Rutgers School of Dental Medicine

Procedural Code

Changes:
- Elimination of University of Medicine and Dentistry of New Jersey (UMDNJ)
- Change of New Jersey Dental School (NJDS) to Rutgers School of Dental Medicine
- Correction of the name for the Dental Alumni Association
- Removed reference to UMDNJ and Rutgers Bylaws
- Administrative Faculty now have to be approved by the President upon recommendation by the Chancellor (I.A.3)
- Removed reference to Affirmative Action Plan – VIII.K.2.1
- Changed UMDNJ Exec VP of Academic Affairs and President to Chancellor
- Changed UMDNJ BOT to Rutgers BOG
- Removed reference to BOT in XII.C.1.1.
- Removed URL from XII.C.6
- Addition of an electronic copy of a promotion package materials in section XII.C.2.1
- Changes to XII.C.6.4.2 which reflect the Rutgers tenure award process and a correction. Previously the Procedural Code in this paragraph referred to the school's Procedural Code, it should be the school's Bylaws.

Name Changes:
- Rutgers – NJMS to New Jersey Medical School
- Rutgers Dental Medicine Alumni Association to Dental Alumni Association

Version .05

Executive Council Approval: ???

Effective Date: July 1, 2013
# RUTGERS SCHOOL OF DENTAL MEDICINE PROCEDURAL CODE

<table>
<thead>
<tr>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. CONSULTATION PROCEDURES</td>
</tr>
<tr>
<td>A. Consultation by the Dean</td>
</tr>
<tr>
<td>B. Consultation by Department Chairpersons</td>
</tr>
<tr>
<td>II. DEPARTMENTAL PROCEDURES</td>
</tr>
<tr>
<td>A. Department Meetings</td>
</tr>
<tr>
<td>B. Search Committee for Departmental Chairpersons</td>
</tr>
<tr>
<td>C. Appointment of Department Vice-Chairperson</td>
</tr>
<tr>
<td>D. Review of Department Chairperson</td>
</tr>
<tr>
<td>E. Review of Division, Section, and Program Directors</td>
</tr>
<tr>
<td>F. Departmental Voting Procedures</td>
</tr>
<tr>
<td>III. ACADEMIC ASSEMBLY PROCEDURES</td>
</tr>
<tr>
<td>IV. EXECUTIVE COUNCIL PROCEDURES</td>
</tr>
<tr>
<td>A. Sub-Committee on Committees</td>
</tr>
<tr>
<td>V. CLOSED BALLOT PROCEDURES</td>
</tr>
<tr>
<td>VI. ELECTORAL PROCEDURES</td>
</tr>
<tr>
<td>A. Academic Assembly and Executive Council</td>
</tr>
<tr>
<td>B. Vacant Positions</td>
</tr>
<tr>
<td>C. Recall</td>
</tr>
<tr>
<td>VII. COMMITTEE PROCEDURES</td>
</tr>
<tr>
<td>A. Assignment</td>
</tr>
<tr>
<td>B. Committee Chairperson Responsibilities</td>
</tr>
<tr>
<td>C. Committee Secretary Responsibilities</td>
</tr>
<tr>
<td>VIII. MEMBERSHIP AND CHARGES OF STANDING COMMITTEES</td>
</tr>
<tr>
<td>A. Admissions Committee</td>
</tr>
<tr>
<td>B. Appointments and Promotions Committee</td>
</tr>
<tr>
<td>C. By-laws and Elections Committee</td>
</tr>
<tr>
<td>D. Community Advisory Committee</td>
</tr>
<tr>
<td>E. Continuing Education Committee</td>
</tr>
<tr>
<td>F. Curriculum Committee</td>
</tr>
<tr>
<td>G. Environmental Safety</td>
</tr>
<tr>
<td>H. Faculty Affairs Committee</td>
</tr>
<tr>
<td>I. Faculty Development Committee</td>
</tr>
<tr>
<td>J. Planning Committee</td>
</tr>
<tr>
<td>K. Postdoctoral Education Committee</td>
</tr>
<tr>
<td>L. Research Committee</td>
</tr>
<tr>
<td>M. Student Academic Performance Committee</td>
</tr>
<tr>
<td>N. Student /Faculty Relations Committee</td>
</tr>
<tr>
<td>IX. BY-LAWS AMENDMENT PROCEDURES</td>
</tr>
<tr>
<td>X. PROCEDURAL CODE AMENDMENT PROCEDURES</td>
</tr>
<tr>
<td>XI. BY-LAWS AND PROCEDURAL CODE ARCHIVE</td>
</tr>
<tr>
<td>XII. APPENDIX 1: APPOINTMENTS AND PROMOTIONS COMMITTEE</td>
</tr>
</tbody>
</table>
I. CONSULTATION PROCEDURES

