

**ATTACHMENT A**  
**Recommendation 426-2026**

**Bylaws & APT Criteria of the College of Dentistry**

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## ***Article I: Mission, Vision, and Goals of the College***

### ***Section 1: Mission of the College***

The mission of the Howard University College of Dentistry (HUCD) is to provide exceptional dental education to qualified individuals from all backgrounds, with emphasis on the recruitment of students from historically under-represented and disadvantaged populations.

### ***Section 2: Vision of the College***

The college is dedicated to maintaining a humanistic culture and learning environment for attracting, sustaining, and developing a cadre of administrators, faculty, staff, students/residents, and alumni, who through teaching, research, service, and outreach are committed to producing, and culturally sensitive graduates. Furthermore, the College is dedicated to educating competent graduates to deliver high-quality, ethical, patient-centered, evidence-based care to our patients locally, nationally, and internationally, to help reduce health disparities and improve oral health within disadvantaged populations.

### ***Section 3: Goals of the College***

The specific goals of the College of Dentistry are to:

#### **a. Enhance Academic Programs (Teaching)**

We will enhance academic excellence by promoting institutional effectiveness. We will recruit qualified, under-represented students/residents, educate, and prepare them, in a humanistic environment, to be competent, culturally sensitive graduates that deliver high quality, ethical, patient-centered, oral health care, to reduce health disparities in underserved communities.

We will attract and sustain a cadre of faculty by providing development and leadership opportunities to promote humanistic, culturally sensitive, and competent graduates.

We will measure this goal by our student enrollment, student surveys, national board performance, clinical board performance, student retention, graduation rates, patient surveys and outreach endeavors. We will measure faculty development programs, faculty presentations, and faculty involvement in professional organizations representing the College of Dentistry.

#### **b. Inspire New Knowledge (Research)**

We will promote faculty and student/resident research, scholarly activity, research collaboration and partnerships to address public health challenges, scientific discovery, and health disparities in underserved populations.

We will measure this goal by the research presentations of our students, faculty presentations at professional meetings, faculty, resident and student publications, research grants, research collaborations and research programs.

#### **c. Serve the Community (Service)**

We will serve our diverse community by providing high quality, evidence-based patient-centered care to our patients in our clinics and through outreach and collaborative partnerships both locally and beyond campus borders.

We will measure this goal with patient care services in the college, collaborative partnerships with other health care entities, through our community outreach programs and events in the local, national, and global communities.

**d. Improve Efficiency**

We will improve efficiency and effectiveness with investments in upgraded technology and systems to promote process automation and strategic incentive programing for customer satisfaction metrics, while consistently delivering the highest quality healthcare and services. We will provide students with the technological advances in clinical patient care delivery systems to improve their patient care experiences.

We will measure this with patient satisfaction surveys, implementation of technology, and student surveys.

**e. Achieve Financial Stability**

We will achieve financial sustainability through collaborative partnerships to optimize students'/residents' patient-care experiences, through fundraising, enhancement of clinical operations, and seeking external grant opportunities.

We will measure this goal by developing collaborative partnerships, alumni giving, donations, external funding initiatives, and growth in clinical revenue, etc.

## ***Article II: Board of Visitors***

### ***Section 1: Board of Visitors: (BOV) Overview***

The College of Dentistry shall maintain a Board of Visitors (BOV) to provide financial and professional support and counsel to the [School/College]. The Board of Visitors is established by the Howard University Board of Trustees, and the BOV shall be governed in accordance with the BOV Policy, as set forth by the Board of Trustees.

The Board of Visitors shall provide the President, Provost and Chief Academic Officer, Dean, and Board of Trustees with an objective, informed perspective in the form of an annual report and shall generate external financial support for the unit.

### ***Section 2: Membership Approval***

The approval of the appointment of BOV members rests with the Board of Trustees acting upon the recommendation of the President. Prior to making a recommendation, the President receives input from the Provost, the Dean of the College, and the chair of the Board of Visitors. Nominations may come from any source (Deans, faculty, alumni, etc.)

### ***Section 3: Membership Criteria***

Distinguished persons informed about and interested in the various fields relevant to the College shall be appointed to the Board of Visitors. Interest may be theoretical or practical, academic, professional, vocational or avocational.

### ***Section 4: Membership Composition***

The Board of Visitors shall consist of between 10 and 16 distinguished individuals. Board of Visitors membership should represent a healthy blend of the pluralism that characterizes the Board of Trustees and University; this should consist of men and women from all walks of life with a wide array of ethnic, racial, and religious backgrounds, scholars, and practitioners. Howard University Alumni should constitute 30 to 50 percent of the membership of the Board of Visitors.

### ***Section 5: Member Terms***

Board of Visitor members will serve three (2 - 3) year terms and shall serve no more than three (3) full terms.

### ***Section 6: BOV Chair and Vice Chair***

The Board of Visitors Chair is appointed by the Board of Trustees acting on the advice of the President and is a Trustee. The chair shall serve a one (1) year term, subject to annual renewal for a combined period not to exceed three (3) consecutive years. The Vice Chair is appointed in a similar manner, with the same term limitations, except the Vice Chair is not required to be a Trustee. The composition of the Board of Visitors shall reflect the disciplines that constitute the College of Dentistry.

### ***Article III: Organization and Administration of the College***

#### ***Section 1: Organizational Structure***

The College of Dentistry shall be composed of two academic units: the Predoctoral Dental Program, and the Postdoctoral Dental Program. The College consists of its Administrative Officers, faculty, staff, students, and residents.

##### ***Section 1.1: Pre-doctoral Program***

The degree earned from the Pre-doctoral Program is the Doctor of Dental Surgery, a 4-year program, with each academic year being 11 months and the fourth year being 9 months. There is a mandatory fall and spring semester and summer session for the D1, D2, and D3 year and fall and spring for the D4 year. The mandatory summer session begins the week following graduation through to the end of the 2nd week in July. Students must apply through the ADEA AADSAS application service. Applicants must complete a bachelor's degree and required pre-requisite courses. Students are selected by the Admissions Committee based on their overall GPA, total Science GPA, DAT scores, and interview.

The International Dentists Program is a 2-year, integrated, advanced placement pre-doctoral program for foreign trained dentists. Following the application, interview and bench test, there are 5 – 10 students admitted into this program annually, depending on the enrollment in the current D3 class. They must have previously passed the written national dental board examination given by the Joint Commission on National Dental Board Examinations. They begin the program in May, during the summer session, where they are calibrated to the clinical and procedural protocols of the college, then join the third year class in the fall semester and matriculate with them through the 3rd and 4th year of the dental curriculum to graduation, taking all courses and completing all clinical experiences and competencies required to complete the Doctor of Dental Surgery degree.

##### ***Section 1.2: Post-Doctoral Programs***

There are currently 6 post-doctoral programs in the College of Dentistry. These programs begin on July 1 and end on June 30. There are 6 post-doctoral programs; three are located in the College of Dentistry, two are located in Howard University Hospital, and one is located in St. Elizabeth's Hospital.

###### ***Section 1.2.1: Post-Doctoral Programs in the College of Dentistry***

Advanced Education in General Dentistry Program– 1 year certificate (12 months)  
Pediatric Dentistry Residency Program – 2-year specialty certificate (24 months)  
Orthodontics Residency Program– 2-year specialty certificate (24 months)

###### ***Section 1.2.2: Post-Doctoral Programs in the Howard University Hospital***

Oral and Maxillofacial Surgery Residency Program – 4-year specialty certificate (48 months)  
General Practice Residency Program – 1 year certificate(12 months)

###### ***Section 1.2.3: Post-Doctoral Programs in St. Elizabeth's Hospital***

General Practice Residency Program – 1 year certificate (12 months)

##### ***Section 1.3: Departments***

There are 6 departments in the College of Dentistry:

1. Clinical Dentistry
  - ı The Chair is the Associate Dean for Clinical Education. This is a clinical department that consists of the Clinical Staff. No faculty are hired in this department.
  - ı **Emergency/Urgent Care** is a walk-in clinical service provided by the Clinical Dentistry department. Faculty from other divisions are assigned to cover the students on rotation
  - ı **Community Outreach**
    - o Director of Community Services
      - Faculty in other departments are appointed to serve
    - o All faculty can participate/ accompany students on outreach events.
    - o Student community service hours are reported to the Director of Community Services
2. Comprehensive Care – 6 divisions
  - ı Division of General Dentistry (formerly Restorative)
  - ı Division of Endodontics
  - ı Division of Oral Diagnosis, Radiology, and Public Health
  - ı Division of Periodontics
  - ı Division of Prosthodontics
  - ı Division of Dental Hygiene
3. Pediatric Dentistry
4. Orthodontics
5. Oral and Maxillofacial Surgery
6. Oral Health, Oral Pathology, and Biomedical Sciences (formerly Oral and Maxillofacial Pathology)

Central administrative leadership for the College shall be provided by a Dean and Associate Deans. The Dean shall be the Chief Academic Officer of the College. Under the general leadership of the Dean of the College, the Associate and Assistant Deans shall administer pre and postdoctoral clinical programs, academic and student affairs, research, and manage budgetary and personnel issues specific to each area of supervision. The predoctoral program will be under the direct supervision of the Associate Dean for Academic Affairs, Associate Dean for Student Affairs, Associate Dean for Clinical Education and Associate Dean for Clinical Business, Regulatory Compliance and External Affairs. The Associate Dean for Research will direct and oversee the research endeavors for the faculty, the post-doctoral residents, and the students. The postdoctoral residency programs will be under the direct supervision of program directors who report directly to the Dean and consult with the Director of post-doctoral Education. At times, when there is an appropriate candidate, the Associate Dean for Research, and the Director of Postdoctoral Education, will be in a combined role and be titled the Associate Dean for Research and Postdoctoral Education position. There will also be a Director or Assistant Dean of Admissions, Student Activities and Programs, which will report to the Associate Dean for Student Affairs to assist in providing oversight and counsel of the Student Council, Class Executive Boards, and student organizations.

The organizational structure of the College is designed to promote effective teaching, research, service, and professional practice activities through collaborative decision-making processes across the College departments, Health Sciences, and University Units. Meetings of the College, academic departments, and committees shall be conducted in accordance with Robert's Rules of Order, latest edition.

### ***Section 2: Appointment and Term of the Dean***

The Board of Trustees, upon recommendation by the President, appoints the Dean of the College. When appointing a new dean, the Provost shall name the chair of the search committee and appoint or arrange for the election of a search committee. The majority of the search committee members shall be from the

College. The nomination should/shall include input from faculty, students, alumni, and staff. The Dean serves at the pleasure of the President. When applicable, the Dean shall retain his or her faculty rank and tenure, and the right to return to his or her academic department and faculty position following the term of office.

### ***Section 2.1: Duties and Responsibilities of the Dean***

The Dean is responsible to the President of the University, and reports to the Provost and the Chief Academic Officer. The Dean is responsible for the execution of the rules and regulations of the University and the College. As appropriate, the Dean shall consult with the Associate Deans, Department Chairs and Division Directors, the faculty, other administrators, and student/resident representatives when discharging decanal administrative responsibilities.

The specific responsibilities of the Dean, as Chief Academic Officer of the College, are to:

1. Promote the mission and the goals of the College and represent the College in its official relations with university and external constituencies.
2. Convene regular strategic academic planning and budget review meetings within the College and facilitate the College's funding and resource development initiatives.
3. Communicate University policies and other information to the faculty and students/residents through the Associate Deans, Program Directors, Departmental Chairpersons, Division Directors, and student representatives as well as communicate faculty concerns to the University Administration as presented directly or through the said bodies.
4. Monitor academic program implementation for adherence with academic standards, accreditation criteria, university policies, budgetary allocations, academic program development and review.
5. Provide general oversight, in consultation with the Associate Deans, Program Directors, Departmental Chairpersons, Division Directors, faculty, students/residents and staff representatives of the development of College's self-study accreditation reports, and review and approve them prior to final submission.
6. Monitor and assess the achievement of College's strategic student/resident recruitment, retention, graduation, and academic development goals.
7. Provide leadership, in coordination with the Associate Deans, Department Chairs, Program, and Division Directors, for faculty recruitment, retention and scholarly development as well as annual faculty evaluations.
8. Initiate and prepare the College's Annual Report based on information provided by the Associate Deans, Program Directors, and Departmental Chairpersons and Division Directors.
9. Maintain an accurate record of the minutes of faculty meetings.

