

Policies and Procedures for Faculty Appointment, Promotion and Tenure

University of Maryland School of Dentistry

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POLICY STATEMENT

The University of Maryland School of Dentistry's Policies and Procedures for Faculty Appointment, Promotion, and Tenure are governed by the overarching policies of the University of Maryland, Baltimore (UMB) and the University System of Maryland (USM). These include, but are not limited to, the USM Policy II 1.00 on Appointment, Rank, and Tenure of Faculty and UMB Policy II-1.00(A) on Appointment, Promotion, and Tenure of Faculty. All faculty members of the School are subject to these institutional and system-wide policies, which provide the foundational framework for faculty advancement, academic rank, and tenure decisions. The School's policies provide additional detail and guidance specific to the School of Dentistry, while remaining fully aligned with the overarching policies of UMB and USM.

INTRODUCTION

The Dean of the School of Dentistry establishes the terms of employment and compensation for the school's faculty members. Promotion of a faculty member through the ranks represents a process of growth and development as a member of the academic community. The purpose of tenure is to ensure the stability of the faculty and to maintain educational excellence. It also ensures the academic freedom that lies at the heart of the University.

The University of Maryland, School of Dentistry (School) is committed to having its faculty well informed about the professional accomplishments expected for promotion and tenure, as well as the procedures of the School for evaluation of candidates for promotion and tenure. These Policies and Procedures for Faculty Appointment, Promotion, and Tenure (Policies), provide faculty with information about these expectations and the School's procedures. The Policies provide guidelines for individual professional development and specify a format for the dossier of a candidate seeking appointment, promotion, or tenure.

Because academic excellence is a departmental responsibility, major accountability rests with the Department Chair, who must be the guiding force in the recruitment and development of faculty. It is the Chair's responsibility to counsel faculty members annually concerning their progress towards eligibility of promotion and tenure. The Chair must also make the decision to recommend termination of appointments of faculty whose quality of teaching, scholarship, and/or service is not acceptable. For tenure track faculty, the appointment letter will state the anticipated schedule, under these Policies, for review for promotion and/or tenure.

Each faculty member needs to develop and maintain a dossier during the course of School employment. The faculty member and the Department Chair will use the dossier to monitor the faculty member's progress in the areas to be evaluated for promotion and tenure, and ultimately to be submitted to the School for promotion and/or tenure decisions. The Department Chair will rely upon the dossier in making decisions concerning renewal of appointment. The Departmental Review Committee (DRC) also may review the candidate's dossier annually to evaluate progress.

The Appointments Promotions and Tenure Committee (APTC) of the School faculty is responsible for evaluation of candidates for appointment, promotion and tenure, and making recommendations to School officials as set out in these Policies. The APT Committee follows the guidelines set out in University System and UMB Policy on Appointment, Rank, and Tenure of Faculty (Appendix 1).

INFORMATION ABOUT THE APT COMMITTEE

The APT Committee evaluates candidates for appointment, promotion, and tenure and reports its decisions and recommendations to the Dean of the School (Dean). In addition, the APT Committee provides regular reports of its proceedings to the Faculty Assembly of the School.

The APT Committee has nine full-time School faculty members having the rank of associate professor or professor, and representing the range of faculty disciplines in the School. At least 5 members shall have tenure, and at least 5 members shall be Full Professors. Any faculty member interested in serving on the APT Committee is encouraged to discuss membership on the APT Committee with his or her Department Chair prior to volunteering for the APT Committee.

Appointment of new APT Committee members is by the Department Chair who nominates members from his/her Department, and nominations subsequently are approved by the Department Chairs by June 1. APT members must recuse themselves from any discussion and votes in which they have a conflict of interest or a perceived conflict of interest, such as being in the same department as the candidate for promotion/tenure. A faculty member may serve for no more than two consecutive three-year terms. Additional terms are possible, provided that the faculty member is not a member of the APT Committee for at least three years after serving for six years. Every other year, a Chair is elected by the APT Committee from its membership in June or as soon thereafter as practical. The Chair serves for two years, after which time he/she may remain on the APT Committee for one year to assist the new Chair. However, a Chair may not serve an additional year if that year would be a seventh year on the APT Committee. A member beginning the fifth or sixth year of APT Committee membership cannot be elected Chair. In the event that a Chair is unable to serve a complete term as Chair, the APT Committee will elect another member as Chair.

The APT Committee reviews the qualifications of candidates being considered for:

1. Initial faculty appointment at the rank of assistant professor and above in the tenure track and the non-tenure track.
2. Promotion to any rank in the tenure track and the non-tenure track.
3. Promotion with tenure, or award of tenure separate from promotion, for tenure track faculty.

If the Dean of the School of Dentistry agrees with the recommendation of the APT Committee, the Dean will forward the nomination to the University President for appointments or promotions to the ranks of Associate Professor, Professor, tenure track and non-tenure track; and to the Provost for appointments to the rank of Assistant Professor. All appointment, promotion, and tenure decisions are communicated to Human Resources Services by means of the Faculty Recruitment Search Committee Chair Reporting Form and the Faculty Appointment Sheet.

FACULTY RANKS, PROMOTION AND TENURE

The APT Committee reviews all tenure decisions, appointments, and promotions at the ranks of Assistant Professor, Associate Professor, and Professor using criteria regarding faculty teaching, scholarship, and service to the School of Dentistry, University, community, and profession. The weights applied to these criteria in reaching appointment, promotion, and tenure decisions generally will reflect the professional requirements of the candidate's academic track and whether the candidate is on tenure or non-tenure track. Seniority is not a criterion. Decisions of the School are based on demonstrated accomplishment and potential for future development, achievement,

and contribution to the School.

Tenure Track Faculty

Tenure track faculty members are appointed for an initial term of up to 3 years and can be reappointed for additional 3 years. Appointments for full time Assistant Professor, Associate Professor, and Professor will be renewed automatically yearly unless the appointee is notified in writing to the contrary in accordance with the following deadlines: not later than March 1 of the first academic year of service or December 15 of the second academic year of service if the current appointment expires at the end of that year, and not later than August 1 prior to the third or any subsequent academic year of service if the current appointment expires at the end of that year. For appointments beginning at times other than the start of an academic year, the School may adjust the notice of nonrenewal dates accordingly by specifying such adjustments in the initial letter of appointment.