A. CONSULTATION BY THE DEAN

Consultation by the Dean shall consist of the following:

I.A.1 The Dean will arrange to meet with appropriate groups, (e.g., Department, Executive Council, Academic Assembly) to present information on a projected action that will have a major impact on the Rutgers School of Dental Medicine. The item(s) will be placed on the agenda of the scheduled meeting.

I.A.2 Necessary documentation shall be distributed in advance and shall consist of at least a rationale for the proposed action, a job description for any position created and a statement of the expected impact of the proposal upon the Dental School, its students and its faculty.

I.A.3 All administrative appointments made by the Dean will be subject only to the approval of the President upon recommendation of the Chancellor.

B. CONSULTATION BY DEPARTMENT CHAIRPERSONS

Consultation by Department Chairpersons shall consist of the following:

I.B.1 Department faculty are to be notified at least three (3) working days in advance of the time, place, and agenda of the consultation.

I.B.2 A quorum shall consist of a majority of the faculty members of the department.

I.B.3 The chairperson shall provide a rationale for the proposed action, a job description for any position created, curriculum vitae of individuals being recommended for appointment or promotion, and a statement of the expected impact of the proposal upon the department and the school.

I.B.4 All consultation activities must be completed prior to forwarding any proposal to the next level for action.

I.B.5 Minutes shall be kept at all meetings.

II. DEPARTMENTAL PROCEDURES

A. DEPARTMENT MEETINGS

II.A.1 Normally there shall be a department meeting at least eight (8) times each academic year. All faculty members of the department are to be notified normally at least five (5) working days prior to the meeting, such notification to include the agenda for the scheduled meeting.

II.A.2 A quorum for any meeting shall consist of a simple majority of the full time equivalents of the department.

II.A.3 Whenever possible, meetings shall be scheduled at such times as no faculty member is required to be engaged in some other departmental activity.

II.A.4 Minutes shall be kept at all meetings and shall include as a minimum:
   a. Time, date and place of the meeting and those present.
b. Approval of the minutes of the previous meeting.
c. Motions made and by whom made.
d. Results of actions and/or voting on motions.

II.A.5 Minutes shall be circulated with the agenda for the succeeding meeting to all faculty members of the department. An approved copy of all minutes shall be kept in a departmental file.

II.A.6 The department files, excluding personnel files shall be open to all faculty members of the department. The chairperson is responsible for maintaining therein, copies of all documents such as personnel policy guides, rules, regulations, policies, memoranda, and minutes of meetings.

B. SEARCH COMMITTEE FOR DEPARTMENT CHAIRPERSONS

II.B.1 This search committee shall not exceed eleven (11) members. There shall be (a) two (2) representatives from the department concerned, elected by the faculty of that department, (b) six (6) from other departments appointed by the Dean from a slate of nominees recommended by the Sub-Committee on Committees and approved by the Executive Council, and (c) no more than three (3) individuals to provide representation with necessary expertise from appropriate constituencies such as other units of the University, industry, the community, professional organizations, etc., with one of the three nominated by the Executive Committee of the Dental Alumni Association. The chairperson of the Search Committee must be a Rutgers faculty member who shall be chosen by the Dean from among the membership. The search committee shall be dissolved not later than twelve (12) months after its formation. This term can be extended by the Dean for one or more three-month periods. If necessary, a new search committee shall be formed in accordance with procedures established in this section.

II.B.2 The Dean, in consultation with the department faculty, shall provide the search committee with a job description and a list of the professional qualifications which applicants must possess.

II.B.3 The search committee shall provide a preliminary list of nominees to the faculty of the department concerned and the Dean. The faculty will then return a vote tally and comments to the Dean. The search committee will meet with the Dean and discuss the final slate of candidates.