### ***Section 2.2: Evaluation of the Dean***

The Dean shall be evaluated by the faculty in writing at least once every two (2) years in accordance with the Faculty Handbook. The evaluation shall be developed and coordinated by collaboration between the Office of the Provost and Chief Academic Officer(s) and the Executive Committee of the College of Dentistry (excluding the Dean him/herself). Evaluation rubrics will be distributed to the faculty to provide them the opportunity to give feedback on their decanal leadership. The evaluation rubric will consist of a series of questions in which participating faculty will assign a score and will be given an opportunity for discursive comments. The Executive Committee, who will select a Chair for this specific activity, will tabulate the results of the evaluation and submit a summary report and all completed evaluations and rubrics to the provost. The rubric responses and comments will be anonymous and will not be edited. The provost will communicate the results of the evaluation to the full-time faculty within sixty (60) days of the

completion of the evaluation. The results shall be used by the provost to improve the effectiveness of the Dean(s) and to make recommendations to the President regarding the Dean's performance.

***Section 3: School Associate Deans and Assistant Deans***

Associate and Assistant Deans shall exist in the College to assist the Dean in areas of administration, academics, clinical operations, and faculty and student research. It shall be their primary responsibility to see that certain specific policies, programs, and plans approved by the faculty are implemented efficiently and effectively.

As the administrative and intellectual leaders of the College, the Associate Deans are expected to have a record of significant scientific and scholarly achievements and participation in the affairs of professional and/or healthcare system related organizations. In addition, the Associate Deans should have an interest in the progressive educational process and understanding of the opportunities and challenges before the College, the ability to engage in collaborative decision-making, and an awareness of current directions in healthcare practice.

***Section 3.1: Appointment and Term of the Associate and Assistant Deans***

The Associate and Assistant Deans, upon recommendations of the Dean, and in accordance with the Faculty Handbook. The Associate and Assistant Deans' term of service and reappointment is in accordance with the Faculty Handbook. When applicable, Associate and Assistant Deans shall retain their faculty rank and tenure and the right to return to their faculty departmental position following their tenure in office.

***Section 3.2: Duties and Responsibilities of the Associate and Assistant Deans***

In accordance with the Faculty Handbook, the Associate Deans support and report to Dean of the College, for the execution of the rules and regulations of the University and the College and the oversight of the areas for which they have responsibilities.

The Associate Deans shall be responsible for:

1. Promoting the mission and goals of the College.
2. Presiding over meetings of the College in the absence of the Dean.
3. Providing leadership in the development and implementation of the College's strategic plan.
4. Developing and administering the budget for their areas of supervision.
5. Provide general oversight of their respective areas.
6. Administering their areas of supervision in a manner that is consistent with relevant licensure and accreditation standards.
7. Performing other duties as assigned by the Dean of the College.

***Section 3.3: Evaluation of the Associate and Assistant Deans***

The Dean of the College shall evaluate the Associate and Assistant Deans at least every year with input from the Department Chairpersons, Division Directors, faculty, and students. The results shall be used by the dean to improve the effectiveness of the Associate Deans and to determine their continuation or replacement in accordance with the Faculty Handbook.

***Section 4: Program Directors***

Program Directors in the College shall be appointed to manage and oversee the running of postdoctoral programs and learning resources consistent with the Council on Accreditation Standards and discharge such administrative functions as may be assigned by the Dean of the College. Program Directors are appointed in accordance with the Faculty Handbook. They shall be eligible for reappointment. When applicable, Program Directors shall retain their faculty rank and tenure and the right to return to their academic department at the end of their tenure in office.

#### ***Section 4.1: Evaluation of Program Directors***

Procedures guiding the search for, and the appointment, reappointment, term, evaluation, and removal of directors of academic programs are in accordance with the Faculty Handbook.

#### ***Section 5: The Department Chairperson***

There shall be a chairperson of each clinical department in the College. The President appoints department chairs based on recommendations from the Provost, the dean, and the departmental faculty search committee. The size and composition of the search committee shall be determined by the faculty of the department. The dean shall appoint a chair of the search committee and notify the department in writing of the scope of the search. The search committee shall present a recommendation to the dean, who shall also develop a recommendation. The dean's recommendation, along with that of the departmental search committee shall be forwarded to the Provost. The Provost will provide any recommendations and forward all recommendations to the President for final decision. The term of service will be for three (3) years, unless a shorter term is stated in the Letter of Appointment as determined by the President. Incumbent chairs shall be eligible for re-appointment at the expiration of a term. The full-time faculty shall recommend reappointment or replacement of the chair to the dean. The dean's recommendation along with that of the faculty, shall be forwarded through the Provost for a recommendation, and then on to the President for final decision.

The Department Chairperson, as the administrator of the department, reports to the Dean of the College. The Department Chairperson shall also present to the Dean, through the appropriate Associate Dean, the concerns and interests of the departmental faculty and staff. The duties of The Department Chairperson are:

1. Promote the mission and goals of the College.
2. Preside over meetings of the Department.
3. Provide leadership in the development and implementation of the College's strategic plan.
4. Collaborate with the Office of the Dean to develop strategic priorities for budget development for their area of supervision.
5. Provide general oversight of their respective areas.
6. Administer their areas of supervision in a manner that is consistent with relevant licensure and accreditation standards.
7. Perform other duties as assigned by the Dean of the College.

#### ***Section 5.1: Evaluation of Chairpersons and Division Directors***

The Dean shall evaluate Department Chairpersons and Program Directors at least every two years with appropriate input from faculty members and students. The dean will seek input from the full-time faculty of the department during the final year of the chairs' terms, to determine the chairs' performance.

#### ***Section 5.2: Removal of Department Chairs***

Chairs serve at the will and pleasure of the President and may be removed by the President at any time prior to the expiration of a term, as described in this section of the Faculty Handbook. Removal of a chair may also be initiated by the department upon the vote of two-thirds of the full-time faculty members of the department. The chair will be allowed to present his/her rebuttal to the dean and Provost prior to the President's final decision regarding removal. The dean or Provost may also recommend removal of a chair. In each case, , the chair may present his/her rebuttal to the next level of authority. Compensation as chair terminates at the point of removal.

***Section 6: Other Academic Administrators***

In accordance with the Faculty Handbook, other academic administrators may be appointed by the Dean of the College through the Provost. The Dean shall consult with the Executive Committee of the College when recommending the appointment, retention or removal of a Director, Coordinator, or other College administrators.

Where the appointment, reappointment or removal of the College's Chairpersons, Program Directors, Division Directors, or other administrators is involved, the appropriate Associate Dean shall make a recommendation to the Dean who shall forward the recommendation through the approval process in accordance with the Faculty Handbook.

Other administrators shall be responsible for duties as assigned by the Dean. As appropriate, they shall coordinate the implementation of their duties with the departmental faculty.

#### ***Article IV: Standing Committees of the College***

All standing committees must meet at least once a semester and must submit the minutes of all meetings to the Executive Committee for their review within one week of their meeting.

Other standing and ad hoc committees may be established by vote of the school/college faculty, by provisions set forth in the bylaws of the school/college as determined by the faculty of the school/college, or by appointment by the dean.

#### ***Section 1: The Executive Committee***

##### ***Section 1.1: Composition of the Executive Committee***

The Executive Committee shall be composed of the Dean, who shall chair the Committee, Associate and Assistant Deans, Fiscal Affairs Analyst, Chairpersons of the Departments, Directors of Programs and Disciplines, Financial Aid Manager, Director of Outcomes and Assessments, and a representative of the Support Staff Organization.

##### ***Section 1.2: Meetings of the Executive Committee***

The Executive Committee is responsible for those matters delegated to it by the faculty. It shall meet formally each semester and report proceedings for information. A quorum shall be a majority of the members. The regular meetings shall be called by the Dean or the Dean's designee. The Executive Committee shall review recommendations of the Standing Committees, review the promotion committee reports on student progress and graduation. Special meetings shall be called by the Dean or upon written request by a majority of the members of any committee. The Executive Committee is responsible for the management of the performance evaluation of the Dean by the faculty in accordance with the Faculty Handbook.

#### ***Section 2: The Faculty Affairs Committee***

The Faculty Affairs Committee will assist the Faculty and the Administration in the development of programs, policies, and procedures on all matters regarding faculty as personnel of the College. The Dean of the College will appoint a convener to schedule the first meeting beginning each new school year. The committee membership is open to all faculty. The Committee shall elect its own Chairperson at the first meeting. The Chairperson shall call all other meetings and shall preside. He/she shall be responsible for the preparation and distribution of all minutes of the meetings. A copy shall be kept on file, distributed to each member and to the Office of the Dean. He/she shall report as requested or required to the Executive Committee or the Faculty on the activities of the Committee. The responsibilities of this Committee can be altered by the majority vote of the Faculty or Executive Committee.

The Faculty Affairs Committee will be responsible for the following:

- ï Faculty Fellowship
- ï Faculty Recognition and Awards
- ï Faculty Wellness
- ï Other faculty issues as requested by the Dean

The Faculty Affairs Committee will also provide input to the Director of Continuing Education and Faculty Development on requested programs and courses selected by the faculty. They will also provide input on

the Faculty Evaluation Instrument, Faculty Credentialing, and the By-Laws of the College. The Faculty Affairs Committee is also tasked to keep the College By-laws current and accurate by proposing new and appropriate amendments to the executive committee when needed. Sub-committees/ad hoc sub committees may be formed to address the previously mentioned topics as well as others deemed necessary by the faculty.

The Faculty Affairs committee shall be made up of all interested faculty members. Elected Officers are the Chairperson, Vice Chairperson, Secretary, and Treasurer. These officers are elected annually by the Faculty Affairs committee.

### ***Section 3: Student/Resident Affairs Committee***

The Chairperson of the Student/Resident Affairs Committee shall be the Associate Dean for Student Affairs. This Committee shall assist the Faculty and Administrative Officers and the Associate Dean for Academic Affairs in the delineation of policy regarding the affairs of the students. Because of the magnitude and importance of this area, this shall be a full-time administrative position. He/she shall call the meetings and shall preside. He/she shall be responsible for the preparation and distribution of the minutes of the meetings. He/she shall report as requested or required to the Executive Committee. Membership of this Committee shall be comprised of faculty representatives, as well as student representatives in good academic standing (not on academic probation) from the predoctoral, and postdoctoral, programs. However, students on the Committee or subcommittees may not participate in, be present during discussions of, or receive faculty or committee minutes relating to finance, tenure, promotions and appointments, faculty evaluations, decanal evaluations, personnel and student records. This committee will encompass all student activities, student organizations, admissions, and student events and fundraisers. The Student Affairs Committee also collaborates with the Academic Affairs Committee to provide academic support through financial advising, tutoring and/or counselling to address the students' needs to be successful.

#### ***Section 3.1 Subcommittees:***

1. Admissions
2. Interview Committee
3. Scholarship:
4. The Scholarship Committee reviews criteria and makes nominations/selections for scholarships. The committee reports to the Dean.
5. Honors and Awards:
6. The committee is chaired by the director of student activities appointed by the Dean annually. The committee obtains information and disseminates it to the Dean in preparation for the main campus graduation week activities. The committee shall meet twice a month beginning in March of every year.

### ***Section 4: Academic Excellence Committee***

The Chairperson of the Academic Excellence Committee shall be the Associate Dean for Academic Affairs who will be responsible for academic activities including but not limited to, review and evaluation of academic programs of instruction and passage rates of licensing and certification examinations; curriculum development; evaluation of instructional facilities and degree requirements; identification of research and other academic funding sources; and advancement of national and community service efforts. The Academic Excellence Committee shall be comprised of faculty representatives, as well as student representatives in good academic standing from the predoctoral and postdoctoral programs. However, students may not participate in, be present during discussions of, or receive minutes relating to finance,

tenure, promotions and appointments, faculty evaluations, decanal evaluations, personnel and student records. This committee will review the curriculum periodically, map the curriculum, approve curriculum changes, advise on academic support technology with regards to digital media and academic programs. This committee also reviews and makes recommendations regarding National Dental Board preparedness and passage as a requirement for graduation.

#### ***Section 4.1 Academic Excellence Subcommittees:***

##### **1. Student Academic Excellence Committee**

This committee is convened by the Associate Dean for Academic Affairs and consists of students in each year of the academic program requested by the Associate Dean for Academic Affairs and voted upon by the members of each class. The students are provided with the opportunity to voice their concerns, comments, suggestions, etc., regarding the curriculum and the classes. They also have input on the books, instruments, equipment and fees that are provided to the Books and Instruments Committee and shared with the Operations Committee.

##### **2. Student Appeals**

This subcommittee allows students who have had academic deficiencies that warrant dismissal, an opportunity to provide additional information to support their appeal of a pending or actual dismissal from the College of Dentistry. The appeal process must take place within two years of the dismissal. This subcommittee develops and submits a recommendation on the student's appeal to the dean. Members of this committee are appointed by the Dean and serve for a 3-year term. The Chair of this committee is also appointed by the Dean. No students are permitted to serve on this subcommittee.

