

Department of Pediatrics

Faculty Handbook

May 2019 edition

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Contributors

We would like to extend a special thanks to our past contributors who had the insight to assemble helpful information for incoming faculty. Contributors for the current edition of the faculty handbook include

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Department of Pediatrics Letter from the Chair

Hello,

As Chair of the Department of Pediatrics, I would like to welcome you to the Department and to the University of Colorado School of Medicine.

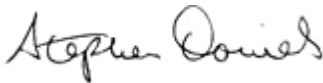
This book contains important information about the Department, the affiliate institutions (Denver Health & Hospital Authority, Children's Hospital Colorado, and National Jewish Health), collaborative research opportunities, educational opportunities, the promotions process, and general information that I hope you will find useful.



We are committed to success in all four of our missions which include clinical work, research, education, and advocacy. Our Academic and Faculty Affairs programs are designed to support your career development and success. This handbook is one of many ways we accomplish that.

I am delighted that you have chosen the University of Colorado School of Medicine, Department of Pediatrics to call your home.

Sincerely,

A handwritten signature in black ink that reads "Stephen Daniels". The signature is written in a cursive, flowing style.

Stephen R. Daniels, MD, PhD
Professor and Chair, Department of Pediatrics
University of Colorado School of Medicine
Pediatrician-in-Chief
L. Joseph Butterfield Chair in Pediatrics
Children's Hospital Colorado

Junior Faculty Welcome Letter

Dear Faculty Member:

On behalf of the Junior Faculty Interest Group, we are pleased to present the new electronic edition of the Department of Pediatrics Faculty Handbook!

The purpose of this handbook is to provide a general overview of available information for our faculty with links to relevant websites for more detailed information. Whether you are looking for information on your grants administrator, requirements for your promotion dossier, or how to get to the library, start here and we will point you in the right direction.

As we put this together, we were reminded of the impressive network of services available for faculty in the Department of Pediatrics. We hope this handbook will be a useful reference.

Sincerely,

Department of Pediatrics Junior Faculty Interest Group

Junior Faculty Interest Group

The Junior Faculty Interest Group is a group of junior faculty members with *an overall mission to provide support and resources to help junior faculty members thrive*. We strive to promote discussion and facilitate interaction among faculty members who may otherwise never work together. This group also serves as a support network to allow for research and clinical collaborations and for representation of junior faculty interests at the Department of Pediatrics Academic and Faculty Affairs meetings.

We provide quarterly seminars on topics of interest to junior faculty and organize a formal junior-faculty retreat every other year.

Junior Faculty Interest Group Members:

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Who Is My Employer, The University of Colorado Medicine or Children's Hospital Colorado?

You are an employee of the [University of Colorado School of Medicine \(CU Medicine\)](#) and receive your paycheck and benefits from the [School of Medicine](#).

CU Medicine contracts to all insurance carriers on your behalf, and you must sign a member practice agreement. CU Medicine was formerly “UPI,” which is no longer applicable. You are required to be credentialed through CU Medicine to obtain a billing number for patient billing; however, if you are not fully credentialed before you are scheduled to see patients, a temporary billing number can be obtained. All patient billing and collections are processed by CU Medicine, which is the business arm of your employer.

[Children's Hospital Colorado \(CHCO\)](#) is the primary affiliate for faculty members in the Department of Pediatrics and is where you may attend clinic and admit patients. If you are caring for patients at CHCO, you must have medical staff privileges and be credentialed by CHCO. Note that some faculty members within the Department of Pediatrics are affiliated primarily with Denver Health.

The following pages contain more information and access to more details about each entity.

Children's Hospital Colorado

Children's Hospital Colorado provides comprehensive pediatric care at our hospital on the Anschutz Medical Campus in Aurora and at several [locations](#) throughout the region. CHCO has a national and international reputation for its clinical care and research. It is consistently ranked among the top 10 children's hospitals in the U.S. News annual report. The [CHCO external website](#) is an excellent up-to-date resource about the services provided.

Which Email Account do I Need? University of Colorado vs. Children's Hospital Colorado

When onboarding to CHCO as a University of Colorado faculty member, researcher, or other staff member, the following considerations and choices should be carefully reviewed by the employee and the section head. **If you do not obtain correct access, you may not receive important CHCO emails.**

UCD and CHCO each operates separate Microsoft Office 365 (O365) cloud-hosted environments (called “tenants”) that provide O365 services.

CHCO considers the UCD O365 tenant the primary tenant for UCD employees.

- O365 services include Outlook email, Word, Excel, PowerPoint, OneNote, SharePoint, MS Teams, One Drive for Business and other less common services.
- **Just because you have a UCD O365 account does not guarantee you will receive CHCO email correspondence sent to CHCO listservs.**

While the UCD O365 tenant is the primary tenant, it may be appropriate for some UCD employees to request a CHCO O365 account. To determine if you need both a UCD *and* CHCO O365 account, consider the following situations:

- Your primary office is at CHCO facilities, and you spend the majority of your time at CHCO facilities
- You see CHCO patients and/or research subjects on a regular and continuing basis
- You chair or participate in committees, ongoing meetings, and/or boards where you need to collaborate on content hosted within the CHCO Microsoft O365 tenant
- You must personally, frequently view CHCO shared calendars, reserve CHCO rooms, or access the CHCO intranet for other reasons

You answered “yes” to any of these questions: request a CHCO O365 account

You Answered “no” to *all* these questions: only request a UCD O365 account and consider the following options to ensure you receive all pertinent CHCO emails and resources:

- Recommended: request a CHCO forwarding email address automatically forwarded to your UCD email inbox. **You cannot send from this forwarding email account.**
 - You will receive all CHCO email correspondence at your UCD email account
 - You can be included in CHCO email distribution lists
 - You can still have a CHCO computer login and access to other services including Epic on the CHCO network
 - Your CHCO email address will be listed in the CHCO Global Address List (GAL) so people can easily find you and email you
 - You will be listed in the CHCO Staff Directory hosted on MyCHCO (CHCO Intranet)
- Request **guest account access** to CHCO intranet sites in which you will collaborate with colleagues on documents and content hosted at CHCO.
- It is important to know that access to the CHCO Microsoft O365 tenant is different from access to the CHCO network and other computer services hosted by CHCO such as access to CHCO Epic.
- You can have a CHCO network login and access to CHCO network resources and computers including Epic without having a CHCO O365 account.