Tenure Review

For tenure track faculty member appointed to the rank of Assistant Professor on or after July 1, 2025, the tenure review must occur before the end of the ninth (9th) year of continuous, full-time service. For those appointed between July 1, 2019, and June 30, 2025, the nine-year tenure clock may apply only upon written request to the Dean of the School of Dentistry, submitted no later than January 1, 2026.

If a tenure track faculty member at the Assistant Professor rank hired between July 1, 2019, and June 30, 2025, does not provide a written request for the nine-year tenure clock, they will be reviewed for tenure in their sixth (6th) year of continuous, full-time service. An Assistant Professor on tenure track must receive a formal review for tenure and promotion to Associate Professor no later than during the ninth (9th) year of continuous, full-time service (or the sixth [6th] year if the nine-year tenure clock does not apply).

For faculty appointed on tenure track at the rank of Associate Professor or Professor, without tenure, a tenure review must occur before the end of the fourth (4th) year of continuous, full-time service.

Tenure review may occur earlier than these timelines if the department and faculty member determine that the criteria for tenure have been met. However, faculty members—whether appointed at the rank of Assistant Professor, Associate Professor, or Professor—may only undergo one formal tenure review while in their current rank and appointment.

If tenure is not awarded:

- Assistant Professors will be granted a terminal year of employment in that rank following the ninth (9th) year of service (or sixth [6th] year, if the nine-year tenure clock does not apply).
- Associate Professors and Professors will be granted a terminal year of employment in that rank following the fourth (4th) year of service.

Concurrent Promotion and Tenure

For Assistant Professors on the tenure track, promotion to the rank of Associate Professor is

concurrent with the awarding of tenure. There must be a judgment that the candidate will continue to maintain a high level of performance in teaching, research, and service. Such promotions may only be awarded subsequent to a formal tenure review and a decision to award tenure. Tenured positions are School of Dentistry appointments.

Initial Appointments with Tenure

In some circumstances, tenure may be awarded at the time of an initial appointment at the rank of Associate Professor or Professor, provided that the appointee has been formally reviewed and approved for tenure in accordance with the current guidelines for promotion and tenure.

Non-Tenure Track Faculty

Non-tenure track faculty are those full-time, part-time, or volunteer faculty members who generally are appointed to one-year terms and are typically reappointed annually. Both full time and part time appointments on the non-tenure track will have their rank modified by the prefix “Clinical” or “Research.” Terms of appointment are July 1 to June 30 unless the faculty member has been hired during an existing academic year.

For full-time non-tenure track faculty, consistent with USM Policy II-1.00:

- If the faculty member has fewer than seven years of continuous full-time service, written notice of non-renewal is required at least 90 days in advance of the appointment’s end — i.e., by April 1 for appointments ending on June 30.
- If the faculty member has seven or more years of continuous full-time service, written notice of non-renewal is required at least six months in advance of the appointment’s end — i.e., by January 1 for appointments ending on June 30.

If the School provides notice of non-renewal after the required date, the appointment will be extended by the number of days necessary to fulfill the required notice period. The final date of employment will be clearly stated in the notification letter.

Ranks and Titles

The following titles will be used for those individuals on tenured or on tenure track: Assistant Professor, Associate Professor, and Professor. The following titles will be used for those individuals that are not tenured or not on tenure track: Clinical/Research Assistant Professor, Clinical/Research Associate Professor, and Clinical/Research Professor. Faculty members in the Clinical and Research tracks will have a more focused orientation than those on the tenure track but will be expected to contribute to the University’s missions of teaching, scholarship, and service. The following titles will be used for non-tenure track faculty whose responsibilities will be exclusively in teaching: Clinical Instructor, Senior Instructor, and Master Instructor. Additionally, faculty with exclusively research responsibilities will have the title of Research Associate. These ranks and tracks are organized in the following table:

Tenure track	Clinical Professorship	Research Professorship	Instructor	Research
Assistant Professor	Clinical Assistant Professor	Research Assistant Professor	Clinical Instructor	Research Associate
Associate Professor	Clinical Associate Professor	Research Associate Professor	Senior Instructor	
Professor	Clinical Professor	Research Professor	Master Instructor	

Tenure/Clinical/Research Professorial Tracks

Assistant Professor

The appointee ordinarily shall hold the doctorate or recognized terminal degree in the field of specialization, such as PhD for basic, behavioral, or educational sciences; DDS or equivalent for dentists, MD or equivalent for physicians, and MS or equivalent for dental hygienists. Evaluation of a candidate for Assistant Professor focuses principally on a candidate's potential, to be an effective teacher, to conduct research or other scholarly activity, and to develop positive and collegial relationships with other members of the School faculty, larger university and professional community. Distinctions among the three tracks are primarily upon the relative amount of effort and documented accomplishments across the principle domains of teaching, scholarship, and service. Yet, evidence of some contributions to all three domains are expected for each of the three tracks.

Associate Professor

In addition to having the qualifications of an Assistant Professor, an Associate Professor ordinarily has successful experience in teaching, professional service and scholarship at a level of excellence that is nationally recognized. An Associate Professor is competent to offer pre- doctoral and graduate instruction and to direct graduate research. An Associate Professor's body of work reflects relevant and effective service to the institution, the community, and the profession. In evaluating candidates for this rank, a careful evaluation will be made of the candidate's teaching effectiveness and contributions to scholarship.

Professor

In addition to having the qualifications of an Associate Professor, the appointee ordinarily shall have established an outstanding body of work regarding teaching and scholarship. There shall be continuing evidence of relevant and effective service to the institution, the community, and the profession. A candidate for this rank should be nationally or internationally recognized. Promotions to Professor do not follow a specific time-line and are made when appropriate.

Comprehensive Review of Faculty

Tenured Faculty

In compliance with UMB policy on comprehensive review of tenured faculty, each tenured faculty member shall have a comprehensive review, at least once every 5 years, that shall assess performance and teaching, research/scholarship, service, and clinical activities (as applicable) over the preceding 5 years or period since the last comprehensive review.

Non-Tenure Track Faculty

Consistent with UMB policy on comprehensive review of tenured faculty, each non-tenure track faculty member at the rank of associate and full professor shall have a comprehensive review, at least once every 5 years, that shall assess performance, as applicable, in teaching, research/scholarship, service, and/or clinical activities over the preceding 5 years or period since the last comprehensive review.