C. APPOINTMENT OF DEPARTMENT VICE-CHAIRPERSON

II.C.1 The department shall annually elect a Vice-Chairperson who is acceptable to the Dean.

D. REVIEW OF DEPARTMENT CHAIRPERSON

II.D.1 Review will be undertaken at five (5) year intervals on the initiative of the Dean. The Dean and the Faculty Affairs Committee shall appoint an Ad Hoc Department Chair Review Committee. This committee shall be composed of the following five (5) members: one (1) member elected by and from the department concerned; one (1) Rutgers School of Dental Medicine department chairperson from a department other than the one concerned; one (1) Rutgers School of Dental Medicine faculty member from a department other than the one concerned; two (2) members from dental faculty outside Rutgers School of Dental Medicine, one (1) of whom shall be a chair in the same discipline as the evaluated chair. Any part-time faculty member must have a 50% time equivalent or greater. The report of the Ad Hoc Department Chair Review Committee shall be transmitted to the Dean.

II.D.2 The departmental faculty may request a review at any time after two formal meetings of the departmental faculty, such meetings to be held within thirty (30) working days of each
other, and based on a majority vote. This may occur only at two (2) year intervals. The department faculty voting for such review must set forth written reasons to the Dean who will then decide whether to form an Ad Hoc Department Chair Review Committee.

E. REVIEW OF DIVISION, SECTION AND PROGRAM DIRECTORS

II.E.1 The fifth annual review of Academic Division, Section and Program Directors shall be conducted in a summative manner, such that this annual review will serve as a five year stewardship review by the chairperson.

II.E.2 Directors of department based Centers or Institutes shall be reviewed in accordance with item 1 above.

II.E.3 Directors of multi-departmental school-based Centers and Institutes shall have an independent five-year stewardship review. The Dean and the Faculty Affairs Committee shall appoint an Ad Hoc Center/Institute Director Review Committee. The report of the Ad Hoc Center/Institute Director Review Committee shall be transmitted by the to the Dean.

F. DEPARTMENT VOTING PROCEDURES

II.F.1 During an open vote, each faculty departmental member shall have one vote (i.e., one person/one vote). In a closed ballot, votes shall be counted in proportion to the FTE appointment of the faculty member (1.0 FTE weighs 1.0 vote, .8 FTE weighs .8 vote, etc.). The department chairperson shall vote only to break a tie during open votes, but may vote in all closed ballots. Voting shall be by closed ballot when the chairperson or any department member so requests.

III. ACADEMIC ASSEMBLY PROCEDURES

III.1 Voting at Academic Assembly meetings shall be by closed ballot when requested by 25% of the members present.

III.2 The Assembly shall hold at least four (4) meetings during each calendar year. Notification, in writing, shall be given at least five (5) working days in advance, and shall include the agenda.

III.3 Special meetings of the Assembly may be called by the President of the Assembly at any time, or upon request of the Dean or upon petition of thirty (30) members, provided that an announcement of meeting time and place as well as a printed agenda is distributed no less than three (3) working days in advance. In extreme emergencies, the 3 day provision may be waived.

III.4 A quorum shall consist of thirty (30) members present.

III.5 A simple majority of votes cast (abstentions are not considered votes) shall be sufficient for the passage of all motions before the Assembly unless otherwise stated in the Rutgers School of Dental Medicine Bylaws.

III.6 During open vote, each Academic Assembly member shall have one vote (i.e., one person/one vote). In a closed ballot, faculty votes shall be counted in proportion to the FTE appointment of the faculty member (i.e., 1.0 FTE weighs 1.0 vote, .8 FTE weighs .8 vote, etc.); non-faculty votes (e.g., ex-officio and alumni) shall be counted as a .5 vote.

III.7 Upon receipt, within five (5) working days after a meeting of the Assembly, of a petition signed by forty (40) members of the Assembly appealing a decision of the Assembly made during the open meeting, the Secretary shall request the President of the Assembly and the Dean to defer action on the issue under appeal until the question has been submitted to the Assembly for vote by mail, ballot box, or electronic ballot. The voting shall be conducted by the Secretary-Treasurer of the
Assembly. Ballots shall be distributed within five (5) working days after receipt of the appeal and returned within the following ten (10) working days. Announcement of the result of the appeal shall be made at the next regularly scheduled Executive Council and Assembly meetings.