For questions or help setting up your CHCO tenant or forwarding email account, contact the **CHCO Help Desk at (720) 777-4357**

Marketing and Communications

Children's Hospital Colorado provides multiple resources for marketing and communications, outlined below. Please note that the hyperlinks in this section link to the [My Children's Colorado intranet](#) and need to be accessed from within the hospital or through the VPN system.

Internal Communications and Photography

[Internal Communications and Photography](#) encompasses internal communications, video production, publications, copywriting, and photography. They work with you to reach your communications goals in a creative and strategic direction to follow hospital-wide standards and policies using their expertise in language and visual arts.

Creative Services

The [Creative Services](#) department builds, manages and protects CHCO's brand and is charged with growing awareness, preference, and usage of CHCO and its services at all

acuity levels locally, regionally, and nationally. They also provide creative solutions to a variety of marketing needs.

Media

The [media relations](#) team creates awareness about CHCO through stories in broadcast, print, web, and social media.

Web/Social Media

The [web marketing](#) team works on the CHCO external website and maintains the hospital's [Facebook](#), [Twitter](#), [YouTube](#), and [Pinterest](#) pages.

Templates and Creative Assets

E-mail signatures, official letterhead, envelopes, Power Point presentations, CHCO logo, and posters can be downloaded from [Templates and Creative Assets](#).

Academics at the University of Colorado

Academic Programs at the University of Colorado Anschutz Medical Campus

The CU School of Medicine is located on the Anschutz campus, which provides excellent opportunities for education, resource sharing, and collaboration. There are multiple health-related programs that share facilities on campus. Programs such as the master's degree in clinical sciences offer opportunities for post-graduate education for faculty. Faculty receive a [tuition waiver benefit](#). More information is available on the University of Colorado website.

Links to each program:

- [School of Dentistry](#)
- [School of Medicine](#)
- [School of Nursing](#)
- [School of Pharmacy](#)
- [Graduate School](#)
- [Colorado School of Public Health](#)
- [Continuing Medical Education](#)
- [Physician Assistant Program](#)
- [Graduate Medical Education](#)

Faculty Affairs at the University of Colorado

The School of Medicine, Office of Faculty Affairs has a broad range of responsibilities:

- Providing assistance for preparing and processing all faculty actions including new appointments, promotions, tenure awards, and sabbatical requests.
- Assisting faculty members, department chairs, and administrators in the interpretation of University and School of Medicine rules.
- Maintaining a Faculty Development seminar video webpage and publishing the [Faculty Success Newsletter](#) to promote faculty development.
- Leading several faculty development programs aimed especially at junior faculty members who are beginning, or building, their careers as clinician-educators, scientists, or scholars.
- Coordinating several school-wide projects addressing faculty professionalism, diversity, conflicts of interest, and other topics.

Links to Faculty Affairs Resources

- [Governance](#)
- [Faculty Appointments and Promotions](#)
- [Faculty Development](#)
- [Clinical \(Volunteer\) Faculty](#)
- [Faculty Professionalism](#)
- [Diversity and Inclusion](#)
- [Women in Medicine and Science](#)
- [Rules and Policies](#)
- [Mission Statement](#)
- [CU Medicine](#)

Community Resources

Denver Health & Hospital Authority

Denver Health & Hospital Authority is Colorado's primary “safety net” institution, with a comprehensive, integrated organization with multiple components including

- Rocky Mountain Poison and Drug Center
- NurseLine, a telephone advice line that offers assistance to patients 24 hours a day, seven days a week
- Denver CARES, a safe setting for public inebriates with community detoxification services
- Correctional Care
- Denver Health Medical Plan, Inc.

Denver Health also houses multiple resources including

- The Denver Health Paramedic School
- The Rocky Mountain Center for Medical Response to Terrorism, Mass Casualties and Epidemics
- The Rita Bass Trauma & EMS Education Institute
- The Colorado Biological, Nuclear, Incendiary, Chemical and Explosive (BNICE) Training Center, a statewide initiative to educate Colorado's health care and public safety workforce on the principles of preparing for and responding to a weapons-of-mass-destruction event.

University of Colorado Medicine (CU Medicine)

University of Colorado Medicine (CU Medicine) is the multi-specialty group practice of faculty physicians and ancillary health care providers at the University of Colorado School of Medicine. CU Medicine is primarily responsible for the administrative support of the clinical work we do. It handles all billing for clinical activity and is responsible for reimbursement of travel and other expenses.

Please work with your section administrator to ensure you are appropriately set up with CU Medicine. After setup, expect periodic communications from CU Medicine in terms of remaining compliant for billing purposes.

Contact Information

University of Colorado Medicine
13199 East Montview Boulevard
Aurora, Colorado 80045
Phone: (303) 493-7000
Fax: (303) 493-7001
www.cumedicine.us

Department of Pediatrics Administration

The [Department of Pediatrics Administration](#) is headquartered on the third floor of the Administrative Pavilion at Children's Hospital Colorado.

Detailed contact information by work area is listed on the [Pediatric People page](#) that also contains a detailed listing of the all faculty.

Contact Information

Department of Pediatrics, Children's Hospital Colorado
13123 E 16th Avenue, Box 065
Aurora, CO 80045
(720) 777-2715

my.CU Portal

All University of Colorado employees are encouraged to [access the my.CU faculty/staff portal](#). The portal is generally available 24/7 with support from 8:00 a.m. – 5:00 p.m., Monday through Friday. You can access support by phone at (303) 492-9999 or email at <mailto:mycu@cusys.edu>. Feel free to use these methods to provide feedback.