Instructor Track

Clinical Instructor

A Clinical Instructor focuses primarily on teaching and supervising predoctoral students. The appointee ordinarily shall hold a terminal degree, such as DDS, MD, PhD or BS in Dental Hygiene. The appointment does not have to be reviewed by the APT Committee. Appointments are non-tenure track, are for one-year terms, and are terminable at the discretion of the Dean.

Senior Instructor

A candidate with a minimum of 5 years of service will document teaching/educational distinction through submission of the educational Portfolio, student and trainee evaluations, peer evaluations, and other information. In addition, the Chair's annual evaluations and the Chair's promotion letter must confirm excellence in the context of the Departmental expectations. A minimum of 2 peer evaluations should be included in the Educational Portfolio as well as other evidence of excellence in teaching. If the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. Other forms of academic advisement should be included in the Educational Portfolio.

- Distinction must be demonstrated by excellent performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as any teaching awards and honors.
- Extramural reputation is desirable but not required, through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies; participation as a peer reviewer for funding agencies; participation as a peer reviewer of manuscript submissions to prominent journals; service on the editorial board or as editor of scholarly journals; awards from professional organizations.

For external candidates being considered for new appointment, a current curriculum vitae and external reviews demonstrating the candidate's achievement as an educator can be used to evaluate the candidate for Senior Instructor.

Master Instructor

A candidate with a minimum of 10 years of service will document sustained distinction in teaching/education through the elements documented in the Educational Portfolio as well as the candidate's student and trainee evaluations. In addition, the Chair's assessment through annual evaluations and Chair's promotion letter must confirm excellence in the context of the Departmental expectations. A minimum of 2 peer evaluations should be included in the Educational Portfolio. When the faculty member is involved in the training of residents or fellows, the program director shall also provide a report of teaching effectiveness to include in the Educational Portfolio. Other forms of academic advisement should be included in the Educational Portfolio.

- Distinction must be documented by sustained, superior performance in teaching documented by learner and peer evaluations, letter(s) from education supervisors, and learner outcomes as well as teaching awards and honors. There should be distinctive

accomplishments clearly outstanding since having achieved the position of Senior Instructor.

- Extramural reputation is desirable, as documented through participation and leadership in regional or national educational organizations or committees within the candidate's professional societies

For external candidates being considered for new appointment, a current curriculum vitae and external reviews demonstrating the candidate's achievement as an educator can be used to evaluate the candidate for Master Instructor.

Research Associate

The Research Associate focuses primarily on research, is trained in research procedures, and has the experience necessary to develop and interpret data required for success in research projects. The appointee ordinarily shall hold a terminal degree, such as PhD, DDS, or MD. This appointment is made by the Dean. It does not have to be reviewed by the APT Committee. Appointments are non-tenure track, are for one-year terms, and are terminable at the discretion of the Dean.

Volunteer Faculty

The volunteer appointments require a letter from the Department Chair and a current CV. If above the rank of clinical instructor these appointments require a favorable review by the APT.

Adjunct Faculty

The prefix "Adjunct" before an academic title may be granted to appoint persons who are employed at other universities. This includes faculty members with primary appointments at other schools in UMB or in other USM institutions. Adjunct appointments are non-tenured, volunteer or part time appointments. Adjunct appointments are held for stated terms, as specified in the appointment letter. Adjunct appointments above the rank of Instructor require a favorable recommendation from the APT Committee and the Dean's approval.

Emeritus Faculty

A retiring Professor after at least ten years of service may be considered for the title of Emeritus Faculty after the faculty has filed for retirement. Candidates are reviewed for length and quality of service by the APT Committee, and recommendations are made to the Dean, and if he/she agrees, is forwarded the President of UMB for approval.

Visiting Faculty

The prefix "Visiting" before an academic title may be used to designate a short-term, full-time/part-time, non-tenure track appointment of a person who is not otherwise employed by UMB. Short-term refers to a position that ordinarily is one semester or one academic year. These appointments require the Dean's approval.

Changes of Status

The terms of employment, including appointment to tenure and non-tenure track, are established at the initial appointment. Under selected circumstances, prior to a formal evaluation for tenure, a tenure-track faculty may be allowed to be reappointed on non-tenure track. Faculty must provide a statement of circumstances justifying a request for a change in track to the Dean for his/her approval. Under selected circumstances, a change in status from non-tenure track to tenure track may be considered with the Dean's approval. This change in track is considered a promotion and must adhere to policies pertaining to the appointment and promotion of tenure track faculty,

including APT Committee review and Dean's approval. A promotion to the tenure track for a faculty member at the rank of Assistant Professor also must be approved by the Provost. The President must approve a promotion for a faculty member at the rank of Associate Professor and Professor.

Any faculty member changing from full-time to part-time status shall lose tenure or tenure track status. Only one change will be allowed from tenure track to non-tenure track (preferably within the first three years of appointment), or from non-tenure track to tenure track.

Secondary Appointments

Secondary appointments are extraordinary. They are not granted for routine title dissemination or routine recruitment purposes, though it may be suitable for a newly hired faculty member to hold a secondary appointment.

Secondary Appointments within the School of Dentistry

- a) Full-time faculty members in the School of Dentistry may be granted a secondary appointment in a department outside their primary affiliation. This appointment acknowledges contributions to teaching, service, or academic activity in a distinct field.
- b) Only one appointment may be designated as a faculty member's primary appointment. This is typically the department where the initial faculty appointment was made.
- c) The chair of the secondary department initiates the request for a secondary appointment, in accordance with this section of the APT Policy.
- d) A secondary appointment requires written consent from the chair of the primary department.
- e) An articulation agreement outlining the terms of the secondary appointment must be signed by both department chairs. This agreement should explicitly address any financial responsibilities of the secondary department and be reviewed by the Dean's office.
- f) Final approval of a secondary appointment rests with the Dean.
- g) A secondary appointment may be terminated at the discretion of the secondary department chair, with approval from the Dean. All secondary appointments automatically terminate if the primary appointment ends.

Secondary Appointments with Other Schools at UMB

With the Dean's approval, a full-time faculty member may accept a secondary appointment in a another UMB school. This requires a formal written request from the other school's Dean.