III.8 Statements regarding actions of the Assembly shall be transmitted to the Dean by the Secretary-Treasurer or the President of the Assembly or his/her designee.

III.9 Academic Assembly meetings shall be conducted in conformity with Robert’s Rules of Order.

IV. EXECUTIVE COUNCIL PROCEDURES

IV.1 The Executive Council shall meet at least eight (8) times per year. Special meetings may be called by the Dean at any time.

IV.2 A majority of the Executive Council members shall constitute a quorum.

IV.3 Statements regarding actions of the Executive Council shall be transmitted by the Dean to the Assembly.

IV.4 Executive Council meetings shall be conducted in conformity with Robert’s Rules of Order.

A. EXECUTIVE COUNCIL’S SUB-COMMITTEE ON COMMITTEES

IV.A.1 Charge

IV.A.1.1 Forwarding each year to the Executive Council its nominations for chairpersons and members of standing committees to take effect September 1st with the approval of the Executive Council.

IV.A.1.2 Monitoring the performance of all committees.

IV.A.1.3 Recommending to the Executive Council modifications of charges to committees.

IV.A.1.4 Recommending to the Executive Council faculty to serve on a Departmental Chairperson Search Committee.

IV.A.1.5 Preparing a slate of nominees to form a Dean’s Search Committee.

IV.A.1.6 Recommending to the Executive Council the recall of chairpersons or committee members of standing committees. If Executive Council votes for recall, the Committee shall recommend the appointment of a replacement.

IV.A.1.7 Consultation with the current and prospective chair of the standing committee will occur concerning appointments to said committee.

V. CLOSED BALLOT PROCEDURES

V.1 Elections shall be by mail, ballot box, or electronic means, using procedures developed by the By-laws and Elections Committee.

V.2 In mail, ballot box, or electronic votes of the Assembly, faculty votes shall be counted in proportion to the FTE appointment of the faculty member (1.0 FTE weighs 1.0 vote, .8 FTE weighs .8 vote, etc.), non-faculty votes (e.g. ex-officio and alumni) shall be counted as a .5 vote.
VI. ELECTORAL PROCEDURES

A. ACADEMIC ASSEMBLY AND EXECUTIVE COUNCIL

VI.A.1 Faculty Representatives
The By-laws and Elections Committee shall receive nominations for election of officers of the Academic Assembly and the part-time member of the Sub-Committee on Committees in April. Valid nominating petitions shall require the signature of at least five (5) members of the Assembly, as well as the signature of the nominee. Mail, ballot box, or electronic elections will be held in May. The Sub-Committee on Committees, Assembly, and Executive Council positions take effect on July 1.

VI.A.2 Alumni Representatives
In April, the By-laws and Elections Committee shall request that the Dental Alumni Association select the requisite number of alumni representatives to the Assembly and to the Executive Council.

VI.A.3 Student Representation
In April, the By-laws and Elections Committee shall request the student government organization to select one student representative to the Executive Council.

VI.A.4 Ballot Procedures
Listed on the ballot will be the name of the faculty/candidate with the academic and administrative title, if applicable, as conferred by the University Board of Trustees.

B. VACANT POSITIONS

VI.B.1 If a position falls vacant, a replacement shall be selected in the manner designated for initial appointment or election, and the individual shall serve to complete the term.

C. RECALL

VI.C.1 Officers of the Assembly and elected representatives to the Executive Council may be recalled by petition to the By-laws and Elections Committee. The petition shall be signed by not less than thirty members of the Academic Assembly. The Bylaws and Elections Committee will then conduct closed ballot in accordance with the provisions of Article V.

VII. COMMITTEE PROCEDURES

A. ASSIGNMENT

VII.A.1 In May of each year, the Secretary of the Assembly shall forward the Committee assignment preferences to the Sub-Committee on Committees.

VII.A.2 No Assembly member shall serve on more than two (2) standing committees unless recommended and approved by the Executive Council.
VII.A.3 No Executive Council member may serve as chairperson of more than one standing committee of the Dental School unless the Executive Council so approves.