Username and Password

Your *my.CU* username and password should be the same as your login to access your university (not your Children's Hospital) e-mail account. If you do not have a campus login account, please contact the Anschutz Help Desk at (303) 724-4357 to have an account created.

You can also access *my.CU* through the [PassportID Single Sign-On Service](#). Once you log in, you can click on the UCDAccess link to get to the information on *my.CU*. You can also access MedHub from this sign-on.

UCD Access/*my.CU* provides access to

- Payroll statements
- Accrued leave
- Benefits in which you have enrolled
- Travel and expense systems
- ePER certification of effort on grants
- Training modules
- Official holiday calendar

MedHub

MedHub can be accessed through [UCDAccess](#). MedHub is the system used for graduate medical education and is generally where you will need to go to fill out resident/fellow evaluations. Some sections also keep track of conference schedules/locations on MedHub.

Employee Services

The [Employee Services](#) website provides employees information on

- Healthcare/dependent benefits
- Payroll services
- Employee management services (i.e. hiring through the University)
- Education benefits
- Retirement
- Financial wellness services
- Employee discounts

Enrolling in Benefits

The [Employee Services](#) website contains information about enrolling for benefits and forms for making changes to your benefits. You must make your benefits elections within 30 days of your date of eligibility (typically your date of hire). *If you do not submit your Benefits Enrollment/Change Form within this period, you will be defaulted according to the information located in the Enrollment Section for Effective Dates and Defaults, and you will not be able to change this until open enrollment for the next plan year.*

Contact Information

CU Denver Payroll and Benefit Services
1800 Grant St., Ste. 400
Campus Box 400 UCA
Denver, CO 80203
Local: (303) 860-4200
Toll Free: (855) 216-7740
Fax: (303) 860-4299

Leave Information for CU Faculty on 12-Month Appointments

Parental and/or Family Medical Leave

1. Review the official policies at

- a. [Parental Leave Policy](#)
- b. [Family Medical Leave Guidelines](#)

2. Verify if you have short-term or long-term disability insurance:

Note: These benefits may apply to certain leave situations but must be in place *prior* to the precipitating event for which the person would invoke disability. Both disability insurances are offered by UC benefits but must be selected upon benefits enrollment.

3. Contact your DOP HR business partner with any questions regarding medical leave.

4. Assess your sick and vacation time accrued via the [my.CU portal](#).

Promotion

Promotion from assistant professor to associate professor, and from associate professor to professor, is determined by a combination of DOP and SOM reviews of candidates' qualifications. Each of the two reviewing entities has its own committee with the SOM committee having fifteen members. In addition, there is a DOP Mid-Point Review Promotions Committee. The [Promotions and Tenure webpage](#) has additional information.

Academic Affairs Coordinator Rhonda Buckner oversees promotions and can help you at every stage of the promotions process:

(720) 777-5775

Rhonda.Buckner@childrenscolorado.org

Your dossier is first reviewed by the Departmental (Pediatrics) Promotions Committee, which provides you with suggestions for modifying and enhancing your presentation. This committee also votes regarding approval of your promotion, according to rules of the SOM. That vote is then provided to the SOM committee along with a detailed cover letter and your completed dossier. However, the vote of the SOM committee ultimately determines your promotion.

Promotion to associate professor must be successfully completed by the end of the seventh year as an assistant professor. Extensions may be given by the SOM if they are requested by the DOP on behalf of the candidate; a justification and plan for the need of extra time is required. If an extension is granted by the SOM, the extension is automatically for three years but does not need to last that long if the faculty member is ready for promotion sooner. Faculty working part-time, and those taking leaves of absence, have additional time to complete their promotion process; the specific adjustments are made by the SOM based on each individual circumstance. [Rhonda Buckner](#) can contact the SOM on your behalf to assess your specific "time clock" if you have worked less than full-time or have taken leaves. There is no "clock" for promotion from associate professor to professor; faculty may retire as associate professors.

The promotions process is a partnership between you and the DOP with specific roles:

The Role of the Department

- Mentoring (see the "Mentoring" section of this Handbook)
 - Annual PRiSM evaluation by your Section Head/Higher Level Reviewer are reviewed by the DOP
- Mid-point reviews
- Solicitation of letters of reference

- Guidance on dossier preparation
- Review of dossier with suggestions for improvement
- Vote on candidacy
- Submission of dossier with cover letter summarizing the candidate and the Departmental Promotions Committee's vote

The Role of the Faculty Member

- Conscientiously work with a mentor
- Conscientiously update PRiSM every year
- Maintain a real-time dossier by
 1. Preparing a dossier. See the [SOM Guidelines to Preparing a Dossier](#).
 2. Documenting teaching quantity and quality including
 - A log of teaching activities, including dates, venues, types of learners, numbers of learners. Examples include
 - formal lectures
 - conferences
 - bedside/clinic teaching
 - lab teaching
 - teaching administration
 - curriculum development/innovation
 - mentoring/advising
 - scholarship in teaching (e.g. outcomes)
 - Copious teaching evaluations for
 - individual lectures and full courses
 - clinical rotations
 - solicited letters – prospective and retrospective
 - Teaching awards
 3. Documenting clinical activities for both quantity and quality. See [SOM guidelines for preparing clinician dossiers](#). Clinician dossiers include
 - A Log of clinical activities, include dates, venues, number of patients
 - Letters of gratitude from referring physicians, patients, families, and colleagues in the hospital
 - Clinical honors
 - Documented scholarship including an accurate and up-to-date CV detailing publications, grants, and other scholarly work
 - ❖ “Non-traditional” scholarship must be presented in a form that can be reviewed and recognized by others; this type of scholarship requires careful documentation. Scholarship must be in a reviewable, evaluable, tangible form.
 - Documentation of service including an accurate and up-to-date CV detailing committees, other activities in your Department, the SOM, nationally, and in the community
 - Letters of gratitude for your service
- Carefully adhering to deadlines for submission including

