

## **Faculty Advancement - the Instructor Pathway**

Faculty who have been at the rank of Instructor are eligible to advance to the rank of Sr. Instructor after 5 years of service with annual evaluation ratings of at least meeting expectations or exceeding expectations. Nominations, which can be made either by the faculty member's section head or by self-nomination, should be submitted to the DOP Office of Academic Affairs. The nomination and CV will be reviewed and approved by the DOP Faculty Liaison for Instructor and Sr. Instructors.

Sr. Instructors who have been at rank for at least 5 years are eligible for consideration of a Sr. Instructor with Distinction award, an honor bestowed by the DOP (not an official SOM title). These awards recognize "above and beyond" contributions in any of teaching/mentoring, clinical service, scholarship, and/or national or international recognition. Nominated faculty should have received annual evaluation ratings of exceeding expectations or outstanding. Nominations can be submitted to the DOP Office of Academic Affairs by section heads. Awards are determined by the DOP Instructor/Sr. Instructor Peer Council.

Instructors and Sr. Instructors are also eligible to apply for recognition in the DOP Instructor/Sr. Instructor Recognition Program. This program recognizes exceptional accomplishment in a single domain (teaching, clinical activity, or scholarly work). Preparation of a dossier documenting the faculty member's accomplishments is required for consideration. The dossier will be reviewed by the Instructor/Sr. Instructor Recognition Program Review Committee. Faculty selected for recognition are granted the title of "expert" (not an official SOM title) and receive a stipend to advance their professional interests.

Instructors and Sr. Instructors can move into the promotion pathway with a change in rank to Assistant Professor based on a case-by-case determination. This determination should assess whether the work the faculty member is doing within the scope of her/his current job description suggests likely successful academic advancement through the promotion pathway and whether the work the faculty member is doing that would support academic advancement in the promotion pathway is consistent with the needs of the section and department and is likely to be sustainable. For a faculty member's work to be judged as supporting successful advancement in the promotion pathway, the faculty member would generally be contributing beyond direct teaching and clinical care responsibilities, with significant accomplishments in more than one of the domains of teaching, clinical activity, and scholarly activity that are likely to lead to fulfilment of criteria for successful promotion to associate professor followed by professor. An assessment of the appropriateness of a change in rank from Instructor/Sr. Instructor to Assistant Professor is primarily a responsibility of the faculty member and section head, with concurrence by DOP Academic Affairs.

## **Faculty Advancement - The Promotion Pathway**

### Preparation for Promotion – An Ongoing Process

While advancement in the promotion pathway consists of specific milestones -- promotion from assistant professor to associate professor and promotion from associate professor to professor -- preparation for these steps is a continuous process. This includes conscientiously working with a mentor or mentorship team to foster academic growth, updating annual PRiSM evaluations, and maintaining a real-time dossier. The latter involves:

- Keeping an updated CV that documents all teaching contributions (lectures and presentations, development of teaching materials, teaching leadership activities, etc.), clinical contributions (clinical leadership roles and creation of written/electronic clinical materials), scholarly accomplishments (grants, publications, teaching and clinical scholarly products), service contributions, and awards and honors. It is recommended that all faculty utilize the University of Colorado School of Medicine CV format [CV Format](#).
- Maintaining a log of teaching activities (dates, venues, types of and number of learners) that includes formal lectures, conference presentations, bedside/clinic teaching, lab teaching, mentoring/advising, teaching administration/leadership roles, curriculum development/innovation, and teaching scholarship (e.g., curricula and other teaching materials created and evaluations of their use). It is also important to keep a file of teaching evaluations or assessments received for individual lectures, course leadership, and teaching during clinical rotations; notes or letters received and/or solicited from mentees or colleagues; and teaching awards.
- Maintaining a log of clinical activities (dates, venues, number of patients, leadership roles) and a file of clinical evaluations or assessments, letters of gratitude (from referring physicians, patients, families, and colleagues), and clinical honors; and clinically oriented scholarly work (e.g., clinical guidelines development and their evaluation and quality improvement projects and their evaluation).
- Keeping a record of research and/or scholarship accomplishments, usually by maintaining an accurate and up-to-date CV listing of publications, grants, and non-traditional scholarly work such as teaching and clinical scholarship.
- Keeping a record of service, usually by maintaining an accurate and up-to-date CV detailing committee and other activities related to your section, department, hospital, SOM, national organizations, and community and maintaining a file of letters of gratitude for your service.