##### **3. Student Promotions**

For each academic level, this subcommittee evaluates students' progress and makes recommendations on their satisfactory academic progress each semester which is presented to the Executive Committee and the Faculty. Pre-clinical promotion committees for years 1 and 2 consist of course directors for year 1 and 2 and are led by the Associate Dean for Academic Affairs. The Clinical promotion committees for year 3 and 4 are led by the Associate Dean for Clinical Affairs and consist of department chairs, discipline directors, and course directors from the D3 and D4 years. Deliberations and voting on the students' continued progress is based on the academic policy manual. Students are not permitted to serve on this subcommittee.

#### ***Section 5: Clinical Affairs Committee***

The Clinical Affairs Committee shall be co-chaired by the Associate Dean for Clinical Business, Regulatory Compliance, and External Affairs and the Associate Dean for Clinical Education. The membership of this Committee shall include the Program Directors, Department Chairs, Discipline Directors, Administrative Managers for clinical services, and student representatives in good academic standing from the predoctoral and postdoctoral programs. However, students on the Committee or the Subcommittees may not participate, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, faculty evaluations, decanal evaluations, personnel and student records. This committee works closely with the Executive Director of Operations and Strategies, also an administrative representative on the committee, to ensure proper operational protocol. Its function is to assist the Faculty and Administrative Officers in the delineations of policy regarding the clinical services of the College. This committee shall have responsibility for the predoctoral and postdoctoral clinical programs of the College. The correlation and coordination of these services with all the other programs of the College shall be a major concern. Business operations, regulatory compliance, risk management and external relations

pertaining to all clinical services is the other area of focus. This committee will review and recommend, through subcommittees using evidence-based criteria, the selection of the clinical equipment, materials, supplies, instruments, digital technology, electronic health records, clinical and University compliance, risk management, fiscal compliance and financial stability training. This committee is also responsible for the determination of recommended clinical experiences, and competencies, to produce a competent general dentist, along with successful outcomes on clinical board examinations and clearance for graduation. Subcommittees of this committee will monitor CODA Standards with relation to Clinical Operations, to include Continuous Quality Improvement, Standards of Care, Treatment Deficiencies and follow-up, the electronic health record audits, patient satisfaction surveys, etc.

#### ***Section 5.1 Clinical Affairs Subcommittees:***

##### **The Clinical Operations Committee**

This Subcommittee consists of Clinical Students and is convened by the Director of Operations and Strategies and the Associate Deans for Clinical Education and the Associate Dean for Clinical Business, Regulatory Compliance and External Affairs. This committee allows the students to provide input on clinical operations, issues with patient appointments, workflows, clinical schedules, equipment, instruments, the EMR and all issues related to the clinic.

#### ***Section 5.2: Clinical Business, Regulatory Compliance and External Affairs Subcommittees***

##### **Risk Management, Safety and Compliance**

Ensures that all required compliance protocols are met, reviews and reports on safety and assists with risk management auditing, reporting and quality improvement. Reviews policies, managed care and commercial insurance affiliations and agreements ,MOUs and other legal documents.

##### **Infection Prevention and Control**

- ï The committee sets policy and procedures.
- ï Monitors compliance.
- ï Provides periodic in-service to faculty and staff.

#### ***Section 5.3: Clinical Education Subcommittees:***

##### **Dental Materials and Supplies**

- ï Reviews evidence-based information and makes recommendations to the Clinical Affairs Committee.
- ï Reviews evidence-based information and makes recommendations to the Academic Affairs Committee on the Instruments and Equipment.

#### ***Section 6: Appointment, Promotions and Tenure Committees***

The membership of the College and Department Appointment, Promotions and Tenure (APT) Committee shall be limited to tenured members of the faculty.

Membership in the College and Department Appointment, Promotion, and Tenure Committees must be submitted to the Office of the Provost at the beginning of each academic year by the Dean.

### ***Section 6.1: College Appointment, Promotions and Tenure Committee***

The College APT Committee shall consist of 5 members who are elected by the faculty from among the segment of Associate Professors and Professors with indefinite tenure. No less than three (3) members are required to execute the review and vote on actions of this committee. At least 3 of the members must be Professors as only professors are able to review promotion applications for those applying for promotion to the rank of professor. If the College APT Committee does not have at least three (3) faculty members eligible to vote, the College APT Committee will establish an ad-hoc committee in compliance with the Faculty Handbook. It is desired that the College APT committee consists of members from each department if possible. Should there be members of the College APT committee from the department of the candidate, that member may only vote once and that is at the department level. The member does not vote at the College level on a candidate from his or her department. The College APT Committee shall recommend faculty appointments, reappointments, promotions, and tenure recommendations to the Dean. These committees also participate in faculty performance evaluations and merit awards. The faculty will vote on the members of the College APT committee from a list of eligible tenured faculty members for a renewable three (3) year term or when the number of committee members falls below 3 due to resignation or retirement in midterm. This committee will also be responsible for ensuring that the tenured faculty review, edit and update the Board Approved College APT Criteria every five (5) years, which must be reviewed by the Dean and submitted for approval to the Provost, President, and Board of Trustees.

### ***Section 6.2: Departmental Appointment, Promotions and Tenure Committee***

The Department APT Committee consists of all tenured members in a department. In cases where there are not three (3) or more tenured faculty members in a department eligible to vote, an Ad Hoc Department APT Committee will be formed with tenured members from outside of the specific department in accordance with the Faculty Handbook.

The department APT Committee reviewing applications for initial appointment or promotion to full Professor shall consist of at least two (2) full Professors and all tenured faculty members in the department. In the event a department does not have at least three (3) faculty members eligible to vote, the dean, in consultation with the faculty, shall establish an ad-hoc committee of faculty in the same or related area as the applicant; the ad-hoc committee members from outside the department may be from the same or a different school/college as the applicant, but each must hold the rank of full Professor.

### ***Section 7: Guidelines for all Standing Committees and Subcommittees at the College***

1. Submit a written annual report with the committee meetings, activities, and recommendations.
2. Submit minutes or a summary report to the executive committee within 30 days of a meeting.
3. Meet bi-annually or as often as necessary to accomplish its duties and responsibilities.
4. Membership of all Committees and subcommittees is open to all full-time faculty members in good standing and membership is by appointment of the Dean.
5. Term: Three years per term not to exceed three consecutive terms.

### ***Section 8: Ad Hoc Committees***

College Ad Hoc Committees may be established by the Dean or by any Standing Committee, or by vote of the College Faculty to address issues in the College requiring short-term actions.

### ***Section 9: Conduct of the Meetings***

The conduct of faculty, committee and subcommittee meetings will be consistent with the most recent *Robert's Rules of Order*.

***Article V: Voting Rights and Procedures***

***Section 1: Voting Rights and Procedures for Faculty Meetings and Committee Meetings***

The right to vote shall be enjoyed by all full-time faculty members and student/resident representatives. Howard University faculty members who are on leave or sabbatical retain the right to vote. Student representatives in good academic standing may vote and participate in all matters, however, students may not participate in, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, faculty evaluations, faculty grievances, decanal evaluations, graduation, financial aid issues, personnel and student records. The presiding officer of meetings shall vote only in the event of a tie.

If a quorum is present, a majority vote of the College faculty, or committee, shall be sufficient for the faculty or committee to take official action. Voting shall be done by open ballot, except when a secret ballot is requested and approved. A two-thirds vote of the eligible members of the committee, department or the College shall be sufficient to rescind a previous action voted on by the committee, department or the College.

***Section 2: Student/Resident Voting Rights at College Faculty Meetings***

The Representative(s) of the Student Council shall have the right to attend meetings of the College faculty. They may vote and participate in all matters except students may not participate in, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, faculty evaluations, faculty grievances, decanal evaluations, graduation, financial aid issues, personnel and student records.

## ***Article VI: Faculty Responsibilities, Disciplinary Action, Suspension and Termination***

An appointment to the faculty carries with it responsibilities for excellence in teaching, the promotion of the intellectual growth of students, sustained scholarship and research, and service to the University community and general society. Although final authority for the conduct of university affairs is vested in the Board of Trustees, the academic judgments and recommendations of the faculty are central to the development and progress of the University as an institution of higher education. The academic reputation of the College depends on the recruitment of outstanding faculty members who are willing to engage in effective teaching, mentor students, make scholarly contributions through research or creative teaching, engage in professional development activities, and provide service to the College, the University, and the community at large.

The faculty responsibilities, in addition to those outlined in the Faculty Handbook, include, but are not limited to the list below:

1. Deliberating and making recommendations regarding all policies relating to the quality of instruction within the College.
2. Establishing and maintaining standards of academic excellence for faculty and students.
3. Developing, evaluating, and revising departmental and College curriculum.
4. Approving standards for admission to the College as recommended by the professional disciplines, and
5. Approving standards and competencies for advancement and matriculation of each professional discipline to meet graduation and accreditation requirements.
- 6.
7. Completing an annual disclosure/ conflict of interest statement.
8. Completing the annual faculty evaluation.

### ***Section 1: Faculty Research and Scholarly Responsibilities***

All tenured, probationary tenure track, clinical educators, and full-time temporary faculty members are required to maintain their professional development through research and publications, original creative production as appropriate to their discipline, advanced study, participation in continuing dental education and professional organizations. Such professional growth derives from contributions made through effective teaching, basic research, research mentoring, clinical trials, and/or clinical practice that lead to the discovery of new techniques or knowledge, the synthesis of ideas, and other creative activities. Professional growth by obtaining leadership roles, attending conferences pertaining to your discipline, and seeking specialty board certification (if applicable) is encouraged.

### ***Section 2: Faculty Teaching Responsibilities***

Faculty members are expected to pursue teaching excellence and, at a minimum, meet the following standards when carrying out their teaching and student mentoring responsibilities.

1. Meet all classes as assigned, and be available for consultation and advising students.
2. Develop and update annually syllabi for all courses in accordance with university criteria.
3. Develop and maintain a regular evaluation of student performance adjusted to the type and organization of the course.
4. Develop an objective and fair student evaluation system that is consistent with the University's regulations and explain the system to students.
5. Maintain appropriate records of grades and meet all deadline dates.

6. Select teaching strategies that facilitate learning and help communicate subjects effectively. These responsibilities are further delineated in the Faculty Handbook.
7. Participate and contribute to the Self-Study and Accreditation process as designated by the administration to enhance the success of the accreditation site visit to maintain full accreditation of the college's programs.

### ***Section 3: Faculty University and Community Service Responsibilities***

The faculty shall engage in service to the university and community, in areas that are health or education related, shall assume a prominent role (e.g., facilitator, evaluator, and consultant), engage in other activities that enhance the education, and health and general well-being of the community. The faculty is also encouraged to become members of, seek and hold national or local offices in health-related professional organizations, and serve on health-related community task forces, committees, manuscript reviews, judges for scholarly competitions, and commissions.

### ***Section 4: Faculty Professional Ethics and Obligations***

Membership in the University brings with it special obligations to abide by university policies, rules, and regulations, actively participate in the affairs of the University and contribute to its general operation. Therefore, faculty members are to:

1. Attend departmental, College and University Senate meetings.
2. Support, encourage, and protect the academic quality of the programs of the College.
3. Strive for professional growth through membership in professional organizations.
4. Plan and engage in continuing education in the respective fields/professions.
5. Engage in research and creative activities, both academic and/or professional.
6. Maintain an active interest in and contribute to college and/or University committees.
7. Secure prior approval for planned absences from the appropriate Administrative Officer.
8. Attend official University ceremonies, including Opening Convocation, Charter Day Convocation, College of Dentistry Honors and Awards Ceremony, and Commencement Convocation.
9. Submit grades on time in compliance with the College schedule.

### ***Section 5: Faculty Student Interaction and Relationships***

The following statement of teacher, learner and institutional responsibilities forms the foundation of an environment which is most conducive to learning. Ultimately, all student-teacher relationships must be held to the highest professional standards; relationships shall be free of abuse, discrimination, mistreatment or harassment; this includes all Howard University College of Dentistry affiliated activities, on or off campus.

The teacher-learner relationship requires that both parties recognize rights and responsibilities. Behaving in a way that embodies the ideal teacher-learner relationship fosters mutual respect, minimizes the likelihood of learners feeling mistreated, and optimizes the educational experience such as:

#### **A. Fair and Impartial Treatment**

- ı Teachers must treat learners fairly, respectfully, and without bias, irrespective of age, race, gender, sexual orientation, socioeconomic status or educational background, disability, religion, or national origin.

#### **B. Professionalism**

Teachers must model an appropriate level of professionalism by:

- ï being prepared, on time and appropriately dressed and groomed for all activities.
- ï treating patients in an ethical, compassionate and culturally sensitive manner and adhering to standards of patient and student confidentiality, acknowledging the primacy of patient welfare above other responsibilities.
- ï providing learners with timely, constructive, and accurate feedback, and opportunity for remediation.
- ï welcoming and encouraging student participation by treating other teacher-colleagues and staff in a reasonable and respectful manner.
- ï encouraging interest and inquiry by asking and responding to insightful questions, where the end point is an increase in knowledge of the learner.