- Annual self-evaluations
- Mid-point dossier
- Referees list
- Promotions dossier
- Revisions to dossier

Important Preparation Materials for Promotion

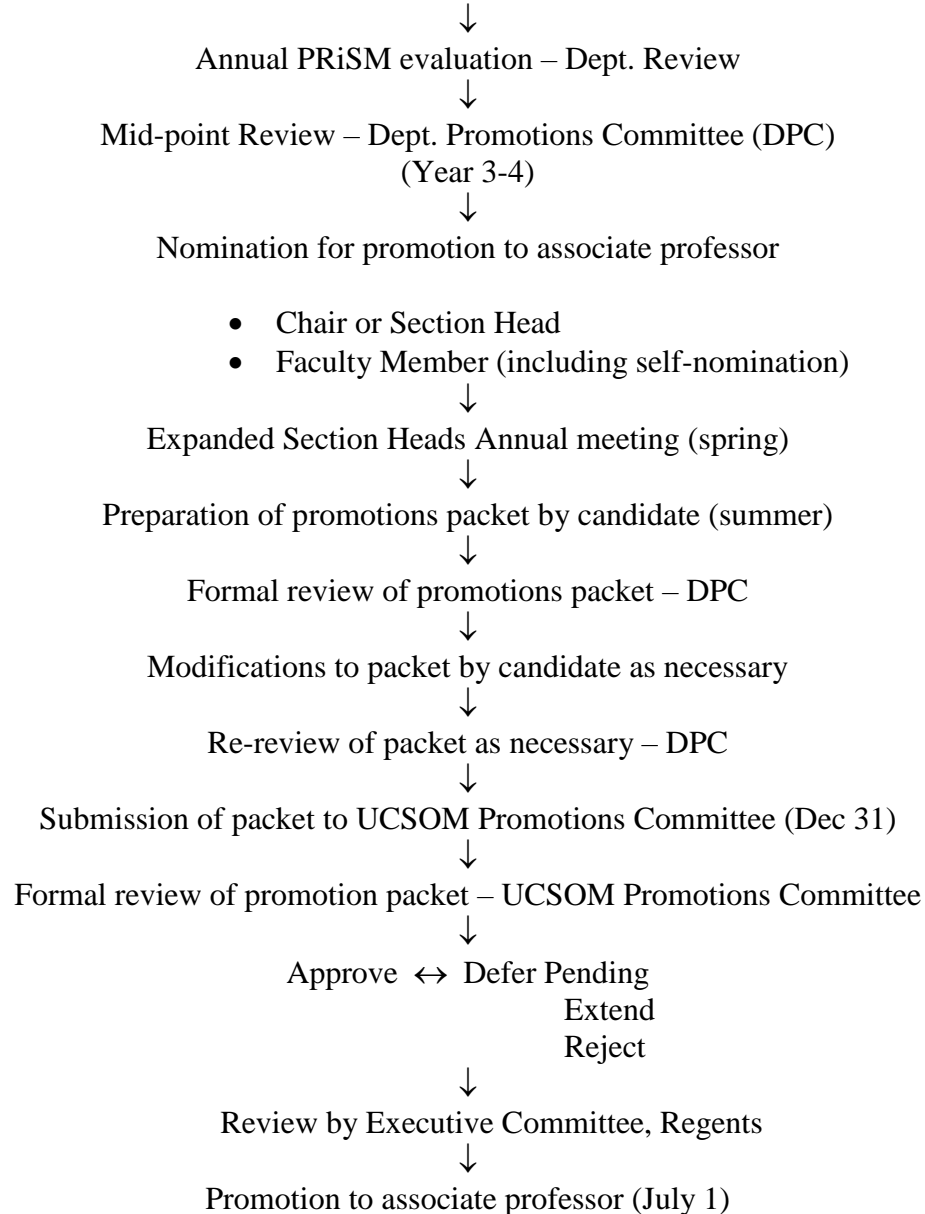
Beginning to organize early and to update periodically is strongly encouraged. Document templates and detailed instruction for preparing packets are available under the Promotion webpage "[Dossier Preparation](#)" tab.

1. Flow charts for promotion from assistant professor to associate professor and from associate professor to professor (see the following pages).
2. The criteria of the SOM for determining eligibility for promotion (see the following pages).
3. Updated information on the SOM promotion criteria matrix, dossier preparation (including the dossier preparation guide), mid-point review materials, and the format for preparing your CV can all be found on the [SOM Promotions and Tenure website](#).
4. The "Dossier Preparation" tab on the website provides a link to the updated "Checklist for Dossiers" that contains the list of required materials for the promotions packet.

