively in scholarly activity.

Assistant Professors hired, or who received letters of offer, before August 7, 1997 (date of the Regents’ approval of the new policies) will have elected whether they want to come under the new or old policies for Promotion to Associate Professor. Such an election must have been made in writing within six months of the adoption of the policies by the Board of Regents and entered into the faculty member’s official personnel file. Assistant Professors who have elected to be “grandfathered”

under the old policies must be considered for promotion to Associate Professor in the track they were in on August 6, 1997. The old criteria are included in Appendix 2.

d. Associate Professor

Associate Professors should have the terminal degree appropriate to their field, or its equivalent. Associate Professors must demonstrate excellence in teaching, research, or clinical activity; and at least meritorious performance in teaching, scholarly activity, and service/clinical activity.

Review for promotion to Associate Professor may occur whenever the faculty member meets the criteria specified below, but normally the review must begin by the beginning of the seventh year of service as Assistant Professor. Faculty members who are not promoted to Associate Professor during the seventh year at the rank of Assistant Professor will be given one year's notice of non-renewal. A three-year extension to the seven-year probationary period will be granted in accordance with current policies, which stipulate that: a) any Assistant Professor in the 5th, 6th or 7th year in rank may submit a letter to the Dean requesting a three-year extension; b) prior to submission of the request, the standing Departmental Advisory Committee must review the faculty member's readiness for promotion; and c) the chair of the department must concur with the request for extension. The request for an extension will be granted, so long as the letter is submitted prior to the start of the review for promotion or tenure by the School of Medicine Faculty Promotions Committee. Valid reasons for an extension might include interruption of one's career because of illness or family obligations, significant change in career focus, assumption of major administrative, teaching or research responsibilities, part-time University employment, etc. If an extension is denied by the chair, the faculty member may appeal to the Dean. An individual granted an extension to the probationary period shall not be subject to additional scholarship, service or teaching requirements, above or beyond those normally required, in order to qualify for promotion or tenure.

The review for promotion to Associate Professor shall be in accordance with the following guidelines:

Meritorious performance in all:

- Teaching
- Scholarly activity
- Service/clinical activity

Excellence in one:

- Teaching
- Research
- Clinical activity

e. Professor

Professors should have the terminal degree appropriate to their field or its equivalent. They must demonstrate continued achievement in their areas of expertise; a national reputation; at least meritorious performance in teaching and service/clinical activity; excellence in two of the following (teaching, research, and/or clinical activity); and excellence in scholarly activity.

The review for promotion to Professor shall be in accordance with the following guidelines:

Meritorious in:

- Teaching
- Service/clinical activity

Excellence in two:

- Teaching
- Research
- Clinical activity

Excellence in:

- Scholarly activity

2. Scholarship Requirement for All Faculty

All faculty will be required to participate in scholarship, as broadly defined. All scholarship implies creativity. The products of all scholarship must be in a format that can be evaluated, which would normally mean a written format, but could include video or computer formats. The School will recognize the following four types of scholarship as adapted and modified from concepts developed by Ernest Boyer:*

- A) The scholarship of application – building bridges between theory and practice; applying knowledge to practical problems. Examples include development of a new medical treatment modality, or shaping public policy on health care.
- B) The scholarship of teaching – the development of new teaching methods; studies on teaching approaches.
- C) The scholarship of integration – creative synthesis or analysis; looking for connections across disciplines; bringing new insights to bear on original research; “horizontal” scholarship. The scholarship of integration seeks to interpret, analyze and draw together the results of the original research.
- D) The scholarship of discovery – the traditional, disciplined pursuit of phenomena which results in the generation of new knowledge; “vertical” scholarship.

3. Tenure

Faculty who are employees of the University of Colorado in the regular academic ranks of Associate Professor or Professor are eligible for consideration for an award of tenure. Consideration for promotion and an award of tenure will be separate processes but may occur concurrently. No maximum time limit exists for an award of tenure; however, a faculty member who is turned down for tenure may not be re-considered for three years. Faculty will be reviewed for an award of tenure by a subcommittee of at least seven tenured or tenure-criteria members of the Faculty Promotions Committee, and their recommendation will be forwarded to the Executive Committee. The review will be conducted separately from any promotion consideration.

* Boyer, Ernest, “Scholarship Reconsidered: Priorities Of The Professorate,” Carnegie Foundation for the Advancement Of Teaching, Princeton University Press, 1990.