In accordance with the UMB APT Policy (II-1.00[A]), the Dean of the School of Dentistry may approve secondary appointments within the School for faculty from other UMB schools. Written approval from the requesting school's Dean is also required.

Additional Appointments Outside of UMB

Full-time faculty members seeking academic appointments beyond UMB must receive prior approval from the Dean.

EXAMPLES OF CRITERIA APPLIED TO NON-TENURE AND TENURE TRACK PROMOTIONS

Teaching

Non-Tenure Track

- Continually evaluating, updating, and improving one's own teaching
- Developing new courses and programs or unique learning experiences
- Taking advantage of new technology to improve teaching effectiveness
- Directing a course or having primary responsibilities for a teaching program
- For the Research Faculty weights include some teaching, such as supervising students in laboratory activities and giving some lectures
- Significant mentoring of students leading to demonstrable changes in their performance
- Development of successful clinical environment, rotations, blocks or electives
- Mentoring or advising of postgraduate students on their thesis/dissertation projects
- Participating as a mentor or supervisor in training programs for high school students

Tenure Track

- In addition to the teaching example above, some of the contributions also could involve:
- Using the results of educational research to improve individual teaching, courses, or the curriculum
- Mentoring of postdoctoral fellows and graduate student
- Assisting students to pursue additional study or research opportunities
- Developing, submitting training grant application. Managing and directing training programs

Scholarly Activity

Non-Tenure Track

- Contribute to new knowledge, including case studies, and new educational modalities.
- Presentation of research papers or seminars to peers.
- Author or co-author of a group that writes scholarly articles.
- For the Research Faculty weights primarily are based on research activities, such as authorship of published research papers in referred journals, research grants, invitations to research conferences.
- Integration of knowledge or technology leading to new interpretations or applications.
- Invited presentations at other dental schools, local and regional meetings, and national and international conferences

Tenure Track

- In additions to the scholarly activities example above, contributions also could involve:

- Authorship of published papers in refereed journals indicating a significant contribution to the work.
- Authorship of books or book chapter.
- Research or equipment grants or contracts awarded as a primary investigator or as a co-investigator.
- Invited group-authored documents, e.g. consensus development panels. Invitations to regional, national or international research conferences and meetings to lecture or present seminars on the candidate's research activities.
- Consultation to government groups (review committees, study sections, visitation teams, etc.).
- Appointment as a reviewer, an editor, or to an editorial board of a national or international journal.
- Demonstration of the ability to direct research training as a thesis advisor and the ability to attract graduate and/or postgraduate students to the department.
- Directing program projects or cooperative research centers

Service to the Profession or Community

Non-Tenure Track

- Contributions to professional organizations
- Service to professional journals
- Service as a consultant to accrediting and other educational review boards
- Service on boards and committees in a professional capacity in the community-at-large
- Building partnerships with communities to develop and diversify the health workforce
- Delivering community-based quality health care
- Translating research into practice and policy and disseminating research findings to communities
- Other documented and significant contributions of service to the Profession and/or community
- (For those faculty that are part-time or volunteer, service to the school, to professional organizations, building partnerships, and fund raising activities should be considered.)
- Significant contribution to accreditation self-study for the school
- Significant involvement in the Faculty Practice
- Organizing conferences or workshops
- Managing/directing a core facility

Tenure Track

In additions to the service example above, some of the contributions also could involve leadership roles in service activities.

APPOINTMENT, PROMOTION AND TENURE REVIEW PROCEDURES

Three circumstances require a new appointment: (1) Recruitment and hiring of a candidate to fill a faculty position in the School of Dentistry. (2) A faculty member's transfer from non-tenure track to tenure track. (3) A change in a current faculty's member's appointment from part-time to full-time status, non-tenure track, unless the faculty member's initial employment followed a search

procedure that satisfied the faculty search requirements of applicable UMB policy.

Faculty search procedures should be designed to make faculty opportunities broadly known to attached highly-qualified faculty and build and maintain diversity among faculty.. Alternative search structures approved by the Dean, but consistent with campus requirements, may be used to recruit for faculty positions below the rank of assistant professor.

A search committee formed by a Department Chair is used to recruit candidates for all faculty positions on the tenure track and non-tenure track that are greater than 0.5 FTE. Part-time and volunteer faculty do not require a search committee and can have abbreviated dossiers, containing at least a curriculum vitae, Department Chair's and Departmental Review Committee's letters.

The search committee for positions of 0.5 FTE or greater may be comprised of faculty within or across departments. The search committee is charged with finding the best candidate through a search procedure that generates a diverse pool of candidates. The search committee or Department Chair will develop and implement a recruitment plan, evaluate applicants' suitability for the position, solicit letters from outside evaluators, and compile complete dossiers on semi-final candidates identified by the search committee. The search committee's report, including a summary for each of the finalists, is provided to the Dean for him/her to make a selection. If the rank recommended is Assistant Professor or above, the Department Chair submits the appropriate paperwork to the APT Committee for its evaluation of the candidate and determination of appropriate rank for the candidate.

For a selected candidate recommended to the APT Committee for determination of rank with a rank of Assistant Professor, Associate Professor, or Professor, the Chair must submit to the APT Committee the candidate's dossier. The dossier must include (1) the candidate's CV; (2) a cover letter from the Department Chair identifying the candidate's proposed duties and responsibilities; the bases for the recommendation, e.g., excellence in teaching, research, and service; particularly impressive aspects of the candidate's record; the candidate's national/international reputation; the candidate's potential contribution to the School's mission; and a summary of supporting evidence for proposed rank from the outside letters of recommendation; (3) any outside letters of recommendation requested and received by the search committee; and (4) other appropriate materials that the candidate has provided to the Department Chair.

The APT Committee reviews the dossier, determines the candidate's appropriate faculty rank, and reports its decision to the Department Chair and Dean.