**C. Scholarship and Pedagogy**

- ï Teachers must provide learners with course objectives and appropriate educational activities using innovative and effective teaching methods which encourage life-long learning habits.

**D. Rules Governing**

- ï • A teacher is expected to act in accordance with the HU Faculty Handbook.

***Section 6: Faculty Disciplinary Action, Suspension and Termination***

Faculty members failing to comply with university policies, the Faculty Handbook or the Bylaws of the College may be subject to disciplinary action, suspension, or termination. The procedures for disciplinary action, suspension, and termination shall be in accordance with the Faculty Handbook.

## ***Article VII: Appointment, Promotions and Tenure Guidelines***

### ***Section 1. Introduction***

All evaluations on faculty promotion and/or the conferring of academic tenure shall be based upon demonstrated professional competence, potential for future contribution of the faculty member, and needs and resources of the institution. This Bylaws Article is closely aligned with the Howard University Faculty Handbook, which requires each of the University's college's bylaws to contain specific criteria for appointments, promotions and tenure that are applicable to that college and consistent with the APT criteria outlined in the Faculty Handbook, and provides additional details that apply to the College of Dentistry. In the event that there is any inconsistency between these College of Dentistry APT Criteria and those outlined in the HU Faculty handbook, the Faculty Handbook shall govern.

The appointment of an individual to a faculty position in the College of Dentistry is initiated by a recommendation of the department chair and a recommendation of the department APT Committee. All members of the department APT Committee must be tenured and must hold the academic rank of Associate Professor or higher. The recommendations of the department, along with the candidates' application file, are forwarded to the dean, who sends the application file to the College APT Committee to provide its recommendation. All members of the College APT Committee must be tenured and of equal or higher rank than the proposed rank of the individual. The dean's recommendation, together with all prior recommendations and the application file, is forwarded to the Provost and Chief Academic Officer (Provost). For temporary appointments, final decisional authority rests with the Provost. For all other appointments, the Provost adds his/her recommendation, and the entire reviewing file is forwarded to the President for final action and ratification by the Board of Trustees. An appointment is not final until approved by the President (or Provost in the cases noted above where the Provost has final decisional authority) and a signed acceptance by the candidate. All of the above steps shall be carried out via the University's APT management system and in accordance with the Faculty Handbook.

When the department chair initiates an appointment, there is an obligation to secure evidence from the prospective employee that he/she is authorized to work in the United States under the immigration laws currently in force. Verification is required regardless of whether the prospective employee is a U.S. citizen or not. Detailed instructions respecting the means by which this verification can be established are available from the Office of Human Resources.

### ***Section 2: Types of Appointment***

#### ***Section 2.1: Tenured Appointments***

Tenured appointments will only be made to faculty in the ranks of Associate Professor and Professor with a minimum of three years of probationary service as a tenure-track faculty member. In some cases, those with an established and proven record of scholarship, teaching, and service tenure may be recommended and voted upon for tenure at the initial appointment as an Associate Professor or Professor.

For tenured appointments in all academic departments other than Dental Hygiene, the credentials required at each rank are described in Section 3 of this Article VII. For tenured appointments in the Dental Hygiene department, the credentials required at each rank are described in Article X Section 1.

The criteria for tenure are based on experience in carrying out the responsibilities of the position and exceptional promise for continued achievement demonstrated by professional behavior, and without documented infractions of the Howard University Faculty Handbook and these College of Dentistry bylaws, or other evidence of behavior that is not congruent with the expectations of the College and

University. These responsibilities include teaching, research, and other scholarly achievements; professional development; service to the College, University, profession, and community; student advising; and contributions to the department, College, and University.

Tenure is awarded only by the Board of Trustees of the University upon the recommendation of the President, who is guided by the judgment of the faculty review committees and officials in the prior levels of review. There shall be no tenure by default, or by the mere serving of the maximum probationary period. Upon being awarded tenure, it is expected that the qualities and commitments described in the criteria for promotion pertaining to teaching, scholarship, and service will continue as the lifeblood of the College and University.

Subject to approval of the dean, Provost, President and final action by the Board of Trustees, tenured full Professors may be nominated, considered and reviewed for the award of the following special titles: Research Professor (a tenured full Professor of nationally recognized research competence in a given academic field, who has achieved national distinction in research and whose principal function shall be conducting research), Distinguished Professor (a tenured full Professor with national and/or international recognition in the academic field or area of performance, a sustained record of achievement at the highest professional and scholarly levels, and a record of service to the University or to the wider community that the University serves), and University Professor (a tenured full Professor who has achieved distinction in scholarship, research, and/or professional performance, has the competence to teach and perform other academic services in more than one of the University's schools/colleges, and shall be jointly appointed to more than one of the University's schools/colleges). Qualifications and appointment procedures for Research Professor, Distinguished Professor, and University Professor are outlined in the Faculty Handbook.

### ***Section 2.2: Probationary Tenure Track Appointments***

Probationary tenure track appointments provide a period during which the faculty member has an opportunity to confirm his or her interest in the broad scope of faculty responsibilities and one during which tenured faculty may assess the promise of the faculty member to fulfill those responsibilities. Probationary tenure track appointments will only be made to faculty in the ranks of Assistant Professor, Associate Professor and Professor.

For probationary tenure track appointments in all academic departments other than Dental Hygiene, the credentials required at each rank are described in Section 3 of this Article VII. For probationary tenure track appointments in the Dental Hygiene department, the credentials required at each rank are described in Article X Section 1.

Probationary appointments have term limits that vary by rank: The maximum probationary period for Assistant Professors is seven (7) years on the tenure track. The maximum probationary period is five (5) years for Associate Professors on the tenure track. The maximum probationary period is three (3) years for Professors on the tenure track.

For members of the faculty initially appointed as a Probationary Tenure-Track Assistant Professor, the initial appointment is for 3 years. Then there will be a pre-tenure review as a part of the process for reappointment for a second three-year term. Probationary Tenure-Track Assistant Professors' applications for promotion with tenure, in compliance with the University's published promotion and tenure calendar, must be submitted no later than the end of the fifth year. Faculty serving in the rank of Assistant Professor are required to be evaluated for tenure and promotion no later than in the sixth year of the probationary period and will be notified in a timely manner of the university's decision regarding promotion and tenure. The seventh year will be the faculty member's final year in this track, if the university's decision is not to

award tenure to the faculty member. A faculty member may apply for a new position on the non-tenured renewable term Clinical Educator Track no later than the end of their sixth year. Their applications to switch from the tenure track to the Clinical Educator Track will be reviewed during their seventh year of the tenure-track probationary period. In the event that the faculty member's application to switch tracks is not approved, the seventh year of the tenure-track probationary period is the faculty member's final year as a faculty member at Howard University.

For members of the faculty initially appointed as Associate Professor, the initial appointment is for 4 years. Applications for promotion with tenure, in compliance with the University's published promotion and tenure calendar, must be submitted no later than the end of the third year. Faculty serving in the rank of Associate Professor are required to be evaluated for tenure no later than in the fourth year of the probationary period and will be notified in a timely manner of the university's decision regarding promotion and/or tenure. The fifth year will be the faculty member's final year in this track if the university's decision is not to award tenure to the faculty member. A faculty member may apply for a new position on the non-tenured renewable term Clinical Educator Track no later than the end of their fourth year. Their applications to switch tracks will be reviewed during their fifth year of the tenure-track probationary period. In the event that the faculty member's application to switch tracks is not approved, the fifth year of the probationary period is the faculty member's final year as a faculty member at Howard University.

For members of the faculty initially appointed as Professor, the initial appointment is for 3 years. Applications for promotion with tenure, in compliance with the University's published promotion and tenure calendar, must be submitted no later than the second year. The maximum probationary period for Professor may not exceed three years. Faculty serving in the rank of Professor will be evaluated for tenure no later than in the second year of the probationary period and will be notified in a timely manner of the university's decision regarding promotion and/or tenure. The third year will be the faculty member's final year in this track, if the university's decision is not to award tenure to the faculty member. A faculty member may apply for a new position on the non-tenured renewable term Clinical Educator Track no later than the end of their second year of the tenure-track probationary period. Their applications to switch tracks will be reviewed during their third year of the tenure-track probationary period. In the event that the faculty member's application to switch tracks is not approved, the third year of the probationary period is the faculty member's final year as a faculty member at Howard University.

### ***Section 2.3: Non-Tenured Renewable Term Clinical Educator Track Appointments***

The non-tenured renewable term Clinical Educator Track in the College of Dentistry is the Board of Trustees approved category of faculty appointments designed to accommodate specific instructional needs to teach the College's students clinical procedures, either within the College of Dentistry or within another affiliated health care site.

Non-tenured renewable term faculty appointments at the University do not grant, and they are not eligible for, tenure. They also differ in nature from both tenured and temporary faculty appointments. These appointments complement, but do not supplant, tenured and tenure-track faculty lines in the College of Dentistry. Subject to the provisions of these Board-approved Bylaws & APT Criteria and the Faculty Handbook, College of Dentistry faculty members may be recommended for initial appointment, reappointment or promotion to one of the following approved Clinical Educator Track academic ranks:

1. Clinical Professor (all College of Dentistry academic departments)
2. Clinical Associate Professor (all College of Dentistry academic departments)
3. Clinical Assistant Professor (all College of Dentistry academic departments)
4. Clinical Instructor (Dental Hygiene department only)

Qualifications for these four ranks mirror those for comparable tenured and probationary tenure track faculty ranks in many respects. However, by virtue of the fact that non-tenured renewable term Clinical Educator Track appointments are intended to facilitate the delivery of high-quality instruction and patient care in clinical settings, the requirement to produce original scholarship is not as stringent as it is for faculty members who are tenured or are on the tenure track.

For non-tenured renewable term Clinical Educator Track appointments in all academic departments other than Dental Hygiene, the credentials required at each rank are described in Article IX Section 2. For non-tenured renewable term Clinical Educator Track appointments in the Dental Hygiene department, the credentials required at each rank are described in Article XI Section 2.

#### ***Section 2.4: Temporary Appointments***

Temporary faculty members are appointed for one year (or for one semester) and may work full-time or part-time. Temporary faculty members are not eligible for tenure, nor are they eligible for promotion, nor may they serve more than seven (7) years in full-time status in accordance with the Faculty Handbook.

Temporary faculty members may apply for and be recommended for appointment to any position in the Tenured and Probationary Tenure Track or the non-tenured renewable term Clinical Educator Track for which a national search has been initiated as described in the Faculty Handbook and for which they are qualified.

Most temporary faculty members serve in instructional capacities only, with minimal, if any, expectation of conducting research and producing scholarship or of performing service. Temporary appointments are normally made at the academic rank of lecturer, whose primary responsibilities consist of didactic teaching only and who may not possess the credentials for appointment to higher academic ranks. However, subject to approval of the Dean and of the Provost, temporary appointments may be made in the academic ranks of Assistant Professor, Associate Professor, and Professor for persons who not only possess the credentials for, but also whose responsibilities align with, appointment to one of those higher ranks.

The credentials required at each rank are described in Section 3 of this Article VII. However, subject to approval of the Dean and of the Provost, allowances may be made for candidates who are professionals but may be new to academia.

In accordance with the Howard University Faculty Handbook, temporary appointments may have a prefix-qualifier like Clinical (concentrated on teaching and/or engaging in clinical service), Visiting (holder of a faculty position at another institution), Adjunct (part-time), or Affiliate (without compensation).

#### ***Section 2.4.1: Adjunct Faculty (part-time, with compensation)***

Adjunct faculty members are part-time temporary faculty members who work with compensation. They are appointed for one (1) year (or for one semester). Most adjunct faculty members serve in instructional capacities only, with minimal, if any, expectation of conducting research and producing scholarship or creative work or of performing service.

Adjunct faculty members are not eligible for tenure or promotion. However, they like all other temporary faculty members, may apply for and be recommended for appointment to any position in the Tenured and

Probationary Tenure Track or the Non-Tenured Renewable Term Clinical Educator Track for which a search has been initiated as described in the Faculty Handbook and for which they are qualified.

Adjunct faculty appointments are normally made at the academic rank of Adjunct Lecturer, whose primary responsibilities consist of didactic teaching only and who may not possess the credentials for appointment to higher academic ranks. However, subject to approval of the Dean and of the Provost, adjunct faculty appointments may be made in the academic ranks of Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor for persons who not only possess the credentials for, but also whose responsibilities align with, appointment to one of those higher ranks.