### Midpoint Review

The SOM requires that all assistant professors undergo a midpoint review to assess progress towards promotion to associate professor. The DOP generally performs midpoint reviews of assistant professors who will have been at rank at CU SOM for at least 3 years as of the end of the current academic year. However, faculty can request to have their midpoint review occur sooner (particularly relevant for faculty who were assistant professors for a period at another institution or had equivalent experience prior to joining the CU SOM faculty) or can request to defer their review for one year. Faculty eligible for

their midpoint review are invited in the spring to prepare their midpoint review dossier (due in May) and are provided instructions for assembling the dossier. The format of the dossier is the same as that for a promotion review except that formal referee letters are not required for midpoint reviews. The DOP Midpoint Review Committee performs dossier reviews from May-July. Subsequent to committee review, a DOP Midpoint Review Committee co-chair meets with the faculty member to discuss the committee's assessment and that co-chair sends a summary letter to the faculty member and her/his section head.

There is not a requirement for a formal midpoint review for associate professors. However, the DOP Academic Affairs Office contacts associate professors who have been at rank for  $\geq 10$  years to arrange a meeting with one of the Academic Affairs vice chairs to assess progress towards and provide guidance regarding promotion. The DOP Academic Affairs Office also contacts section heads of associate professors who have been at rank for 7.0-9.9 years to ask if such a meeting would be useful. Faculty for whom a meeting is arranged are asked to prepare an updated CV and matrix tables. A written summary of the meeting is prepared by the Academic Affairs vice chair.

### Promotion

Per CU SOM rules, promotion to associate professor must occur by the end of the seventh year as an assistant professor at CU SOM (faculty may be promoted prior to the seventh year as assistant professor, however). Time as an assistant professor at another institution is not counted towards the seven year time clock (although accomplishments while an assistant professor at another institution are considered during the evaluation for promotion). Faculty working part-time, and those who have taken leaves of absence, have their time clock for completing the promotion process adjusted accordingly (upon request, the DOP Academic Affairs Coordinator can contact the SOM to assess a faculty member's specific "time clock" in such situations). A request for an extension of up to 3 years for promotion to associate professor can be submitted to the SOM by the DOP on behalf of a faculty member; the request must include a justification and an explanation of how the extra time will facilitate eventual promotion. If a 3-year extension is granted by the SOM, the faculty member does not need to use the entire 3-year extension if she/he is ready to seek promotion sooner. [Note that the SOM also granted two pandemic-related time clock extensions (1 year each) for faculty who were assistant professors at CU SOM in 2020-21 and 2021-22; these extensions are automatically applied and can be utilized, if needed, without request.]

There is no "time clock" for promotion from associate professor to professor. In general, the timing for promotion from associate professor to professor is similar to that from assistant professor to associate professor. Although not a CU SOM requirement, it is the DOP expectation that associate professors will be successfully promoted to professor.

Faculty are nominated for promotion (via completion of an electronic nomination form, generally by the section head or other senior faculty, although self-nomination is allowed) during the annual DOP promotion nomination period in February-March. Preliminary review of nominations is undertaken by the DOP Academic Affairs leadership team and then at the annual DOP promotion nominations meeting in May. Nominated faculty are

subsequently invited to prepare their promotion dossier (due in August) and are provided instructions for assembling the dossier. Additionally, faculty are requested to submit a list of internal (CU faculty) and external (non-CU faculty) referees. The DOP will request letters of reference from these referees on behalf of the faculty member.

Dossiers in support of promotion are sequentially reviewed by the DOP and SOM promotion committees. The DOP Promotion committee votes on each promotion action and may provide suggestions to the faculty member for enhancing her/his promotion dossier prior to its being submitted to the SOM for review. The DOP Promotion Committee will also prepare a detailed letter summarizing its review (and vote) that will accompany the dossier to the SOM promotion committee. After approval of a promotion nomination by the DOP and SOM promotion committees, it must be granted final approval by the SOM Executive Committee and CU Regents. Promotions become effective July 1 of the academic year following dossier submission.

### Appointments

An appointment is granted via a letter of offer that defines the position being offered, anticipated responsibilities, rank, and salary. Per SOM rules, all appointments at the Associate Professor and Professor ranks must undergo dossier review by the DOP Promotion Committee and SOM Faculty Promotions Committee, followed by approval of the SOM Executive Committee and CU Regents. Faculty appointed at the Associate Professor and Professor ranks hold visiting titles (i.e., Visiting Associate Professor, Visiting Professor) until formal approval of their appointments.

### Tenure

Faculty who are employees of the University of Colorado at the rank of Associate Professor or Professor in the Regular Faculty Series are eligible for consideration of an award of tenure. Awards of tenure are based primarily on outstanding accomplishment in teaching and scholarly work, a national and international reputation, and recognition by peers as a leader in one's field. Further information regarding criteria for the award of tenure can be found in the [School of Medicine Rules](#).