PROMOTION DOSSIER: ELEMENTS AND EVALUATION

To assist in the evaluation process for promotions, candidates are required to prepare a dossier containing appropriate supporting documentation. Within categories of information, all requested materials should be provided in reverse chronological order (most recent first). (Candidates for initial appointment are not required to strictly follow the required dossier format). Dossiers may differ in content depending on the nature of the appointment. Contents should be arranged in the following general order:

1. Title Page
2. Letter of recommendation from Department Chair
3. Letter from Departmental Review Committee

4. Names of outside evaluators to supply supporting letters of recommendation
5. Candidate's Statement.
6. Updated Curriculum Vitae in required format
7. Research Portfolio
8. Teaching Portfolio
9. Patient Care Portfolio
10. Service Portfolio
11. Selected journal article reprints
12. Appendices

Chair's Letter

The Department Chair's letter is meant to highlight the material in the dossier by focusing on the key aspects of the candidate's dossier and placing them in context as much as possible, including factual information as well as an explanation of the recommendation. The letter should include the following (although not in an enumerated format):

1. Name of person being recommended.
2. Identification of the action being recommended, including tenure recommendation.
3. Official start date of current appointment and effective date of proposed action. [NOTE: If the promotion confers tenure, the letter should identify if the action is early or on time.]
4. Description of duties during the period under review (including the percent time/effort for each area). Should also specify whether duties and/or responsibilities have changed during the appointment (e.g., began on tenure track but was switched to non-tenure-track; was appointed at 60% teaching but this was reduced to 25% after the third year of the appointment; etc.).
5. For joint appointments, the percent effort for each department and the rank in each department. A letter from both chairs may be submitted.
6. Identification of the areas on which the recommendation is being based: teaching, research, and/or service. How does that trajectory mesh with department strategy and needs?
7. Summary of key elements of the teaching portfolio, such as, evaluations, improvements and technologies.
8. Explanation of the importance and relative impact of the candidate's scholarly activities. Delineation of the extent the candidate contributed to his/her published research. Description of whether the candidate is developing an independent research focus. Indication of the relative standing of the journals in which the candidate has published.
9. Discussion of the service record. The importance of service varies from unit to unit. Explain the role of service to school, department, community or government. Include assessments of the value of this service.
10. Mention of any particularly impressive aspects of the candidate.
11. Identification of honors, awards, or recognition.
12. Contribution to the School of Dentistry's missions.
13. Discussion of expertise in clinical specialty.
14. Citation of national or international reputation; one measure is number of citations of the candidate's publications, the reputation and impact factor of the journals the candidate publishes in.
15. Evaluation of commentary on Departmental Review Committee.

16. Comments on interpersonal skills, organization membership, etc.

Departmental Review Committee

Each School department will have a Departmental Review Committee (DRC) appointed by the Department Chair. A DRC reviews the dossiers of candidates for tenure track and non-tenure track promotions. The DRC must have five members. The DRC must include at least one School faculty member from outside the Department. The Department Chair may invite other faculty from outside the Department to join the DRC when necessary due to unavailability of department faculty for DRC service. The completed DRC review will contain the names, ranks and signatures of all DRC members. For extra- departmental members, the home department will also be indicated.

For candidates for promotion and tenure, the DRC review must be complete by the end of October of the appropriate year. Positive DRC recommendations regarding promotion and tenure are forwarded to the Department Chair. If the Chair agrees with the DRC recommendation, the Chair will forward the DRC's recommendation, along with a copy of the candidate's dossier, no later than November 1.

For faculty with joint appointments in the School of Dentistry, the DRC review will occur in the primary department (the department where the appointee spends 51% or more time) and be initiated by that department's Chair. At the discretion of the Dean, the secondary department's DRC may also review the candidate, and that DRC's recommendation and the recommendation of that Department chair may be considered by the Dean along with the primary department's recommendation.

For faculty occupying the role of Department Chair, consideration for promotion or tenure will begin at the level of the APT Committee, at the Dean's request, and there shall be no DRC review.

External Evaluators

A minimum of three letters of evaluation are required. Each letter must be from a person outside the School of Dentistry who has no real or perceived conflicts of interest. Consideration should be given to rank, prominence, and institutional affiliation of recommended evaluators, as well as ability to provide a thorough and thoughtful evaluation. The evaluators should be distinguished scholars and hold a rank and tenure status equal to or above that being proposed. The Department Chair will suggest 4-6 external evaluators and indicate why they were chosen, including their qualifications and impact on the field. The APT Committee will determine the final list of evaluators and may use evaluators not submitted by the Department Chair. The Chair of the APT Committee will send the potential evaluators a letter of request to undertake the review. If the evaluators agree, they are then sent a copy of the dossier together with the APT document that contains evaluation criteria for this rank, on this track. Evaluators will also be asked to submit a professional sketch, which includes their impact on the field, and indicate any perceived conflict of interest.

The purpose of these letters is to provide an independent and unbiased assessment of the individual's national and international reputation. The letters also may be from individuals who know the candidate through professional interactions, e.g., former colleagues, former mentors, or served on review committees together.

All letters of evaluation that are received will be made an official part of the APT Committee package and will be part of the evaluation process of the candidate under consideration.

For new appointments, letters collected by the Search Committee will be used by the APT Committee. No new letters will be required.

APT Committee Review Procedures

APT Committee members voting on any action must be at or above the rank and tenure status that the candidate is pursuing. For promotion to professor, a quorum consists of four professors. A quorum for other actions is six members, with the vote of at least five members required to reach a decision of the APT Committee. To protect the candidates and the external reviewers, the meetings and discussions of the APT Committee are confidential to the extent possible by law.

The chair of the APT Committee may assign primary and secondary reviewers to summarize and facilitate the committee discussions of the candidate's dossier. After full APT Committee discussion, each member shall vote by closed ballot recommending for or against the action under consideration. A positive recommendation by the APT Committee requires the votes of a majority of the eligible voting members in attendance. The results of the closed ballot will be announced to the APT Committee by its Chair. A record of the vote (number of positive and negative votes only) will be reported by the APT Committee Chair in its report.

During the review, APT Committee members who are in the department of the candidate or were on the DRC that considered the candidate not be present during discussions and will recuse themselves from voting. Likewise, a member must recuse himself/herself if he/she is related to a candidate by birth or marriage or has a significant personal relationship with the candidate. If the APT Committee Chair is from the candidate's home department (or otherwise in conflict), a replacement APT Committee chair will be chosen to serve during that candidate's consideration. The replacement chair will be chosen by those members of the APT Committee who have not recused themselves from consideration of the candidate.