The award of tenure in the School of Medicine will be reserved for those faculty members who are among the best in their field of scholarly endeavor. The faculty members will also be widely recognized as outstanding and influential teachers, and will show definitive promise of continuing, outstanding contributions to the School of Medicine. The balance between accomplishments in scholarship and teaching as defined below may vary considerably from one faculty member to another, but both scholarship and teaching excellence must be present before an award of tenure is made. Professional/administrative service and/or clinical activities by a faculty member should be weighed into any decision regarding an award of tenure, but such activities in the absence of significant accomplishments in both teaching and scholarship are not an adequate basis for an award of tenure.

The first requisite for an award of tenure is excellence in scholarship, which has led to a national and international reputation. Scholarship is defined here, in the context of an award of tenure, as the long, continued, systematic study of phenomena or events which leads to a competent mastery of one, or more, of the medical, allied health, or related basic science disciplines. More narrowly, scholarship refers to advanced study which leads to the acquisition of knowledge in a particular field, along with accuracy and skill in investigation, and the demonstration of powers of critical analysis in interpretation of such knowledge. While the foregoing primarily refers to the scholarship of discovery, it may also include exceptional examples of the scholarship of application, integration and teaching, as previously defined (see 2 above). All candidates for an award of tenure in the School of Medicine will have demonstrated significant accomplishments in scholarly endeavors, which is synonymous with the generation of new knowledge. The faculty member's scholarship must provide compelling promise of continued creativity with respect to generating new observations, new concepts, and new interpretations related to the individual's scholarly endeavors.

The second requisite for the granting of tenure is demonstrated excellence in, and dedication to, teaching. The faculty member should have demonstrated a capacity and a desire to maintain teaching effectiveness and must show capacity for continued growth as a teacher. The faculty member must have an outstanding record of demonstrated success in mentoring students, residents, fellows, and/or less experienced faculty members. It is implicit that excellence in teaching includes being a model of professional conduct for students, colleagues and patients.

The award of tenure will be reserved for those faculty members whose achievements have won recognition by scholars outside of the University as well as by the faculty member's faculty colleagues. Tenured faculty members are those individuals whose presence on the faculty enhances the prestige of the University of Colorado School of Medicine.

4. Tenure Criteria

A faculty member at an affiliated institution who holds the rank of Associate Professor or Professor, and who has a record of outstanding accomplishments in teaching and scholarship, is eligible for consideration for the distinction of "tenure criteria." The process and standards for awarding tenure criteria

shall be determined by the Dean. The distinction of “tenure criteria” is not the same as tenure and shall not involve any continuing financial obligation by the School of Medicine or the University. A tenure-criteria faculty member at an affiliated hospital who becomes a University employee does not automatically gain tenure but is eligible to apply for tenure in accordance with University and School of Medicine rules.

5. Research Professors

Faculty members whose duties are to conduct research may be given titles in the research professor series. Faculty members appointed in this series will have limited involvement in instructional programs. In accordance with Regent policies, faculty in the research professor series will be supported by non-general funds. However, when there is a gap between externally-funded research grants, departments of the School may provide interim support to selected faculty members in this series who have made significant contributions to the School. Faculty in the research professor series are at-will employees, in accordance with applicable state laws and University policies. They are not eligible for tenure or sabbatical assignment.

Members of the research professor series are eligible for vacation and sick leave and health and life insurance coverage in accordance with University policies. Annual performance reviews and reviews for appointment and promotion in the research professor series are identical to the review and approval processes for regular faculty.

Positions in the research professor series and regular tenure-eligible faculty series are not interchangeable. Faculty members holding regular tenure-eligible appointments may be re-assigned to the research professor series only if requested by the faculty member and agreed to by the department chair.

Criteria for Faculty Ranks in the Research Professor Series

Faculty titles in the research professor series (Research Instructor, Senior Research Instructor, Assistant Research Professor, Associate Research Professor and Research Professor) should be regarded as parallel to the regular faculty titles of the same ranks. Faculty in the research professor series are expected to demonstrate excellence in research. The document “Promotion Criteria for Research Professors” (Appendix 2 of these Rules) will be used to guide faculty members, department chairs and evaluation committees in determining whether faculty members meet the criteria for appointment and advancement in the research professor series.

Review for promotion to Associate Research Professor may occur whenever the faculty member meets the criteria specified above, but normally the review must begin by the beginning of the seventh year of service as Assistant Research Professor. Faculty members who are not promoted to Associate Research Professor during the seventh year will be notified that their appointment will not be renewed. Extensions to the seven-year probationary period may be granted in accordance with the policies specified in Article II.G.1.d.