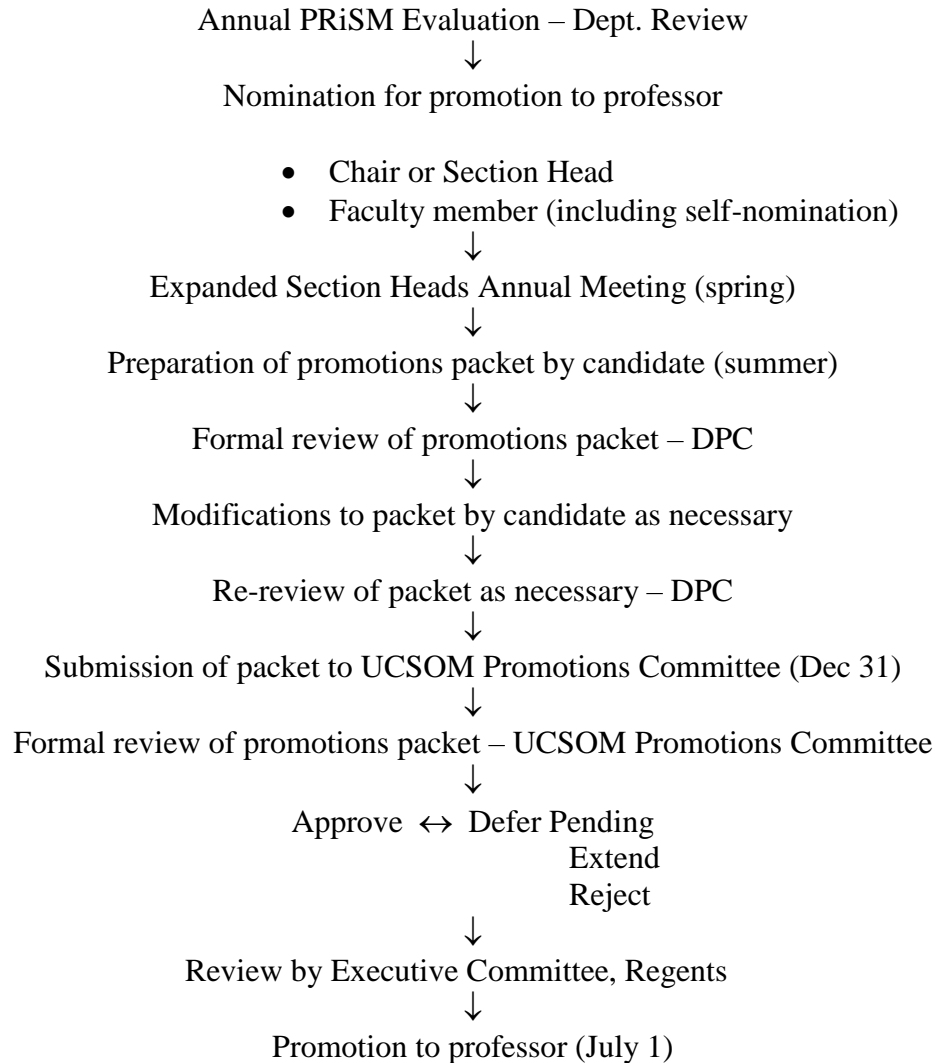
The Promotion Process

ASSISTANT PROFESSOR

Appointment to assistant professor – Chair, Section Head



ASSOCIATE PROFESSOR



School of Medicine Criteria for Promotion in the Regular Faculty Series

Associate Professor

Excellence in one:

Teaching
Research
Clinical Activity

Meritorious in all:

Teaching
Scholarly Activity
Clinical Activity/Service

Professor

Excellence in two:

Teaching
Research
Clinical Activity

Excellence in:

Scholarly Activity

Meritorious in both:

Teaching
Clinical Activity/Service

National or International Reputation

Promotion Criteria Matrix (Approved 8/16/2012)

Links and templates for the Promotion Criteria Matrices are located on the [Promotion and Tenure](#) webpage under the “Dossier Preparation” tab.

Clinical Practice Series

Faculty members whose duties focus primarily in direct patient care may be given titles in the Clinical Practice Series. Faculty members appointed or promoted in this series shall hold the titles of “Associate Professor of Clinical ...” or “Professor of Clinical ...” followed by the name of one of the clinical departments. Faculty in the Clinical Practice Series must demonstrate excellence in clinical care and at least meritorious accomplishments in teaching. Faculty in this series are encouraged, but are not required, to participate in scholarship. They are not eligible for tenure. Faculty in this series may hold limited, indeterminate, or at-will appointments. See the [Clinical Practice Series Criteria](#) for additional information.

Research Professor Series

Faculty members whose duties focus primarily on grant-funded research with limited teaching and service activities may be given titles in the Research Professor Series. Faculty members appointed or promoted in this series shall hold the titles of “Research Instructor,” “Senior Research Instructor,” “Assistant Research Professor,” “Associate Research Professor,” or “Research Professor.” Faculty in the Research Professor Series must demonstrate excellence in research. Faculty in this series are not eligible for tenure. Faculty in this series hold at-will appointments. See the [Research Professor Series Criteria](#) for additional information.

University of Colorado School of Medicine Office of Faculty Affairs Suggested Format for Teacher Dossiers

Teaching is an important responsibility and privilege for faculty members at the School of Medicine. Evidence of accomplishments in teaching is also required for promotion and tenure. Each candidate for promotion or tenure must submit a formal teaching dossier as part of a comprehensive promotion dossier.

The purpose of a teaching dossier is to document a faculty member's teaching activities, effectiveness, and impact. The teaching dossier does what a CV cannot: it captures and explains what teachers do. More specifically, a teaching dossier accomplishes the following goals:

- Describes the faculty member's everyday activities as an educator
- Helps the faculty member take credit for specific accomplishments
- Assists the Faculty Promotions Committee in conducting a semi-structured evaluation of the faculty member's achievements, adding weight, rigor, and parity to this component of the promotion evaluation
- Helps match the activities and accomplishments of the educator to the SOM's promotion rules

Refer to the [Guide to Preparing a Dossier for Promotion or Tenure](#)—especially the Promotion Matrices—for examples of “meritorious” and “excellent” performance in teaching. The [Promotions and Tenure webpage](#) contains updated information about the suggested format for this section of your dossier.

University of Colorado School of Medicine Office of Faculty Affairs Suggested Format for Clinician Dossiers

The purpose of the clinical dossier is to make a faculty member's work understandable to a diverse group of people who may not understand the faculty member's clinical practice but who are charged with considering faculty members for promotion.

The clinical dossier presents a picture of the faculty member's clinical work over a period of years. The clinician's dossier should contain detailed descriptions of the faculty member's clinical effort and activities along with supporting documents that demonstrate clinical effectiveness. Also, the faculty member does not need to duplicate information that is listed in the CV; rather, the faculty member should use the dossier to summarize and explain clinical-career highlights. Please remember that while the clinical dossier is a highly individualized product, the following outline is suggested.