After the APT Committee deliberates, its chair writes a detailed letter to the Dean regarding recommendations made by the APT Committee and the rationale for them. The Dean may convene and request the advice of the Department Chairs and Assistant/Associate Deans. A favorable decision by the Dean will be forwarded to the President for his/her consideration. In the case of negative recommendations, the Dean will inform the Department Chair. The Chair may ask the APT Committee to reconsider a negative recommendation based on new information. If the Chair does so, the APT Committee will reconsider the candidate and forward decisions on reconsiderations to the Dean. The Chair may make only one request for reconsideration of a candidate.

Timeline for Consideration of Candidates for Promotion

Promotions are effective July 1 of each year. For all candidates seeking promotion, both the tenure track and the non-tenure track candidates, a completed review and decision must be made by the President or Provost no later than June of the appropriate year. This must occur no later than the 9th year of full-time appointment, for promotion from Assistant Professor to Associate Professor with tenure. For decisions in either track that are not related to the granting of tenure, the timeline below should be followed in the year in which a promotion is requested, in order to allow the President or designee to act on requested promotions in a timely manner. The regular

schedule for APT Committee review of actions involving tenure can be advanced at the request of the Dean.

The procedure and schedule for promotion is as follows:

1. The Department Chair initiates the review and compiles the dossier with the candidate. The Chair submits the dossier DRC by September 1 of the appropriate year.
2. The DRC reviews the candidate and advises the Department Chair of its recommendation.
3. If the DRC recommendation is favorable, and the Department Chair concurs, then the Department Chair submits one copy of the dossier to the APT Committee Chair, through the APT Committee administrator, no later than November 1, to review for completeness. The Department Chair should advise the APT Committee Chair by letter if any pending papers/grants mentioned in the dossier may be updated after the APT Committee Chair reviews the dossier.
4. If the APT Committee Chair finds the dossier to be complete, the APT Committee Chair advises the Department Chair, who scans the dossier and provides one electronic copy to the APT Committee Chair via the Administrative Assistant. The APT Committee Chair in turn provides an electronic copy to outside evaluators, the other members of the APT Committee, and the Dean. The electronic copy must be provided to the APT Committee Chair by November 15.
5. After the dossier is accepted by the APT Committee Chair, new material cannot be added, subject to one exception: the status of papers/grants pending when the dossier was prepared, and identified as pending in a letter from the Department Chair submitted with the dossier, may be updated.
6. The APT Committee Chair requests letters of support for the candidate from outside evaluators.
7. The APT Committee meets in January to review dossiers involving candidates for promotion and tenure.
8. If the APT Committee recommendation is negative, a letter is sent to the Dean and Department Chair. If the APT Committee recommendation is positive, it is communicated to the Dean by April 10.
9. If the Dean's decision is negative, that is, his decision disagrees with the APT Committee recommendation; he communicates his decision to the Department Chair and the APT Committee. If the Dean agrees with the APT Committee, he submits the recommendation to the President or his/her designee.
10. The President's decision is communicated to the Dean, who informs the Department Chair and the faculty member. The Dean meets with the APT Committee in June to review the appointment and promotion decisions.

Communication with faculty concerning appointment and promotion matters is the Department Chair's responsibility. The Department Chair should convey the Chair's decisions, as well as both positive and negative actions at other levels, to the affected faculty member within one week after the Chair makes a decision or receives information about an action.

Appeals Procedure

A faculty member, whose consideration for promotion or tenure is denied or there is lack of action, may appeal only on the following grounds: failure to follow stated policy, unlawful discrimination, information that was in the candidate's APT dossier but not considered; or arbitrary and capricious

action. The request for appeal must be made in writing to the Dean no later than 30 calendar days after the faculty member has been notified about the decision. The Dean shall appoint a Special Review Committee of faculty who are not APT Committee members. The Committee will make a recommendation to the Dean no later than 40 business days after receipt of the appeal. If the appeal involves a denial by the Dean, an appeal should be filed with the Office of the President. The decision of the President is final.

APPENDICES

Appendix 1. Candidate's Statement

Candidates for full-time promotions will prepare brief statements of research, teaching, and/or service interests of no more than 5 pages total. These are reflective statements summarizing the main factors the candidate believes should be considered in the review. Possible topics include, descriptions of previous activities in the pertinent areas, thoughtful analyses of what the candidate regards as most exciting, important, and/or limiting in her/his work to date, statements regarding overall philosophy and/or specific plans for further professional development, and a summary of current and potential future contributions to the School. These are meant only as examples, however, and the intent is for the candidate to be able to present his/her best case for promotion and/or tenure.

- a) Ideas for Statement of Research Interests:
- b) Summary Statement: Guiding principle, focus, aims.
- c) Research path.
- d) Change in research path over time.
- e) Most promising outcome for scholarly trajectory.
- f) Current national and international visibility and standing.
- g) Relative role in multi-author works, especially when multiple works have the same co-authors.
- h) Significance of author order, since disciplines differ in their customs in this matter.
- i) Which items represent work done as part of the candidate's dissertation, or previous employment, and which work has been done since joining the UM School of Dentistry faculty (for promotion).
- j) Note any external evidences of excellence of particular works: best paper awards, favorable reviews, high citation counts, etc.

Ideas for Statement of Teaching Interests – see Appendix 3

Ideas for Statement of Service Interests:

- a) Service to the Department
- b) Service to the School
- c) Service to the citizens of Maryland
- d) Service to the University
- e) Community service
- f) Service to the State
- g) Service to non-profit organization
- h) Missions in the United States and other countries

Appendix 2: Teaching Portfolio

Teaching portfolios will be required of all faculty who have teaching responsibilities. It is anticipated that maintaining a teaching portfolio will guide discussions between faculty candidate and his or her Department Chair (or higher administrator) and serve as evidence of fulfilling the teaching responsibilities assigned to the candidate.