The credentials required at each rank are described in Section 3 of this Article VII. However, there are additional requirements for adjunct faculty members to be appointed at the two highest ranks (namely, Adjunct Associate Professor and Adjunct Professor), which are as follows:

#### **Adjunct Associate Professor**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
2. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of six teaching activities, including having functioned as a course coordinator.
3. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven research and scholarly activities are required, three (3) of which should be publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. These publications and activities must be in addition to those submitted for initial appointment or any previous reappointment consideration.
4. Must demonstrate excellence in professional service, a minimum of four professional service activities.
5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
6. Must include a copy of the National Practitioners Data Bank Self-Query.
7. Supporting documentation such as peer-reviewed publications which may have been submitted for initial appointment or a previous reappointment may not be included in portfolio for current reappointment application.

#### **Adjunct Professor**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
2. Must have an acknowledged record of continued teaching success, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
3. Must have an established record of professional productivity of nine research and scholarly activities. Of these nine, at least seven publications in peer-reviewed journals and one externally funded research grant must be included. These publications and activities must be in addition to

those submitted for initial appointment or any previous reappointment. Additionally, must be the first or corresponding author of three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).

4. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, including CPR (BCLS). Continued involvement with professional organizations is encouraged.
5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
6. Must include a copy of the National Practitioners Data Bank Self-Query.
7. Supporting documentation such as peer-reviewed publications which may have been submitted for initial appointment or a previous reappointment consideration may not be included in portfolio for current reappointment application.

#### ***Section 2.4.2: Affiliate Faculty (part-time, without compensation)***

Affiliate faculty are part-time temporary faculty members that work without compensation and are appointed for one (1) year terms. Most affiliate faculty members serve in instructional capacities (both clinical and didactic), with minimal, if any, expectation of conducting research and producing scholarship or creative work. The position can be re-appointed annually in accordance with the Faculty Handbook and performance evaluations. Those faculty that work at off-site locations are appointed as Affiliate faculty and can be re-appointed annually in accordance with the Faculty Handbook.

#### ***Section 3: Academic Ranks Available for Faculty of the College of Dentistry***

##### **Lecturer**

The rank of Lecturer is accorded to a person whose primary responsibilities consist largely, if not entirely, of didactic teaching. Although the Lecturer rank is most often used for persons who do not possess the credentials for appointment to academic higher ranks, it may also be used for credentialed persons who are to be employed solely to teach. Lecturers may receive only temporary appointments. Time in this rank shall not exceed seven (7) years of full-time service.

##### **Assistant Professor**

The rank of Assistant Professor is accorded to a person who has completed the final earned and/or terminal degree (D.D.S./D.M.D.) or other professional certification relevant to the discipline and who has given evidence of superior potential for developing academic stature, such as publications in peer-reviewed journals. Assistant Professors may receive temporary appointments, clinical educator appointments, or probationary tenure track appointments. The maximum probationary period for tenure track Assistant Professors shall not exceed a total of seven (7) years. The maximum period for temporary Assistant Professors shall not exceed a total of seven (7) years of full-time service.

##### **Associate Professor**

The rank of Associate Professor is accorded to a person who has fulfilled and superseded all the expectations of the rank of Assistant Professor such as the number of peer-reviewed publications and clinical research. An appointment to this rank is made only to a person who has demonstrated the personal and intellectual qualities that with increased maturity are expected to lead to appointment to the rank of Associate Professor. Promotion to Associate Professor can occur without the award of tenure. Associate

professors may receive temporary appointments, probationary appointments, clinical educator appointments or tenured appointments. The maximum probationary period for tenure-track Associate Professors shall not exceed a total of five (5) years. The maximum period for temporary Associate Professors shall not exceed a total of seven (7) years of full-time service.

For promotion to Associate Professor, the candidate must be on the tenure track or on the clinical educator track and must be a course director or hold a leadership position within the same course (didactic, preclinical, and clinical) for at least 3 years. Temporary faculty members are not eligible for promotions.

### **Professor**

This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications, or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline. Professors may receive temporary appointments, probationary appointments, clinical educator appointments or tenured appointments. The probationary period for tenure or temporary time at this rank shall not exceed a total of three (3) years of full-time service.

For promotion to Associate Professor, the candidate must be on the tenure track or on the clinical educator track and must be a course director or hold a leadership position within the same course (didactic, preclinical, and clinical) or other courses for at least 5 years. Temporary faculty members are not eligible for promotions.

### ***Section 4: Supporting Evaluation Documents for All Appointments in the College of Dentistry***

#### **Performance Evaluation File of All Faculty**

Each member of the faculty holding a temporary (whether full-time or adjunct/part-time), non-tenured renewable term clinical educator track, probationary tenure-track, or tenured appointment shall be evaluated every year by the department chair according to the mission of the department and the College's criteria and guidelines that are used to conduct a regular performance review of all full-time and part-time faculty members.

The purpose of the evaluation includes the following:

1. To provide a basis for awarding merit pay
2. To establish a basis for making decisions concerning reappointment, promotion, and tenure
3. To provide a basis for counseling with respect to faculty development
4. To review Teaching (Didactic, Preclinical and Clinical), Research Progress, Scholarly Activity and Service
5. To review Productivity: Clinical, Grants/External funding, Faculty Practice

The department chair, in consultation with the department faculty, shall develop a performance evaluation plan in accordance with the Faculty Workload Policy. The department chair and the department APT or Executive Committee shall review the faculty member in accordance with the Faculty Handbook. Student input (i.e., didactic or clinical student surveys) is required in this process. The chair will share these evaluations with the faculty member in a personal interview. The faculty member will sign the evaluation to indicate that he/she has examined it and may in addition attach a statement of agreement or disagreement and the reasons thereof. This statement becomes a part of the faculty member's personnel

file. Should the faculty member fail to sign his/her evaluation, the chair will indicate thereon that it was shown to and discussed with the faculty member.

When a faculty member is being considered for merit pay, reappointment, promotion, or tenure, the evaluation file for the relevant time period shall be a primary source of data on which such decisions are made. The information in this file shall serve as a portion of the justification for the chair's recommendation for reappointment, promotion, and tenure of the faculty member.

### **External Letters**

For an initial appointment, four (4) external letters of recommendation (no one affiliated with Howard University and must be within your professional field of study) are required.

For promotion and/or grant of tenure, four (4) letters from external evaluators, who will evaluate your body of work/your professional accomplishments, are required. These are NOT letters of recommendation. These evaluators must be within your professional field of study and not affiliated with Howard University. These are required for decisions regarding promotion and/or tenure. Requests for letters of evaluation will be initiated by the Department Chair. The candidate should identify at least six potential external reviewers to the Chair. The candidate is allowed to select two from this group in accordance with the Faculty Handbook. In the event that either of the candidate's selected external reviewers declines to serve, the department chair will select replacement(s) from the remaining four reviewers identified by the candidate. (Two additional reviewers should be identified by the Chair and the departmental APT Committee in accordance with the Faculty Handbook.)

External reviewers should be at or above the rank to which promotion/tenure is sought. For external reviewers from non-university settings who are recommended by the faculty candidate, the candidate is to provide an explanation of their qualifications, which focuses on their professional competence in the discipline and the reasons for their selection. A similar explanation is to be provided by the department APT Committee for such reviewers who are recommended by the tenured faculty and/or department chair.

The standard request package sent to each reviewer will include a cover letter prepared by the Chair that identifies the specific area(s) to be evaluated, together with supporting documentation consisting of the candidate's File of Credentials. The cover letter shall provide a thoughtful evaluation of specific aspects of the candidate's performance. The letters of evaluation shall be addressed to the Chair of the candidate's department.

### **Candidate's File of Credentials**

The contents of the File of Credentials prepared by the candidate should be designed to demonstrate how the individual has fulfilled the required attributes of teaching, scholarly activities, and service. The file should include all the activities clearly documented chronologically, to include the date and location of presentations. The candidate's file of credentials should be as thoroughly descriptive and specific as possible.

Cover Letter to state your current and proposed rank, rationale as to why you are deserving of consideration for promotion and/or tenure.

1. Curriculum Vitae (CV).
2. Listing and/or copies of all publications in peer-reviewed journals with date of publication.

- Letter/email from editor expressing acceptance of manuscript for publication is also acceptable.
3. Representative copies of Colleague, Peer, Self-evaluation and Faculty Workload documents. Also, Student surveys initiated by the department APT committee.
  4. Presentation of innovative research, clinical, and preclinical technology to improve effectiveness of clinical procedures at local, national or international meetings.

Any additional information that the candidate believes appropriate to demonstrate a commitment to meet or exceed the qualifications for Appointment, Promotion, and/or Tenure.

## ***Article VIII: APT Criteria for the Tenured and Probationary Tenure-Track Faculty***

### ***Section 1: Activities Evaluated for Appointment, Promotion, and Tenure***

#### **Teaching**

Teaching is one of the primary functions of the College and includes the classroom, laboratory (i.e., preclinical, simulation), and clinical settings. Each faculty member is required to participate/teach in a course offered by his or her respective department/division/discipline.

The foundation of quality teaching consists of mastery of the subject matter including current literature in one's discipline, skill in communication and presentation, and ability to stimulate critical thinking and problem-solving. Essential elements of teaching are classroom and clinical teaching, mentoring of student researchers, curriculum development, and serving as faculty in continuing educational courses utilizing educational innovation, and taking advantage of new technology.

#### ***Evaluation of Teaching***

Evaluation of teaching includes, but is not limited to the following guidelines:

1. Colleague/Peer Evaluations (see Checklist regarding colleague/peer (internal) evaluation in Section 3 of this Article VIII)
2. Student Evaluations
3. Faculty Performance Evaluations
4. Presentations of innovative teaching, clinical, and/or scientific research at local, regional, national or international meetings
5. Course development, teaching modules
6. Content of course syllabus/syllabi
7. Content of lectures, outlines, and handouts.
8. \*Leadership in teaching, e.g., Course Coordinator, Laboratory Coordinator, Laboratory or Module Group Advisor/Coordinator, or Clinical Coordinator (syllabus/ course content/ testing preparation and evaluation, grade submission)
9. Creativity or innovation in teaching techniques
10. Mentorship of junior faculty in research, teaching, and/or clinical techniques

\* indicates required items

#### **Research and Scholarly Activities**

##### ***Evaluation of Scholarly Activities***

All faculty on the tenure track must engage in scholarly activities which should include but are not limited to the following.

##### **CATEGORY I**

1. Participation in research and/or grants, as Primary and/or Co-Investigator, from external/internal sources (Acquisition and/or participation in research and/or grants is required for the rank of Associate Professor and Professor).
2. \* Publication of scholarly research, technical and clinical procedures, review articles, editorials,

- and monographs in peer-reviewed journals.
3. Production of instructional materials: videos, teaching manuals, digital materials etc.
  4. Development of Department/Division, Program, Self-study manuals.
  5. Table clinic, research preceptorship, and presentations.
  6. Development and presentation of new continuing education courses.
  7. Self-Study Coordinator.
  8. Specialty Board Certification or other certifications where applicable.
  9. Specialty Board Certification or General Dentistry Board Certification or Equivalency (Consideration for equivalency waiving towards publication requirement can only be used for one promotion cycle)
  10. Board Certification (Specialty, General Dentistry or Equivalency): Could waive four (4) publications.
  11. Attainment of a related advanced degree, such as certificate, Master's PhD, EdD or equivalent postdoctoral from an accredited academic institution and/or in an ADA-recognized dental specialty or Public Health.
    - Master's degree: Could waive two (2) publications
    - PhD, EdD or equivalent doctoral degree: Could waive four (4) publications
  12. Board Recertification when it includes an examination (Specialty, General Dentistry or equivalency): Could be counted towards scholarly activity. Must provide evidence of recertification with an expiration date.

\* indicates required items

## CATEGORY II

1. Participate in the development of departmental self-study documents
2. Demonstrate Eligibility for certification by applicable
3. Specialty Board Present one's research or as subject matter expert at other universities, professional meeting, local, national and international.
4. Awards for outstanding research.
5. Editorship of professional journals.
6. Grant reviewer, Poster presentation, Table clinic judging.
7. Major advisor/preceptor for graduate/post-doctoral dissertation/thesis.
8. Membership in major scientific institutions, such as NIH, NIDCR etc., Study Sections.
9. Participate in continuing education courses, lectures, and study clubs.
10. Serve as a mentor/advisor to students and residents to aid in their progress.

### **Professional Service**

Professional Service is related to those activities that pertain to one's role as a professional and as a university faculty member. Faculty effort in this area should include patient care, continuing education, and other services to the University, profession, community, and the nation.