Faculty are nominated for tenure (via completion of an electronic nomination form, generally by the section head or other senior faculty, although self-nomination is allowed) during the annual DOP promotion nomination period in February-March. Preliminary review of nominations is undertaken by the DOP Academic Affairs leadership team and then at the annual DOP promotion nominations meeting in May. Nominated faculty are subsequently invited to prepare a tenure abstract, a several page document that summarizes teaching and scholarship accomplishments and national/international reputation that support award of tenure. The Tenure Subcommittee of the DOP Promotion Committee reviews the tenure abstract in June. If that subcommittee determines that it is appropriate to seek tenure, nominated faculty are invited to prepare their tenure dossier (due in August) and are provided instructions for assembling the dossier. Additionally, faculty are requested to submit a list of internal (CU faculty) and external (non-CU faculty) referees. The DOP will request letters of reference from these referees on behalf of the faculty member. Dossiers in support of award of tenure are sequentially reviewed by the DOP and

SOM promotion committees, followed by the SOM Executive Committee and CU Regents. Tenure awards become effective July 1 of the academic year following dossier submission.

Faculty awarded tenure must undergo a post-tenure review every five years. Below are important policies and resources regarding post-tenure reviews:

- [University Post-tenure Review Campus Policy Statement \(PDF\)](#)
- [Post-tenure Review Report Template \(PDF\)](#)

### Midpoint, Promotion, Appointment, and Tenure Dossiers

Dossiers should include the following components (as relevant to the nature of the faculty member's work): CV abstract, CV, teaching portfolio, clinical portfolio, research and scholarship portfolio, service portfolio. Components within the portfolios include matrix tables that demonstrate criteria for meritorious or excellent accomplishment in each domain applicable to the faculty member's work accompanied by bulleted lists of matching accomplishments; narratives that describe the faculty member's activities, contributions, and achievements in each domain; and supporting documents such as evaluations/assessments, honors, and descriptions and examples of scholarly products relevant to each domain.

The SOM [Guide to Preparing a Dossier for Promotion or Tenure](#) and [Promotions and Tenure webpage](#), as well as supplemental material from the DOP Academic Affairs Office, provides detailed information about the suggested format for dossiers.

## Faculty Advancement Resources

DOP Academic Affairs Project Coordinator (administrative support and oversight for appointments, midpoint reviews, promotions, and award of tenure)

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Academic Affairs Coordinator (back-up administrative support and oversight for appointments, midpoint reviews, promotions, and award of tenure)

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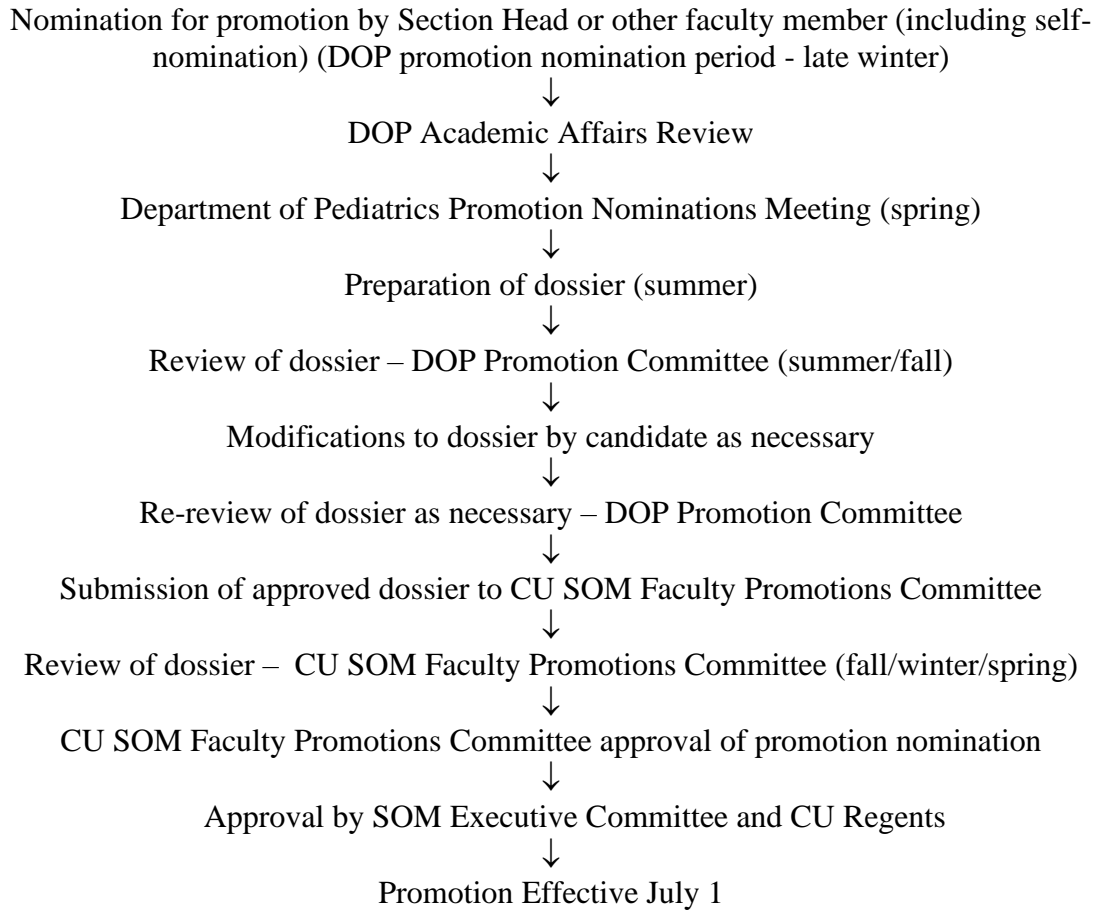
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Promotion flow chart and SOM criteria for promotion and appointment in the different faculty series - see the following pages.