A. Descriptions of your clinical work

1. Reflective statement
2. Scope of clinical activities
3. Self-improvement
4. Role as a clinician-teacher. *This material should also be included in your "Teacher's Dossier" under the subheading "Clinical Teaching Activities."*
5. Administrative leadership and service
 - a. Local leadership activities
 - b. Regional or national service
6. Development of innovative techniques or patient care practices
7. Scholarship: *contributions to books, journals, or clinical information systems. Some of this material may also be included in the "Scholarship" section of your dossier.*

B. Evaluations and other documentation of outstanding clinical care

1. Statements from colleagues who have observed you at a clinical site or referred patients to you
2. Documentation of clinical activities from departmental, CU Medicine, hospital, and/or clinic records
3. Results of quality or utilization reviews, practice audits, or health outcome studies that directly measure your performance in providing personal care to patients

4. Statements from the clinical service directors, chairpersons, practice managers, or others that clearly define your role in the clinical enterprise; institutional clinical evaluations.
5. Letters or evaluations by students, interns, fellows, or residents that comment specifically about your professional behavior and clinical excellence, as opposed to teaching skill
6. Information from patients, which may include letters, emails, or the results of ongoing patient satisfaction surveys
7. Honors or recognition from colleagues
8. Recognition for excellence in clinical activity at the local, regional, national or international level, e.g. invitations to discuss clinical topics or health delivery issues, clinical leadership roles, etc.

Adapted from the [Guide to Preparing a Dossier for Promotion or Tenure](#) by Steven Lowenstein, MD, MPH; revised May 2016.

University of Colorado School of Medicine
Office of Faculty Affairs
Format for Curriculum Vitae

Your CV should be created using the standardized [Format for Curriculum Vitae](#) designated by the University of Colorado

Department of Pediatrics Promotion Criteria

There are three different series available for full-time (≥ 50 FTE) faculty (including faculty employed at affiliated hospitals when FTE between both institutions is $\geq 50\%$).

[Regular Faculty Series](#) - traditional balance of activities. Includes basic scientists, clinician-scientists, and clinician-educators.

[Research Professor Series](#) - grant-funded scientists with limited teaching and service activities.

[Clinical Practice Series](#) - clinician-educators with limited or no scholarship activities.

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

Tenure

Faculty who are employees of the University of Colorado in the regular academic ranks of associate professor or professor in the Regular Faculty Series are eligible for consideration for an award of tenure. Further information regarding criteria for the award of tenure can be found in the [School of Medicine Rules](#).

Tenured faculty members 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 \(PDF\)](#)
- [SOM Draft Sample of Professional Plan \(PDF\)](#)
- [University Performance Ratings Administrative Policy \(PDF\)](#)
- [School of Medicine Definition of "Meeting Expectations" \(PDF\)](#)

PRiSM (Performance Reviews in the School of Medicine)

PRiSM (Performance Reviews in the School of Medicine) is a unified online system for faculty performance evaluations developed by the Office of Faculty Affairs and the Information Technology project team. PRiSM is utilized for all university-based School of Medicine faculty members and is designed to help faculty document activities and accomplishments while updating information pertinent to the annual performance evaluation. PRiSM complements—but does not replace—the face-to-face performance review meetings between each faculty member and his/her division (or section) head, department chair, or the chair's designee. Faculty members should familiarize themselves with [PRiSM](#) and may [access PRiSM](#) using their current UC Denver login and password.

Mentoring

The Department of Pediatrics Office of Academic and Faculty Affairs, along with the School of Medicine Office of Faculty Affairs, are committed to enhancing faculty development and maintaining a robust mentoring program, especially for junior faculty. The [Department of Pediatrics offers mentoring resources](#). In addition, [CU Denver Anschutz Medical Campus offers mentoring resources](#).

Justin Lotspeich is the Faculty Affairs Coordinator for the DOP. Please contact him with questions, concerns, or feedback regarding

- Scheduling an appointment with Andrew Sirotnak, MD, about faculty concerns, feedback, or questions
- The PRiSM process
- Career Cornerstones
- Faculty Handbook
- New Faculty Dinner and Orientation
- Academic and Faculty Affairs webpages
- Junior Faculty Interest Group (JFIG), events, and webpage
- PhD Faculty Interest Group (PhDFIG), events, and webpage

Contact Information

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(720) 777-2967

The [Department of Pediatrics offers mentoring resources](#).

In addition, [CU Denver Anschutz Medical Campus offers mentoring resources](#).

Teaching/Academy of Medical Educators

Academic faculty must teach to be promoted, but, more importantly, they should teach because it is rewarding and fun. Teaching resources are available at the [CU Center for Faculty Development](#).

The [Academy of Medical Educators](#) provides a home base for teachers and a visible mechanism to support and enhance all educational programs and teachers at the University of Colorado School of Medicine. The primary goal of the Academy is to create an environment that promotes and rewards teaching excellence and enhances the education of our students, residents, fellows, faculty, and community.

Colorado School of Public Health

The [Colorado School of Public Health](#) combines all Colorado-based public health graduate education and research into a single school guided by a single mission: to promote the physical, mental, social, and environmental health of people and communities in the Rocky Mountain West and globally.

The CHA/PA Program

The [Child Health Associate/Physician Assistant \(CHA/PA\) Program](#) provides comprehensive physician-assistant education in primary medical care with additional training in pediatrics. Didactic teaching and clinical precepting opportunities are available.