#### *Evaluation of Professional Service*

Evaluation of Professional Service should include the following considerations:

## CATEGORY I

1. Serve as leader/chair of Module, Division, Department, College, and/or University committees.

2. Participate actively as a dental practitioner/supervisor in health-related community service organizations and projects.
3. Hold a position as an Officer or Committee Membership in dental organizations and/or other scientific organizations.
4. Current CPR Certification
5. Serve as an examiner or hold membership/ on a regional or specialty-examining board.
6. Hold Fellowship status in national and/or international clinical dental organizations
7. \* Evidence of Workload Effort (at least Fall, Spring, Summer, the most recent for at least the past 3 years)
8. \* Evidence of Faculty Performance Evaluations (the most recent and, for at least the past 3 years)

\* indicates required items

## CATEGORY II

1. Membership on committees in the university and/or college.
2. Memberships in dental organizations.
3. Serve as a consultant or patient care provider to external organizations as approved by the Dean of the College of Dentistry.
4. Demonstrate ability to secure peer-reviewed external funding of patient-care programs.

### ***Section 2: Definition of Tenure and Criteria for Tenure at Specific Ranks***

#### **Definition of Tenure**

The tenured and tenure-track members of the faculty are the heirs and custodians of the institution's academic and research programs, maintaining and enriching the past legacy for the future benefit of students, faculty members, Howard University, and society at large.

A permanent (or tenured) faculty helps to fulfill the following obligations of the academy to contemporary society:

1. The discovery and dissemination of new knowledge.
2. The communication of that knowledge to students and the cultivation of the understanding and skills needed to enable them to engage productively in the further pursuit of knowledge.
3. The preparation of students for entry into professions that require a systematic body of specialized knowledge.
4. The performance of service to the larger community - locally, nationally, and internationally.

A decision to grant tenure must reflect an assessment of high academic and professional competence and performance measured against university and external standards.

An award of tenure is based on a thorough evaluation of the candidate's total contribution to the University.

In addition to the candidate's professional qualifications, other considerations, including the particular needs of the department and the changed circumstances of the University, may be taken into account in recommendations to award tenure. This includes continuation/consistency/longevity with course assignments and teaching, leadership, trust, dependability, and professionalism.

Tenure is awarded to faculty members who have achieved excellence in carrying out their faculty responsibilities and demonstrated promise for continued achievement. The responsibilities of a faculty member fall into three major categories: teaching, scholarship, and service.

**Criteria for Tenure Consideration at the Rank of Associate Professor (Probationary Tenure Track)**

1. Substantial progress to promotion to the next rank Leadership roles
2. Student mentorship Publications
3. Grants
4. Rank and tenure status from previous institution
5. Recommendation(s) from faculty where they were previously employed: to include from previous Dept Chair

**Criteria for Tenure Consideration at the Rank of Professor (Probationary Tenure Track)**

1. Leadership roles
2. Student mentorship
3. Publications
4. Grants
5. Rank and tenure status from previous institution
6. Recommendation(s) from faculty where they were previously employed: to include from previous Dept Chair

***Section 3: Checklist regarding colleague/peer (internal) evaluation***

1. Candidate selects 2 colleague/peer evaluators (these colleague/peer evaluators do not need to be tenured)
2. Dept Chair/Dept APT Committee selects 2 colleague/peer evaluators (these colleague/peer evaluators do not need to be tenured)

For promotion to Associate Professor, there must be at least 2 colleague/peer evaluators at the rank to which you are applying for promotion (at the level of Associate Professor)

For promotion to Professor, there must be at least 2 colleague/peer evaluators at the rank of Professor and not more than 2 at the rank of Associate Professor

3. Only 1 letter/evaluator
4. Voting APT members may not write colleague/peer evaluations

***Section 4: Criteria for Initial Appointment to Specific Probationary Tenure-Track Ranks***

**Assistant Professor: Initial Appointment Probationary Tenure Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held, from an accredited School of Dentistry or Institution of Higher Education.
2. It is preferred that the candidate has previous experience in academia. Rank and tenure status at previous institution(s) will be considered.
3. Letters of recommendation from Dept Chair and faculty co-workers may be requested.
4. It is preferred that the candidate has 2-3 years of clinical experience or post-doctoral training.
5. It is preferred that the candidate has scholarly activities from the research and scholarly activity

list.

6. It is preferred that the candidate has at least one peer-reviewed publication.
7. It is preferred that the candidate has demonstrated consistency with community and professional service activities.
8. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
9. Must include a copy of the National Practitioners Data Bank Self-Query.

#### **Associate Professor: Initial Appointment Probationary Tenure Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held, from an accredited School of Dentistry or Institution of Higher Education.
  - 1a. Rank and tenure status at previous institution(s) will be considered.
2. Letters of recommendation from the department chair and faculty co-workers may be requested.
3. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows, or residents where applicable, a minimum of six teaching activities, including having functioned as a course coordinator.
4. Must show evidence of establishing a productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three of which should be publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not a corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the seven must be from the Category I scholarly activity list.
5. It is preferred that the candidate has demonstrated consistency with community and professional service activities, a minimum of four professional service activities with at least two of them from Category I.
6. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.

#### **Professor: Initial Appointment Probationary Tenure Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
  - 1a. Rank and tenure status at previous institution(s) will be considered.
2. Letters of recommendation from department chair and faculty co-workers may be requested.
3. Must have an acknowledged record of continued teaching success, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows, or residents where applicable, a minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
5. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. Additionally, must be the first/corresponding author of the three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
6. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I. Continued involvement

- with professional organizations is encouraged.
7. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
  8. Must include a copy of the National Practitioners Data Bank Self-Query.

### ***Section 5: Criteria for Promotion to Specific Ranks***

#### **Associate Professor: Promotion on Probationary Tenure Track and Tenure**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
2. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows, or residents where applicable, a minimum of six of the teaching activities, including having functioned as a course coordinator.
3. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three (3) of which should be publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the seven must be from the Category I scholarly activity list. These publications and activities must be in addition to those submitted for any previous promotion consideration.
4. Must demonstrate excellence in professional service, a minimum of four professional service activities with at least two of them from Category I.
5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required. Must include a copy of the National Practitioners Data Bank Self-Query.
6. Supporting documentation such as peer-reviewed publications which may have been submitted for an initial appointment or a previous promotion consideration may not be included in portfolio for current promotion application.

#### **Professor: Promotion on Probationary Tenure Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
2. Must have an acknowledged record of continued teaching success, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
3. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. These publications and activities must be in addition to those submitted for any previous promotion consideration. Additionally, must be the first or corresponding author of three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
4. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I to include CPR (BCLS). Continued involvement with professional organizations is encouraged.

5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
6. Must include a copy of the National Practitioners Data Bank Self-Query.
7. Supporting documentation such as peer-reviewed publications which may have been submitted for an initial appointment or a previous promotion consideration may not be included in portfolio for current promotion application.

***Article IX: Appointment, Reappointment & Promotion Criteria for the Non-Tenured Renewable Term Clinical Educator Track Faculty***

***Section 1: The Clinical Educator***

A clinical educator is one whose major responsibility is to teach students clinical procedures whether within the College of Dentistry or another affiliated health care site. Appointments may be made to the rank of clinical Assistant Professor, clinical Associate Professor, or clinical Professor. The clinical educator will not be eligible for tenure. There is no time limit for promotion to the next rank for the Clinical Educator Track. Initial appointment to the Clinical Educator Track will be for one (1) or two (2) years. Contracts will be for a period of two to five years after promotion to the rank of Clinical Associate Professor. Reappointments may be made for either two or three years. At the end of the sixth year, a Clinical Educator who is seeking promotion may be given an additional three-year appointment. A track change with an application to the Probationary Tenure Track can only be made within the first seven years of the initial appointment on the Clinical Educators Track.

Assistant Professors in the tenure track may apply for the Clinical Educator track at any time before the probationary period ends or no later than December of the seventh year of completion of the probationary period. Associate Professors in the tenure track may apply for the Clinical Educator track at any time before the probationary period ends or no later than December of the third year of completion of the probationary period. Professors in the tenure track may apply for the Clinical Educator track at any time before the probationary period ends or no later than December of the third year of completion of the probationary period.

Appointments on the Clinical Educator track are for definite periods from a minimum of two years to, in exceptional cases, a maximum of five years, with the option of reappointment. Initial appointments and/or promotions of Clinical Educator faculty will follow the same procedures as a tenure-track faculty.

***Section 2: Criteria for Initial Appointment to Specific Clinical Educator Track Ranks***

**Clinical Assistant Professor: Initial Appointment on the Clinical Educator Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held, from an accredited School of Dentistry or Institution of Higher Education.
2. It is preferred that the candidate has previous experience in academia. Rank and tenure status at previous institution(s) will be considered. Letters of recommendation from Dept Chair and faculty co-workers may be requested.
3. It is preferred that the candidate has 2-3 years of clinical experience or post-doctoral training.
4. It is preferred that the candidate has scholarly activities from the research and scholarly activity list.
5. It is preferred that the candidate has at least one peer-reviewed publication.
6. It is preferred that the candidate has demonstrated consistency with community and professional service activities.
7. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.

**Clinical Associate Professor: Initial Appointment on the Clinical Educator Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held, from an accredited School of Dentistry or Institution of Higher Education.
- 1a. Rank and tenure status at previous institution(s) will be considered.
2. Letters of recommendation from Dept Chair and faculty co-workers may be requested.
3. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, a minimum of six of the teaching activities, including having functioned as a course coordinator.
4. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three of which should be publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the seven must be from the Category I scholarly activity list.
5. It is preferred that the candidate has demonstrated consistency with community and professional service activities.
6. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
7. Must include a copy of the National Practitioners Data Bank Self-Query.

#### **Clinical Professor: Initial Appointment on the Clinical Educator Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held from an accredited School of Dentistry or Institution of Higher Education.
- 1a. Rank and tenure status at previous institution(s) will be considered.
2. Letters of recommendation from Dept Chair and faculty co-workers may be requested.
3. Must have an acknowledged record of continued teaching success, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
4. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. Additionally, must be the first/corresponding author of the three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
5. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I. Continued involvement with professional organizations is encouraged.
6. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
7. Must include a copy of the National Practitioners Data Bank Self-Query.

In addition to the above, the clinical educator faculty must have leadership potential and comprehensive knowledge of his/her specialty as indicated by outstanding achievement in all of the following categories:

1. Teaching Experience and Proficiency
2. Scholarly Productivity
3. Leadership Roles
4. Professional Development: For initial appointment and promotion considerations

5. Memberships in Professional Societies
6. CPR (BCLS)

### ***Section 3: Activities Evaluated for Appointment, Reappointment, and Promotion***

#### **Teaching**

Teaching is one of the primary functions of the College and includes the classroom, laboratory, and clinical settings. Each faculty member is required to participate/teach in a course offered by his or her respective department/discipline. The foundation of quality teaching consists of mastery of the subject matter including current literature in one's discipline, skill in communication and presentation, and ability to stimulate critical thinking and problem solving. Essential elements of teaching are classroom and clinical teaching, mentoring of student researchers, curriculum development, and serving as faculty in continuing education courses utilizing educational innovation, and taking advantage of new technology. The dental Clinical Educator faculty must perform at a high level of competency at all ranks. Emphasis in evaluation will be placed on clinical practice and teaching. However, clinical faculty are also expected to perform at a satisfactory level of competency on scholarship and other service activities.

#### *Evaluation of Teaching*

Evaluation of teaching should include, but is not limited to the following criteria guidelines:

1. Colleague/Peer Evaluations (see Checklist regarding colleague/peer (internal) evaluation)
2. Student Evaluations
3. Faculty Performance Evaluations
4. Presentations of innovative teaching, clinical and/or scientific research at local, regional, national or international meetings
5. Course development, teaching modules
6. Content of course syllabus/syllabi
7. Content of Lectures/ outlines/ handouts
8. \* Leadership in teaching e.g., Course Coordinator, Laboratory Coordinator, Laboratory or Module Group
9. Advisor/Coordinator, or Clinical Coordinator (syllabus/ course content/ testing preparation and evaluation, grade submission)
10. Creativity or innovation in teaching techniques
11. Mentorship of junior faculty in research, teaching and/or clinical techniques

\* indicates required items

#### **Research and Scholarly Activities**

#### *Evaluation of Scholarly Activities*

All faculty must engage in scholarly activities which should include, but are not limited to, the following:

#### **CATEGORY I**

1. Participation in research and/or grants, as Primary and/or Co-Investigator, from external/internal sources (Acquisition and/or participation in research and/or grants is required for rank of Associate Professor and Professor).