Document templates and detailed instruction for preparing dossiers are available on the SOM Promotion webpage and the DOP Academic Affairs webpage. This includes information on information on the SOM promotion criteria matrix, a dossier preparation guide, and the recommended CV format ([SOM and Faculty Affairs Promotion & Tenure Information](#)). The DOP Promotions & Tenure information can be found here: [DOP Promotions & Tenure Information](#). The “Dossier Preparation” tab on the SOM Faculty Affairs webpage provides a link to the updated “Checklist for Dossiers” that details required materials for promotion and appointment dossiers.

## The Promotion Process

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## University of Colorado School of Medicine Faculty Series

There are three different series available for full-time ( $\geq 0.50$  FTE) faculty (including faculty employed at affiliated hospitals):

[Regular Faculty Series](#) - traditional balance of activities. Includes basic scientists, clinician-scientists, and clinician-educators. Ranks include instructor, sr. instructor, assistant professor, associate professor, and professor. Tenure-eligible. Tenured, limited, indeterminate, and at-will appointment types available.

[Clinical Practice Series](#) - clinician-educators whose duties focus primarily on direct patient care, with limited or no scholarship activities. Faculty in this series are encouraged, but are not required, to participate in scholarship. Ranks include associate professor and professor, and faculty members appointed or promoted in this series hold the titles of “Associate Professor of Clinical ...” or “Professor of Clinical ...” followed by the name of the department. Not tenure-eligible. Limited, indeterminate, and at-will appointment types available.

[Research Professor Series](#) - grant-funded scientists with limited teaching and service activities. Ranks include research instructor, sr. research instructor, assistant research professor, associate research professor, research professor. Not tenure-eligible. At-will appointment type available.

The Promotion Criteria Matrix ([located on the "Dossier Preparation" tab](#)) is used for all three series to guide faculty members, section heads, department chairs, and promotion committees in assessing whether a faculty member has met criteria for promotion or appointment.

### School of Medicine Criteria for Promotion/Appointment in the Regular Faculty Series

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#### Associate Professor

Excellence in one:

Teaching

Research

Clinical Activity

(At least) Meritorious in all:



Teaching  
Scholarly Activity  
Clinical Activity or Service

**Professor**

Excellence in two:

Teaching

Research (or exceptional examples of scholarship of application, integration or teaching)

Clinical Activity

Excellence in:

Scholarly Activity

(At least) Meritorious in:

Teaching

Clinical Activity or Service

National or International Reputation

## **School of Medicine Criteria for Promotion/Appointment in the Clinical Practice Series**

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**Associate Professor**

Excellence in:

Clinical Care

At Least Meritorious in:

Teaching

Local or Regional Reputation for Clinical Excellence

**Professor**

Excellence in:  
Clinical Care

At Least Meritorious in:  
Teaching

Excellence in at least one:  
Teaching

Leadership of structured projects that have assessed and improved the quality, value, and efficiency of clinical care

National or International Reputation for Clinical Excellence

## **Research Professor Series**

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### **Associate Professor**

Excellence in:  
Research

### **Professor**

Excellence in:  
Research

National or International Reputation