A selective summary of an individual's teaching philosophy and effectiveness shall be demonstrated in a teaching portfolio. The portfolio should be reflective of the candidate's own unique teaching experience, and therefore teaching portfolios from different candidates may differ in format and content. Items below illustrate content areas suitable for a teaching portfolio:

Sample Teaching Portfolio

- a) Didactic and Clinical Teaching Responsibilities
 - Summary of courses directed
 - List of lectures given in other courses, including titles of lectures and short summaries of lecture contents
 - List of other courses in which candidate participated, and role in each course
 - Student mentorship
 - Thesis and Dissertation committees
 - Supervision of student clinicians
- b) Efforts to Improve Teaching
 - Formal courses taken in education
 - Conferences and workshops attended
 - Educational research
- c) Course Development
 - New course development
 - Enhancement of existing courses
- d) Information from Students
 - Student evaluations must be provided for the past four years, for all courses and lectures listed in Section A. If student evaluations are not available, an explanation must be provided. If any evaluation indicates deficiency, the candidate's response to the reported deficiency should be included.
 - Listing of papers published by the candidate's students based on work done at the School of Dentistry.
 - Honors earned by the candidate's students based on work done at the School of Dentistry.
 - Leadership and administrative roles attained by former students.
- e) Information from peer reviews (may also be included)
- f) Service to Teaching
 - Membership on teaching related committees (e.g., accreditation committees)
 - Membership on student examining committees (e.g., qualifying exams, NERB)
 - Development of new instructional methodologies
- g) Appendix of Teaching Materials (Submit only one copy of this Appendix)
 - Syllabi

- List a lecture on Blackboard™ that can be reviewed by the APT Committee

Appendix 3. Patient Care Portfolio

A patient care portfolio may be developed for faculty members with direct patient care responsibilities. Faculty members are expected to provide exemplary patient care using current methods that are respected by peers both within the University and in the professional community. Examples of material that may appear in the patient care portfolio:

- a) Certification by specialty board
- b) Fellowship status in national clinical dental organization
- c) Membership on a specialty examining board
- d) Service as a consultant on patient care (e.g. third-party payment groups, courts, health organizations, dental healthcare companies)
- e) Development of new validated clinical programs
- f) Development of validated, novel clinical techniques
- g) Acquisition of patents on clinical materials or instruments
- h) Recognized regional or national expert
- i) Site of primary practice and size
- j) Number and source of referrals received
- k) Responsibilities with practice (leadership/administrative role)

Appendix 4: Instructions for UMB School of Dentistry Curriculum Vitae

READ THIS FIRST:

1. The CV must be in proper format or it will not be accepted.
2. The sections of your CV should follow this specific order
3. List all information in **reverse chronological order, that is, with most recent date first**
4. If headings are not applicable, they should be omitted
5. If additional headings are needed, they should be added

CURRICULUM VITAE

Name (in full), degree Current Rank, Department Current Date

CONTACT INFORMATION (Do not include personal information such as home address, social security number or birth date)

- Business Address
- Business Phone Number
- FAX Number
- Email address
- Web URL

EDUCATION

- List chronologically (most recent first) all graduate and undergraduate education
- Include name of degree, date awarded, name of institution, and major
- Use name of the degree as it was awarded (D.D.S., Ph.D., M.S., B.S., etc., or equivalent)
- List chronologically all training positions (post doctoral fellowships, residencies, internships, etc.)

OTHER PROFESSIONAL KNOWLEDGE AND SKILLS (NOT LISTED ELSEWHERE IN CV)

Examples, foreign language proficiency, computer skills.

EMPLOYMENT HISTORY (ACCOUNT FOR YOUR LIFE WORK TO DATE)

Academic /Administrative Appointments in Higher Education

- List all academic appointments and ranks (full or part time) including title, institution and dates
- List appointments to any administrative posts including dates
- If tenured, give year when tenure was received

Experience other than Higher Education

- Military Service (optional) (Provide rank, location of service and dates)
- Private Practice (include dates and role in practice)
- Industry

- If you are currently employed by a non-academic research institution, please explain to what academic rank your current appointment is equivalent and how this rank was achieved

Major Teaching Responsibilities in Higher Education

- Courses directed (level of course, course number, brief summary of major responsibilities, include number of hours/week actually taught and number of students in course)
- Courses in which you have participated (level of course, include number of hours actually taught)
- Additional teaching information will be provided in Teaching Portfolio (section 3.2.3.1)

CLINICAL EXPERTISE AND SCOPE OF PRACTICE WITH DOCUMENTARY EVIDENCE

Board and Specialty Certificates (If applicable)

Professional Licensure (If applicable)

- List all dental and/or other state/federal licensures and status (active or inactive).
- Do not list license numbers.

Hospital Privileges

Scope of clinical practice (for example):

- Site of primary practice and size
- Total number of patients/procedures conducted in a given time period
- Number of referrals received
- Responsibilities with practice (leadership/administrative role)
- Total time spent in clinical duties

- Describe innovative techniques that have changed or influenced practice
- Describe any modifications to clinical enterprise
- Describe development of any clinical programs
- Keep details brief and in lists instead of paragraphs of text

HONORS AND AWARDS

- List awards and honors in reverse chronological order, most recent first, giving for each the year received and the name of the award or honor. Indicate the awarding entity and why the award was given.

Do not include items such as “Outstanding Young... in Midwest, etc

PROFESSIONAL ACTIVITIES AND SERVICE

Local and National Service

- Separate local from national
- List names of organization and years of service
- Clearly identify any key conferences that you organized
- Examples: Office or committee member of a professional society; examiner of a professional organization; convener of symposia workshop, etc.

Professional Society Membership

- Report years and type of membership for each professional society to which you belong or belonged. List offices held and committee responsibility, if any.

Editorial Responsibilities (e.g., member on an editorial board; editor of symposia, texts or journals; grant reviewer; study club member; journal manuscript reviewer)

University, Partner Agency or Community Service (List nature of relationship and activity)

School of Dentistry and Campus Service Activities and Committee Assignments

- List all committees served and chaired including department committees
- List dates and role if not obvious

Theses and Dissertations Directed (also in teaching portfolio)

Thesis and PhD Committee Memberships (also in teaching portfolio)

- Only list the number of thesis and PhD committees on which you served as a member. It is not necessary to provide the date, title, and student's name.

Continuing Education Courses Presented

- When same course is given multiple times, list under first time taught and include other dates given.
- Do not include CE courses that you have taken.
- Indicate whether you have also originated or developed the CE materials.

SCHOLARLY / RESEARCH ACTIVITIES

Grant and Contract Support

List these exactly as you would in the NIH Bio Sketch. Sample:

R01 DC55555 (PI John Doe)7/1/01-6/30/08

NIH-NIDCD \$##### DC, \$#####Total

Study of Tongue Motion During Speech

The goal of this study is to detail internal and surface tongue motion using tagged Cine MRI. Role:
PI

Patents, Inventions, Copyrights or Other Scholarly Efforts

- List all patents, inventions and/or copyrights issued
- Include patents that are pending or awarded.