Clinical Faculty Scholars Program

The Clinical Faculty Scholars Program (CFSP) in the Colorado Health Outcomes Program is a two-year fellowship designed to develop research-oriented junior faculty into independent investigators in health outcomes and health-services research. Through guided research project development, educational seminars, grant-writing classes, and mentorship, fellowship participants are assisted in obtaining a research career development award (K08/K23 award or equivalent); a first-independent, extramural project award (R01 or equivalent); or foundation funding. Each Faculty Scholar will develop an individual career development plan and receive regular individual mentorship from four experienced senior researchers in clinical epidemiology, health services research, biostatistics, and health economics.

The [Clinical Faculty Scholars Program](#) enrolls 4-6 junior faculty members per year from clinical departments. Faculty from affiliated institutions (i.e. Denver VA and Denver Health) are eligible. While the program emphasizes faculty development for physician-investigators, other clinicians and doctorally trained researchers in relevant disciplines may apply.

Teaching Scholars Program

The [Teaching Scholars Program \(TSP\)](#) is an eighteen-month program designed to enhance knowledge and skills and develop future leaders in medical/healthcare education with a focus on core components of educational scholarship and curriculum development. The TSP culminates in the development of an education research project or a curriculum development project and is built upon the overall goal of developing a cadre of highly skilled educational scholars and leaders on the Anschutz Medical Campus.

The program consists of three core elements:

1. Afternoon Seminar Series (occurs throughout the academic year and may meet at least twice a month)
2. Curriculum Development Project and/or Education Scholarship Project
3. Faculty mentorship and guidance

Participants are expected to commit 0.1 FTE to

- Attending all scheduled sessions on Tuesday afternoons
- Working on their project
- Completing assigned readings and activities
- Meeting with their mentor(s) and/or TSP leadership about their project and career goals.

Clinical Science Graduate Program

The [Clinical Sciences Graduate Program \(CLSC\)](#) has a goal of training nationally competitive clinician/clinical-translational scientists by providing a formal and structured educational program in the clinical and translational sciences including formal mentoring with interdisciplinary faculty working in the clinical sciences. Graduates are trained to both conduct rigorous, credible, relevant patient-based research within stringent ethical and regulatory guidelines and translating the evidence for community application.

The program offers [master's degree](#) and a Ph.D. training in three areas: [Clinical Investigation \(CI\)](#), [Health Information Technology \(HIT\)](#), and [Health Services Research \(HSR\)](#). Details about program qualifications and the application process can be found on the website.

School of Medicine Diversity and Inclusion Program

The [School of Medicine Office of Diversity & Inclusion](#) is here to connect people with services and departments throughout the university system and in the community that will assist and support their academic and professional success. The Office also works to develop a respectful, diverse, inclusive environment in the School of Medicine, across the University of Colorado campuses, and with the community at large. The website provides links to helpful resources for students, residents, and faculty.

The University of Colorado [Ethnic Minority Affairs Committee \(EMAC\)](#) considers concerns of ethnic minority faculty including

1. Assessing the cultural climate of the University as it pertains to opportunities for ethnic minority faculty for academic advancement, productivity, and appropriate compensation
2. Making recommendations for creating an academic environment that fosters the academic success of ethnic minority faculty
3. Working to assure fairness in the recruitment and retention of ethnic minority faculty
4. Developing support networks and recommending policy to address the needs of ethnic minority faculty

Women in Medicine and Science Committee

The [Women in Medicine and Science Committee](#) has a mission to facilitate the success of women in all ranks of the academic medical community and to promote academic excellence at all levels for faculty, house staff, and students while reducing areas in which gender hinders success. They provide resource information as well as links to sister organizations such as the [Center for Women's Health Research \(CWHR\)](#).

Grants and Contracts

Office of Grants and Contracts

The [Office of Grants and Contracts \(OGC\)](#) provides service to principal investigators and administrators for the purpose of obtaining and administering extramural funds in compliance with University and sponsor guidelines.

Services

The OGC assists University of Colorado faculty in their efforts to secure external support for their instructional, research, public service, and scholarly activities, including

1. Budget review
2. Grant application and contract proposal review
3. Contract review, negotiation, and acceptance
4. Subrecipient agreement development, negotiation, and acceptance
5. Advice on sponsor and University requirements

The OGC is also responsible after award for compliance with non-technical sponsor requirements that include

1. Financial reporting and standard invoicing (e.g. does not include non-governmental clinical trial invoicing which is done by academic units)
2. Providing advice on sponsor and University requirements
3. Acting as a liaison with sponsor contract/financial representatives
4. Cash management
5. Acting as a liaison for audits of sponsored activity

Contact Information

(303) 724-0090

[Office Contact List](#)

[FAQ page](#)

Conducting Clinical Research at Children's

The Children's Hospital Colorado and the [Colorado Clinical Translational Sciences Institute \(CCTSI\)](#) have all the necessary infrastructure to conduct both simple and complex clinical research protocols, including an outpatient [Clinical Translational Research Center \(CTRC\)](#), and inpatient research beds, all of which can provide faculty the necessary support to conduct research.

The following entities on campus are involved with the clinical research process:

Children's Hospital Research Institute (RI)

The [Children's Hospital Research Institute \(RI\)](#) is charged with supporting investigators and team members in their efforts to conduct clinical research at Children's Hospital Colorado. The RI reviews, negotiates, and provides administrative oversight on research projects to ensure compliance with all applicable laws, policies, and regulations. The RI serves as an umbrella organization for all research at Children's Hospital Colorado. As part of their centralized research startup process, they collect the essential documentation and create any necessary accounts required to ensure studies are properly documented, executed, and billed to sponsors.

The RI also focuses on new, young investigators by funding them for projects that may subsequently provide the preliminary data necessary for the investigators to compete for funds from outside agencies. Over half of RI grant recipients have been successful in obtaining additional funds from outside granting agencies such as the National Institutes of Health and the American Heart Association, as well as other foundations and granting agencies.

Internal Funding Opportunities

- Research Scholar award
- Pilot grant award
- Bridge fund award
- CHCO/School of Mines Collaboration Pilot award

[Details](#) on each of these funding mechanisms and [applications](#) can be found on the Children's Hospital Colorado external website.