2. \*Publication of scholarly research, technical and clinical procedures, review articles, editorials and monographs in peer-reviewed journals.
3. Production of instructional materials: videos, teaching manuals, digital materials etc.
4. Development of Department/Division, Program, Self-study manuals.
5. Table clinic, research preceptorship, and presentations.
6. Development and presentation of new continuing education courses.
7. Self-Study Coordinator.
8. Specialty Board Certification or other certifications where applicable.
9. Obtains Higher Degree or Specialty Board Certification or General Dentistry Board Certification or Equivalency (Consideration for equivalency waving towards publication requirement can only be used For one promotion cycle)
10. Board Certification (Specialty, General Dentistry or Equivalency): Could waive four (4) publications
11. Board Recertification when it includes an examination (Specialty, General Dentistry or Equivalency): Could be counted towards scholarly activity. Must provide evidence of recertification with an expiration date.
12. Attainment of a related advanced degree, such as a certificate, Master's or Ph.D. from an accredited academic institution and/or in an ADA-recognized dental specialty or Public Health
  - Master's degree: Could waive two (2) publications
  - PhD degree: Could waive four (4) publications

\* indicates required items

## CATEGORY II

1. Participate in the development of departmental self-study documents.
2. Demonstrate Eligibility for certification by applicable Specialty Board.
3. Present one's research at other universities or major scientific meetings.
4. Awards for outstanding research.
5. Editorship of professional journals.
6. Grant reviewer, Poster presentation, Table clinic judging.
7. Major advisor/preceptor for graduate/post-doctoral dissertation/thesis.
8. Membership in major scientific institutions, such as NIH, NIDCR etc., Study Sections.
9. Participate in continuing education courses, lectures, and study clubs.
10. Serve as a mentor/advisor to students and residents to aid in their progress.

## Professional Service

Professional Service is related to those activities that pertain to one's role as a professional and as a University faculty member. Faculty efforts in this area should include patient care, continuing education and other services to the University, profession and the community.

### *Evaluation of Professional Service*

Evaluation of professional service should include the following considerations:

## CATEGORY I

1. Serve as leader/chair of Module, Division, Department, College, and/or University committees.
2. Participate actively as dental practitioner/supervisor in health-related community service

- organizations and projects.
3. Hold a position as an Officer or Committee Membership in dental organizations and/or other scientific organizations.
  4. Current CPR Certification
  5. Serve as an examiner or hold membership/ on a regional or specialty-examining board.
  6. Hold Fellowship status in national and/or international clinical dental organizations.
  7. \* Evidence of Workload (at least Fall, Spring, Summer, the most recent for at least the past 3 years)
  8. \* Evidence of Faculty Performance Evaluations (the most recent, for at least the past 3 years)

\* indicates required items

## CATEGORY II

1. Membership of committees in the university and/or college.
2. Memberships in dental organizations.
3. Serve as a consultant or patient care provider to external organizations as approved by the Dean of the College of Dentistry.
4. Demonstrate ability to secure peer-reviewed external funding of patient-care programs.

### *Section 4: Criteria for Promotion Consideration on the Clinical Educator Track*

#### **Clinical Associate Professor: Promotion to Associate Professor on the Clinical Educator Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study or position to be held, from an accredited School of Dentistry or Institution of Higher Education.
2. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of six of the teaching activities, including having functioned as a course coordinator.
3. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three (3) of which should be publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the seven must be from the Category I scholarly activity list. These publications and activities must be in addition to those submitted for any previous promotion consideration.
4. Must demonstrate excellence in professional service, minimum of four professional service activities with at least two of them from Category I.
5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required. Must include a copy of the National Practitioners Data Bank Self-Query.
6. Supporting documentation such as peer-reviewed publications which may have been submitted for an initial appointment or a previous promotion consideration may not be included in portfolio for current promotion application.

#### **Clinical Professor: Promotion to Clinical Professor on the Clinical Educator Track**

1. Must hold the doctorate degree, its equivalent, or appropriate terminal degree for the field of study

- or position to be held from an accredited School of Dentistry or Institution of Higher Education.
2. Must have an acknowledged record of continued teaching success, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
  3. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. These publications and activities must be in addition to those submitted for any previous promotion consideration. Additionally, must be the first or corresponding author of three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
  4. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I to include CPR (BCLS). Continued involvement with professional organizations is encouraged.
  5. Must have a valid District of Columbia license or DC Dental Teaching License with valid current CPR certification to practice dentistry or dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
  6. Must include a copy of the National Practitioners Data Bank Self-Query.
  7. Supporting documentation such as peer-reviewed publications which may have been submitted for an initial appointment or a previous promotion consideration may not be included in portfolio for current promotion application.

***Article X: APT Criteria for Dental Hygiene Tenured & Probationary Tenure-Track Faculty***

***Section 1: Dental Hygiene Tenured & Probationary Tenure-Track Faculty Academic Ranks***

**Assistant Professor**

Assistant Professor for Dental Hygiene: Initial Appointment Probationary Tenure Track

1. Must hold the Baccalaureate Degree from an accredited Dental Hygiene Program or Institution of Higher Education.
2. It is preferred that the candidate has previous experience in academia. Rank and tenure status at previous institution will be considered. Letters of recommendation from Dept Chair and faculty co-workers may be requested.
3. The candidate must have 2-3 years of full-time clinical experience.
4. It is preferred that the candidate has scholarly activities from the research and scholarly activity list. It is preferred that the candidate has at least one peer-reviewed publication.
5. It is preferred that the candidate has demonstrated consistency with community and professional service activities.
6. Must have a valid District of Columbia Dental Hygiene license or DC Dental Hygiene Teaching License with valid current CPR certification to practice dental hygiene, if applicable. Must have valid certification to administer local anesthesia.
7. Must include a copy of the National Practitioners Data Bank Self-Query.

**Associate Professor**

The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, or DC Dental Hygiene Teaching License, a certificate in Local Anesthesia Administration, CPR certification-Level C, a Master's Degree and seven years of full-time clinical experience and five years of full-time teaching experience. An Associate Professor must have fulfilled or superseded all the expectations of the rank of Assistant Professor. Promotion to Associate Professor can occur without the award of tenure. Associate professors may receive temporary, probationary, clinical educator and/or tenured appointments.

**Professor**

The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, or DC Dental Hygiene Teaching License, a certificate in Local Anesthesia Administration, CPR certification-Level C, a Doctoral Degree, at least ten years of full-time clinical experience and fifteen years of full-time teaching experience. This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline. A Professor must have fulfilled or superseded all the expectations of the rank of Associate Professor. Professors may receive temporary, probationary, clinical educator, and/or tenured appointments.

***Section 2: Activities Evaluated for Appointment, Promotion, and Tenure***

**Teaching**

Teaching is one of the primary functions of the College and includes the classroom, laboratory, and clinical settings. Each faculty member is required to participate in teaching: didactic, preclinical and/or clinical. The foundation of quality teaching consists of mastery of the subject matter including current literature in one's discipline, skill in communication, presentation, ability to stimulate critical thinking and problem solving. Essential elements of teaching are classroom and clinical teaching, mentoring of student researchers, curriculum development, serving as faculty in continuing education courses utilizing educational innovation, and taking advantage of new technology.

### *Evaluation of Teaching*

Evaluation of teaching should include, but is not limited to the following criteria guidelines:

1. Colleague/Peer Evaluations (see Checklist regarding colleague/peer (internal) evaluation in Section 4 of this Article X)
2. Student Evaluations
3. Faculty Performance Evaluations
4. Presentations of innovative teaching, clinical and/or scientific research at local, regional, national or international meetings
5. Content of course syllabus/syllabi
6. Content of Lectures/ outlines/ handouts
7. \*Leadership in teaching e.g., Course Coordinator, Laboratory Coordinator, Laboratory or Module Group Advisor/Coordinator, or Clinical Coordinator (syllabus/ course content/testing preparation and evaluation, grade submission)
8. Creativity or innovation in teaching techniques
9. Mentorship of junior faculty in research, teaching and/or clinical techniques

\* indicates required items

### **Research and Scholarly Activities**

#### *Evaluation of Scholarly Activities*

All faculty in the tenure track must engage in scholarly activities which should include, but are not limited to, the following:

#### **CATEGORY I**

1. Participation in research and/or grants, as Primary and/or Co-Investigator, from external/internal sources (Acquisition and/or participate in research and/or grants is required for the rank of Associate Professor and Professor).
2. \*Publication of scholarly research, technical and clinical procedures, review articles, editorials and monographs in peer-reviewed journals.
3. Production of instructional materials: videos, teaching manuals, digital materials etc..
4. Development of Department/Division, Program, Self-study manuals
5. Table clinic, research preceptorship and presentations.
6. Development and presentation of new continuing education courses.
7. Self-Study Coordinator.
8. Other certifications where applicable.
9. Obtains Higher Degree or Equivalency (Consideration for equivalency waving towards publication requirement can only be used for one promotion cycle)

10. Attainment of a related advanced degree, such as certificate, Master's, PhD, EdD or equivalent doctoral degree from an accredited academic institution and/or in Public Health.
  - Master's degree: Could waive two (2) publications
  - PhD, EdD or other equivalent doctoral degree: Could waive four (4) publications

\* indicates required items

## CATEGORY II

1. Participate in the development of departmental self-study documents.
2. Present one's research or as subject matter expert at other universities, professional meetings, i.e., local, national and international.
3. Awards for outstanding research.
4. Editorship of professional journals.
5. Grant reviewer, poster presentation, table clinic or informative poster judging.
6. Major advisor/preceptor for graduate/post-doctoral dissertation/thesis.
7. Membership in major scientific institutions, such as NIH, NIDCR, etc., Study Sections.
8. Participate in continuing education courses, lectures, and study clubs.
9. Serve as a mentor/advisor to students and residents to aid in their progress

## Professional Service

Professional Service is related to those activities that pertain to one's role as a professional and as a University faculty member. Faculty effort in this area should include patient care, continuing education and other services to the University, profession and the community.

### *Evaluation of Professional Service*

Evaluation of Professional Service should include the following considerations:

## CATEGORY I

1. Serve as leader/chair of Module, Division, Department, College, and/or University committees.
2. Participate actively as dental hygienist/supervisor in health-related community service organizations and projects.
3. Hold a position as an Officer or Committee Membership in dental hygiene organizations and/or other scientific organizations.
4. Current CPR and Current Local Anesthesia Certification
5. Serve as an examiner or hold membership on a regional board.
6. \* Evidence of Workload (at least Fall, Spring, Summer, the most recent for at least the past 3 years)
7. \* Evidence of Faculty Performance Evaluations (the most recent, for at least the past 3 years)

\* indicates required items

## CATEGORY II

1. Membership on committees in the university and/or college.
2. Memberships in dental hygiene organizations.
3. Serve as a consultant or patient care provider to external organizations as approved by the Dean of the College of Dentistry.

4. Demonstrate ability to secure pccr-reviewed external funding of patient-care programs.

### ***Section 3: Definition of Tenure and Criteria for Tenure at Specific Ranks***

#### **Definition of Tenure**

The tenured and tenure-track members of the faculty are the heirs and custodians of the institution's academic and research programs, maintaining and enriching the past legacy for the future benefit of students, faculty members, Howard University, and society at-large.

A permanent (or tenured) faculty helps to fulfill the following obligations of the academy to contemporary society:

- (1) The discovery and dissemination of new knowledge;
- (2) The communication of that knowledge to students and the cultivation of the understanding and skills needed to enable them to engage productively in the further pursuit of knowledge;
- (3) The preparation of students for entry into professions that require a systematic body of specialized knowledge; and
- (4) The performance of service to the larger community—locally, nationally, and internationally.

A decision to grant tenure must reflect an assessment of high academic and professional competence and performance measured against university and external standards.

An award of tenure is based on a thorough evaluation of the candidate's total contribution to the University.

In addition to the candidate's professional qualifications, other considerations, including the particular needs of the department and the changed circumstances of the University, may be taken into account in recommendations to award tenure. This includes continuation/consistency/longevity with course assignments and teaching, leadership, trust, dependability, and professionalism.

Tenure is awarded to faculty members who have achieved excellence in carrying out their faculty responsibilities and demonstrated promise for continued achievement. The responsibilities of a faculty member fall into three major categories: teaching, scholarship, and service.

#### **Criteria for Tenure Consideration at the Rank of Associate Professor (Probationary Tenure Track):**

1. Substantial progress to promotion to the next rank
2. Leadership roles
3. Student mentorship Publications
4. Grants
5. Rank and tenure status from previous institution
6. Recommendation(s) from faculty where they were previously employed: to include from previous Dept Chair

#### **Criteria for Tenure Consideration at the Rank of Professor (Probationary Tenure Track):**

1. Substantial progress to promotion to the next rank
2. Leadership roles
3. Student mentorship
4. Publications

5. Grants
6. Rank and tenure status from previous institution
7. Recommendation(s) from faculty where they were previously employed: to include from previous Dept Chair

***Section 4: Checklist regarding colleague/peer (internal) evaluation***

Candidate selects 2 colleague/peer evaluators; these colleague/peer evaluators do not need to be tenured. Dept Chair/Dept APT Committee selects 2 colleague/peer evaluators; these colleague/peer evaluators do not need to be tenured.