Presentations

- Include invited presentations/major speeches
- Include table clinics
- Do not include presentations that also appear as published abstracts
- List title, date, group presented to and location
- Separate by local, state, national or international

Collaborations

- Identify each colleague's name and affiliation,
- Include a one-line summary and dates of collaboration.

Publications

- Publications to be included in the CV are those documents that are published, in press, or accepted for publication.
- Publications should be numbered within each section, single spaced and listed in reverse chronological order, most recent first
- Publications may also include internet-based publications
- For multiple authorship on publications, faculty should indicate their role in the project
- On all items show all authors in order of authorship as published. Your name should be bolded
- Separate publications according to the following headings (See sample format immediately below.)
 - Peer reviewed journal articles
 - Proceedings (Refereed proceedings should be marked with an asterisk)
 - Books, Chapters in Books (Refereed chapters should be marked with an asterisk)
 - Monographs (Including published seminars)
 - Reviews
 - Published Abstracts & Book Reviews
 - Instructional Media and Materials
 - Unpublished Thesis or Dissertation

SAMPLE FORMAT FOR PUBLICATIONS

1. Standard Journal Reference (list all authors)

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

2. Corporate Author

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

3. Book

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

4. Chapter in a book

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

5. Agency Publication

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

6. Dissertation or Thesis

Author. Title. [Thesis]. Institution, City, State, Date. # pgs.

STATEMENT:

TO WHOM IT MAY CONCERN:

I certify that this curriculum vitae is a current and accurate statement of my professional record.

Signature

Date

MOST COMMON CV MISTAKES

1. Omitting information (dates, teaching details, grant details, service details, pending grants)
2. Not putting items in reverse chronological order, with most recent date first
3. Not separating information into subheadings
4. Pagination errors - heading at bottom of one page, the section

Appendix 5: Template for UMB School of Dentistry Curriculum Vitae

CURRICULUM VITAE

Name (in full), degree
Current Rank, Department
Current Date

CONTACT INFORMATION:

Business Address
Business Phone Number
FAX Number
Email address
Web URL

EDUCATION: (Include degree programs, specialty training, internships, residencies, fellowships)
Degree Date Conferred Institution and Location Degree Major Honors

OTHER PROFESSIONAL KNOWLEDGE AND SKILLS

EMPLOYMENT HISTORY

Academic /Administrative Appointments in Higher Education

Dates Appointment title and institution

Experience other than Higher Education

Dates Position

MAJOR TEACHING AND ADMINISTRATIVE RESPONSIBILITIES IN HIGHER EDUCATION

(additional teaching information will be provided in Teaching Portfolio (section 3.2.3.1))

CLINICAL EXPERTISE AND SCOPE OF PRACTICE WITH DOCUMENTARY EVIDENCE

Board and Specialty Certificates (If applicable)

Date State or Agency

Professional Licensure (If applicable) (List all dental and/or other state/federal licensures and status (active or inactive). Do not list license numbers)

Date State or Agency

Hospital Privileges

Dates Appointment

Specialty Boards

Scope of Clinical Practice

HONORS AND AWARDS

Date Award Awarding Institution

Nature of Award (if not apparent)

PROFESSIONAL ACTIVITIES AND SERVICE

Professional Society Memberships

Dates Society
Position

Editorial Responsibilities

Dates Responsibility

University, Partner Agency or Community Service

Dates Activity

School of Dentistry and Campus Service Activities and Committee Assignments

Dates Committee name

Theses and Dissertations Directed

Date Title, type, and student's name

Thesis and PhD Committee Memberships (Only list the number of thesis and PhD committees).

Continuing Education Courses Presented (List multiple presentations under first time taught and include other dates given. Indicate whether you have also originated or developed the CE materials)

Date Course title

SCHOLARLY / RESEARCH ACTIVITIES

Grant and Contract Support (List most recent first.)

Active Grants

Dates Agency Type of Grant PI
Your Role, Amount funds under your control
Grant Title, (short description optional)

Pending Grants

Dates , Agency, Type of Grant PI
Your Role, Amount funds under your control
Grant Title, (short description optional)

Completed Grants

Dates Agency Type of Grant PI
Your Role, Amount funds under your control
Grant Title, (short description optional)

Patents, Inventions, Copyrights or Other Scholarly Efforts

Presentations (excluding published abstracts)

Date Title of presentation, group presented to and location

Invited Presentations

Date Title of presentation, group presented to and location

Collaborations

PUBLICATIONS (reverse chronological order (most recent first) and numbered within each section)

Peer Reviewed Journal Articles

Proceedings (Refereed proceedings marked with an asterisk)

Books, Chapters in Books (Refereed chapters marked with an asterisk)

Monographs (Including published seminars)

Invited Reviews

Published Abstracts & Book Reviews

Instructional Media and Materials

Unpublished Thesis or Dissertation

STATEMENT

TO WHOM IT MAY CONCERN:

I certify that this curriculum vitae is a current and accurate statement of my professional record.

Signature

Date

Appendix 6: Sample Solicitation Letter for an External Letter of Recommendation

Dear

Thank you for agreeing to assist our Appointments, Promotions, and Tenure Committee in evaluating Dr. Smith. Dr. Smith is being reviewed for promotion to Associate/Full Professor /with tenure. We rely quite strongly upon outside evaluations of candidates, and request that you can give an accurate portrayal of Dr. Smith's professional contributions to scholarship, and if possible, his teaching and professional service. In addition, we would appreciate your estimate of how Dr. Smith's dossier would be reviewed at your institution.

We are interested in placing Dr. Smith's work in a national, and if possible, international context. We would value, therefore, your evaluation of the quality and impact of his/her contributions to his/her area of study, potential for future growth and continued contribution to the field. We are also interested in your opinion of his/her stature relative to peers in the national scientific and/or clinical community.

To aid in your review of Dr. Smith's qualifications and contributions, I am attaching a dossier that includes, among other things, his/her curriculum vitae and selected publications. We would appreciate receiving your evaluation back by the end of insert month, if possible. However, if that is not sufficient time, please let us know and we will wait for your letter. Please send the letter electronically for a timely review, with a hard copy sent separately for our records. Feel free to contact me if you have any other questions as well.

Sincerely,

NAME
Professor and Chair
Appointments Promotions and Tenure Committee