Center for Education Research and Scholarship (CERS)

The Department of Pediatrics [Center for Education Research & Scholarship](#) (CERS) was established to support faculty, fellows, residents, and students in research and scholarship in medical education, creating a culture of collaboration among educators and scholars across the Department and aligning with the Department of Medical Education's vision of being recognized leaders in medical education.

Areas of Focus

- Assessment
- Curriculum development
- Research about teaching and learning

Services and Support

To best serve the community of medical education researchers in the DOP, we have identified the following areas that have a need for support and guidance:

- Support for doing research and writing grants in education
- Faculty development: equipping faculty to do education research & scholarship
- Curriculum development and innovation: creating new approaches to education
- Assessment and evaluation: evaluating the education we do and making plans for further improvement
- Teaching and learning: studying education and developing innovative approaches

Contact Information

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Daniel.Nicklas@childrenscolorado.org

Meghan Treitz, MD, Interim Co-Director CERS
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Colorado Multiple Institutional Review Board (COMIRB)

The [Colorado Multiple Institutional Review Board](#) (COMIRB) is an administrative body established to protect the rights and welfare of human research subjects recruited to participate in research activities conducted under the auspices of the University of Colorado Denver and its affiliates Children's Hospital Colorado, Denver Health and Hospital Authority, University of Colorado Hospital, and the VA Eastern Colorado Health Care System. All human subject research must be reviewed by an IRB prior to implementation. There is also specific training that needs to be completed by research personnel before they can be included on a protocol. The COMIRB website contains information about whether your project qualifies as human subject research and how to submit necessary forms. Review the [“Submissions”](#) page for information on the necessary steps including training that need to be taken before the protocol can begin.

Contact Information

COMIRB@ucdenver.edu
(303) 724-1055

Human Subject Research Portal

The [Research Submission Portal](#) process will ensure that your human subject research at the University of Colorado Anschutz Medical Campus is ready for IRB submission. This portal is designed for researchers and study teams to submit their human subject research for review by the University of Colorado Hospital, Children's Hospital Colorado, Clinical and Translational Research Center (CTRC), and the University of Colorado. The website provides more information on the documents required and links to the online submission process. All protocols involving human subjects need to be submitted through this portal.

CU Clinical Research Support Center (CRSC)

The [Clinical Research Support Center](#) (CRSC) provided appropriate guidance in a very responsive way to help faculty develop a strategy to get their study up and running.

The CRSC provides guidance for clinical research professionals at CU and its affiliates at no cost. The team consists of senior clinical research specialists who assist and guide researchers through the various regulatory requirements for research involving human subjects.

Services include

- FDA submission assistance guidance
- Clinical Trials Budgeting guidance
- Education and training
- Review of IRB documents before submission
 - Application for Protocol Review
 - Consent
 - Additional Documents
- Site initiation visits
- Compliance advice
- Assistance with ClinicalTrials.gov submissions and maintenance

Contact Information

(303) 724-1111

ClinicalResearchSupportCenter@UCDenver.edu

Children's Hospital Colorado Clinical and Translational Research Center (CTRC)

The [CTRC](#) supports research visits in dedicated inpatient and outpatient research facilities as well as limited mobile services to conduct research visits within Children's Hospital Colorado.

The CTRC supports both investigator-initiated studies, including multi-center NIH studies, and industry initiated protocols. All services are provided as fee-for-service resources with federally funded studies receiving subsidized rates.

Facilities & Services

- [Children's Hospital Colorado CTRC Core Lab](#)
- [Nutrition Services](#)
- [Nursing Services](#)
- Infusion Center
- Exam rooms
- Procedure room
- Body composition measurement via DEXA, BOD POD, and PEA POD
- Metabolic and exercise testing including RMR and vO₂max
- Bronchoscopy
- Cardiac monitoring equipment
- Echocardiogram & vascular imaging

Contact Information

(720) 777-1234

CCTSI@ucdenver.edu

CHCO Center for Innovation and CU Innovations Office

Children's Hospital Colorado Center for Innovation

[Children's Hospital Colorado Center for Innovation](#) helps to establish a clear path for venture development for all team members through education, incubation, and acceleration. It also creates a conduit for industry collaboration to bring cutting-edge healthcare technologies to the frontlines of clinical care and enable partnerships with CHCO innovators.

Contact Information

CenterforInnovation@childrenscolorado.org

University of Colorado Innovations Office

With expertise in patents, copyrights, and licensing, the [CU Innovations Office](#) helps translate discovery into impact through transparent, flexible, best-practice intellectual property management services and helps connect researchers at CU's Anschutz Medical Campus with a variety of commercialization programs in the University and community.

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Children's Hospital Clinical and Research Library

The [Clinical and Research Library \(requires access to CHCO intranet\)](#) at Children's Hospital Colorado provides and facilitates access to the health, education, and research information required by hospital staff, faculty, students, the broader healthcare professional community.

The library provides access to point-of-care resources such as MD Consult, bibliographic databases, and other evidence-based databases. Staff will perform customized literature searches, access articles that need to be obtained from outside sources, and provide education on literature searching resources, searching techniques, and bibliographic tools.

Contact Information

Tel: (720) 777-6400

Fax: (720) 777-7152

library@childrenscolorado.org

CU Strauss Health Sciences Library

The [Health Sciences Library](#) provides extensive resources, including online resources, to CU faculty both on and off campus. Resources include point-of-care tools such as ClinicalKey and UpToDate and access to more than 30,000 online journals. It is staffed by 40 librarians and paraprofessionals who provide services such as professional searches and technology troubleshooting. The physical location contains more than 30 collaborative meeting and study spaces, wireless internet, and a computer commons with 50 computer workstations. Literature searches performed on the [PubMed link](#) on the website provide links to online articles. Faculty located off campus will need to enter University credentials to access the articles.

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