For promotion to Associate Professor, there must be at least 2 colleague/peer evaluators at the rank to which you are applying for promotion (at the level of Professor)

For promotion to Professor, there must be at least 2 colleague/peer evaluators at the rank of Professor and not more than 2 at the rank of Associate Professor

Only 1 letter/evaluator

Voting APT members may not write colleague/peer evaluations

***Section 5: Criteria for Promotion to Specific Ranks***

**Promotion to the Rank of Associate Professor on the Probationary Tenure Track**

1. The Dental Hygiene Professional. must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, a certificate in Local Anesthesia Administration, CPR certification \*(which includes a written and skills test for healthcare professionals), a master's degree and seven years of full- time clinical experience and five years of full-time teaching experience. An Associate Professor must have fulfilled and superseded all the expectations of the rank of Assistant Professor such as the number of peer-reviewed publications and clinical research.
2. It is preferred that the candidate has a demonstrated record of teaching competence, which may include a record of being a successful preceptor of the work of doctoral candidates, graduate students, fellows or residents where applicable, minimum of six of the teaching activities, including having functioned as a course coordinator/course director.
3. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three (3) of which should be publications in a peer- reviewed journal. The candidate must be the first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not the first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the six must be from the Category I scholarly activity list. Scholarly activities may only be used once for successful promotion.
4. Must demonstrate excellence in professional service, a minimum of four professional service activities with at least two of them from Category I.
5. Must have a valid District of Columbia dental hygiene license or DC Dental Hygiene Teaching License with valid current CPR and local anesthesia certifications to practice dental hygiene, if applicable. If not a dental professional, another form of pertinent certification is required.
6. Must include a copy of the National Practitioners Data Bank Self-Query.
7. Supporting documentation such as peer-reviewed publications which may have been submitted for an initial appointment or a previous promotion consideration may not be included in the portfolio

for the current promotion application.

**Promotion to full Professor on the Probationary Tenure Track**

1. The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, a certificate in Local Anesthesia Administration, PR certification-Level C, a Doctoral Degree, ten years of full-time clinical experience and eight years of full-time teaching experience. This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline.
2. Must have an acknowledged record of continued teaching success, a minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
3. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. These publications and activities must be in addition to those submitted for any previous promotion consideration. Additionally, must be the first or corresponding author of three (3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
4. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I to include CPR (BCLS). Continued involvement with professional organizations is required.
5. Must have a valid District of Columbia license to practice dental hygiene.

***Article XI: Appointment, Reappointment & Promotion Criteria for the Non-Tenured Renewable Term Dental Hygiene Clinical Educator Track Faculty***

***Section 1: The Dental Hygiene Clinical Educator***

A dental hygiene clinical educator is one whose major responsibility is to teach students clinical procedures whether within the College of Dentistry or another affiliated health care site. Appointments may be made to the rank of clinical instructor, clinical Assistant Professor, clinical Associate Professor, or clinical Professor. The clinical dental hygiene educator will not be eligible for tenure. There is no time limit for promotion to the next rank for the Clinical Educator Track. Initial appointment to the Clinical Educator Track will be for one (1) or two (2) years. Contracts will be for a period of two to five years after promotion to the rank of Clinical Associate Professor. Reappointments may be made for either two or three years. At the end of the sixth year, a Clinical Dental Hygiene Educator who is seeking promotion may be given an additional three-year appointment. At the end of the sixth year a Clinical Dental Hygiene Educator who is seeking promotion may be given an additional three-year appointment.

Assistant Professors in the tenure track may apply for the Clinical Dental Hygiene Educator track at any time before the probationary period or as late as the sixth year of completion of the probationary period. Appointments in the Clinical Dental Hygiene Educator track are for definite periods from a minimum of two years to in exceptional cases a maximum of five years, with the option of reappointment. Initial appointments and/or promotions of Clinical Dental Hygiene Educator faculty will follow the same procedures as a tenure and non-tenure track faculty.

***Section 2. Dental Hygiene Clinical Educator Track Faculty Ranks***

**Clinical Instructor**

For initial appointment, or reappointment to this rank, the Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license, a certificate in Local Anesthesia Administration, CPR certification- Level C, and a Baccalaureate Degree. It is preferred that the candidate should have two years of clinical experience.

**Clinical Assistant Professor**

For initial appointment, reappointment or promotion to this rank, the Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, a certificate in Local Anesthesia Administration, CPR certification- Level C, and a Baccalaureate Degree. It is preferred that the candidate should have a minimum of two years of academic teaching and a Master's Degree. The candidate shall have two years of clinical experience.

**Clinical Associate Professor**

For initial appointment, reappointment or promotion to this rank, the Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental teaching license, a certificate in Local Anesthesia Administration, CPR certification- Level C, a Master's Degree and seven years of full-time clinical experience and five years of full-time teaching experience.

**Clinical Professor**

For initial appointment or promotion to this rank, the Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license, a certificate in Local Anesthesia Administration, CPR certification-Level C, and a Doctoral Degree. The candidate shall also have a minimum of seven years or more years of teaching and ten years of clinical experience as an Associate Professor.

In addition to the above, the clinical dental hygiene educator faculty must have leadership potential and comprehensive knowledge of his/her specialty as indicated by outstanding achievement in all of the following categories:

1. Teaching Experience and Proficiency
2. Scholarly Productivity
3. Leadership Roles
4. Educational Development
5. Memberships in Societies
6. CPR (BCLS)

### ***Section 3: Activities Evaluated for Appointment, Reappointment, and Promotion***

#### **Teaching**

Teaching is one of the primary functions of the College and includes the classroom, laboratory, and clinical settings. Each faculty member is required to participate/teach in a course offered by the department of Dental Hygiene. The foundation of quality teaching consists of mastery of the subject matter including current literature in one's discipline, skill in communication and presentation, and ability to stimulate critical thinking and problem solving. Essential elements of teaching are classroom and clinical teaching, mentoring of student researchers, curriculum development, and serving as faculty in continuing education courses utilizing educational innovation, and taking advantage of new technology. The Clinical Dental Hygiene Educator faculty must perform at a high level of competency at all ranks. Emphasis in evaluation will be placed on clinical practice and teaching. However, clinical faculty are also expected to perform at a satisfactory level of competency on scholarship and other service activities.

#### *Evaluation of Teaching*

Evaluation of teaching should include, but is not limited to the following criteria guidelines:

1. Colleague/Peer Evaluations (see Checklist regarding colleague/peer (internal) evaluation)
2. Student Evaluations
3. Self-Evaluation according to the Faculty Performance Evaluation
4. Presentations of innovative teaching, clinical and/or scientific research at regional or national or international meetings
5. Creativity or innovation in teaching techniques
6. Mentorship of junior faculty in research, teaching and/or clinical techniques

#### **Research and Scholarly Activities**

#### *Evaluation of Scholarly Activities*

All faculty must engage in scholarly activities which should include, but are not limited to, the following:

## CATEGORY I

1. Serve as leader/chair of Module, Division, Department, College, and/or University committees.
2. Participate actively as dental hygienist/supervisor in health-related community service organizations and projects.
3. Hold a position as an Officer or Committee Membership in dental hygiene organizations and/or other scientific organizations.
4. Current CPR Certification
5. Serve as an examiner or hold membership/on a regional board.
6. \* Evidence of Workload (at least Fall, Spring, Summer, the most recent for at least the past 3 years)
7. \* Evidence of Faculty Performance Evaluations (the most recent, for at least the past 3 years)

\* indicates required items

## CATEGORY II

1. Participate in the development of departmental self-study documents.
2. Present one's research at other universities or major scientific meetings.
3. Awards for outstanding research.
4. Editorship of professional journals.
5. Grant reviewer, Poster presentation, Table clinic judging.
6. Major advisor/preceptor for graduate/post-doctoral dissertation/thesis.
7. Membership in major scientific institutions, such as NIH, NIDCR etc., Study Sections.
8. Participate in continuing education courses, lectures, and study clubs.
9. Serve as a mentor/advisor to students and residents to aid in their progress.

### **Professional Service**

Professional Service is related to those activities that pertain to one's role as a professional and as University faculty member. Faculty effort in this area should include patient care, continuing education and other services to the University, profession and the community.

#### *Evaluation of Professional Service*

Evaluation of professional service should include the following considerations:

## CATEGORY I

1. Serve as leader/chair of Module, Division, Department, College, and/or University committees.
2. Participate actively as dental hygienist/supervisor in health-related community service organizations and projects.
3. Hold a position as an Officer or Committee Membership in dental hygiene organizations and/or other scientific organizations.
4. Current CPR Certification.
5. Serve as an examiner or hold membership/ on a regional board.
6. \* Evidence of Workload (at least Fall, Spring, Summer, the most recent for at least the past 3 years)
7. \* Evidence of Faculty Performance Evaluations (the most recent, for at least the past 3 years)

\* indicates required items

## CATEGORY II

1. Membership of committees in the university and/or college.
2. Memberships in dental organizations.
3. Serve as a consultant or patient care provider to external organizations as approved by the Dean of the College of Dentistry.
4. Demonstrate ability to secure peer-reviewed external funding of patient-care programs.

### ***Section 4: Criteria for Specific Ranks***

#### **Clinical Instructor for Initial Appointment or Reappointment**

For initial appointment, or reappointment to this rank, the Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license, a certificate in Local Anesthesia Administration, CPR certification- Level C, and a Baccalaureate Degree. It is preferred that the candidate should have two years of clinical experience.

#### **Clinical Assistant Professor for Initial Appointment and Promotion to Rank of Clinical Assistant Professor from rank of Instructor, if applicable**

1. The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license, a certificate in Local Anesthesia Administration, CPR certification- Level C, and a Master's Degree. It is preferred that the candidate should have a minimum of two years of academic teaching. The candidate shall have two years of clinical experience.
2. \* For Consideration to Promotion to Assistant Professor: Must demonstrate scholarly activity with a minimum of four scholarly activities (two from each category) from the research and scholarly activity list, with at least one publication in a peer-reviewed journal
3. Must demonstrate excellence in professional service by a minimum of three activities including CPR (BCLS) one from each professional service category)
4. Must have a valid District of Columbia dental hygiene license or District of Columbia dental teaching license.

\* indicates required items

#### **Clinical Associate Professor for Initial Appointment, Reappointment, and Promotion to Rank of Clinical Associate Professor**

1. The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license, a certificate in Local Anesthesia Administration, CPR certification-Level C, a Master's Degree and a minimum of eight years of full-time clinical experience and five years of full-time teaching experience. An Associate Professor must have fulfilled or superseded all the expectations of the rank of Assistant Professor.
2. Must have a demonstrated record of teaching competence, which may include a minimum of six of the teaching activities, including having functioned as a course coordinator.
3. Must show evidence of establishing productive scholarship in a focused area. A minimum of seven of the research and scholarly activities are required, three (3) of which should be

publications in a peer-reviewed journal. The candidate must be first or corresponding author on at least one (1) peer-reviewed publication. If the candidate is not first or corresponding author, then the candidate must submit evidence of four (4) publications in a peer-reviewed journal. Four of the six must be from the Category I scholarly activity list. These publications and activities must be in addition to those submitted for any previous promotion consideration.

4. Must demonstrate excellence in professional service, minimum of four professional service activities with at least two of them from Category I to include CPR(BCLS).
5. Must have a valid District of Columbia dental hygiene license or District of Columbia dental hygiene teaching license.

#### **Clinical Professor for Initial Appointment, Reappointment or Promotion to the Rank of Clinical Professor**

1. The Dental Hygiene Professional must have a Dental Hygiene Certificate, a current District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license, a certificate in Local Anesthesia Administration, CPR certification-Level C, a Doctoral Degree, ten years of full-time clinical experience and seven or more years of full-time teaching experience. This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline.
2. Must have an acknowledged record of continued teaching success, a minimum of seven teaching activities to include evidence of leadership in the development of courses, teaching modules and course coordination.
3. Must have an established record of professional productivity of nine of the research and scholarly activities, eight of which must come from Category I. Of these eight at least seven publications in peer-reviewed journals and one externally funded research grant must be included. These publications and activities must be in addition to those submitted for any previous promotion consideration. Additionally, must be the first or corresponding author of three(3) peer-reviewed publications and/or principal investigator of the funded grant proposal(s).
4. Must demonstrate excellence in professional service as evidenced by a minimum of six professional service activities, four of which must be from Category I. Continued involvement with organizations is required.
5. Must have a valid District of Columbia Dental Hygiene license or District of Columbia Dental Hygiene teaching license.