VII.A.4 In certain situations the Sub-Committee on Committees may recommend a continuance of service on a committee with the approval of the Executive Council.

VII.A.5 Committee assignments shall take effect on July 1

VII.A.6 Committee assignments shall be for three (3) years unless otherwise specified.

B. COMMITTEE CHAIRPERSON RESPONSIBILITIES

The responsibilities of committee chairpersons include:

VII.B.1 Scheduling of committee meetings.

VII.B.2 Preparing an agenda for each meeting.

VII.B.3 Delegating tasks to various committee members.

VII.B.4 Working with the Sub-Committee on Committees to maintain effective operation of the Committee.

VII.B.5 Reporting to the Executive Council as is appropriate and submitting annual written reports, including quorum history, minutes of meetings, and procedural guidelines for the operation of the committee, by July 31 to the Dean and the Secretary-Treasurer of the Academic Assembly. The Appointments and Promotions Committee shall also submit a final report at the conclusion of its cycle.

VII.B.6 Maintain procedural guidelines for the operation of the committee, including the quorum requirement.

C. COMMITTEE SECRETARY RESPONSIBILITIES

VII.C.1 Each committee must select a secretary whose responsibilities shall include taking minutes which must contain:

VII.C.1.1 Time, date and place of the meeting and those present.

VII.C.1.2 Approval of the minutes of the previous.

VII.C.1.3 Motions made and by whom made.

VII.C.1.4 Results of actions and/or voting on motions.

VIII. MEMBERSHIP AND CHARGES OF STANDING COMMITTEES

All committee members must be members of the Rutgers School of Dental Medicine Academic Assembly, as defined in the Rutgers School of Dental Medicine Bylaws, III.B.2.1, unless otherwise specified in the Rutgers School of Dental Medicine Procedural Code

A. ADMISSIONS COMMITTEE

VIII.A.1 Membership
VIII.A.1.1 The committee shall consist of sixteen (16) faculty members, and the appropriate administrative officer who serves without vote. At least two-thirds of the faculty members must hold dental degrees. Membership shall be for a five (5) year term, renewable. The committee chair should be selected after serving as a member of the Admissions Committee for at least two (2) years.

VIII.A.2 Charge

VIII.A.2.1 The committee shall admit qualified students to the Rutgers School of Dental Medicine. An Educationally Disadvantaged Student Subcommittee (EDSS) and the International Dentist Program Subcommittee (IDPSA) on Admissions will be maintained as a part of the Admissions Committee. The EDSS will be staffed at the discretion of the Chair of the Admissions Committee. It will consist of the Chair and selected members of the Admissions Committee. The IDPSA will consist of the following individuals: one representative from each of the clinical departments of Rutgers School of Dental Medicine and two at large members selected by the chairperson of the Admissions Committee from members of the Admissions Committee, one of whom will serve as chairperson of the IDPSA.

B. APPOINTMENTS AND PROMOTIONS COMMITTEE

VIII.B.1 Membership

VIII.B.1.1 The committee consists of five full-time tenured Professors, one full-time tenured Associate Professor, one full-time non-tenured Professor or Associate Professor, and two part-time faculty equal to or greater than .4 and less than .8 FTE with rank of Clinical Professor or Clinical Associate Professor. Senior school administrators (e.g., Assistant Deans, Associate Deans and Vice Deans) are not eligible to serve on the Committee. The five full-time tenured Professors shall serve terms of 5 years durations, with appointments staggered so that one new member is appointed each year. The remaining four Committee members shall serve terms of 4 years durations, with appointments staggered so that one new member is appointed each year. No more than two members of the Committee shall have their primary academic appointment in the same department. The committee annually elects a Chair from the members who are full-time tenured professors.

VIII.B.2 Charge

VIII.B.2.1 To review and recommend candidates for appointment or promotion to academic rank in the dental school faculty. When appropriate, the committee also recommends tenure for faculty. The committee is governed by the *Rutgers School of Dental Medicine Bylaws*, the *Rutgers School of Dental Medicine Procedural Code*, and policies approved by the Rutgers School of Dental Medicine Executive Council and Academic Assembly. The complete Appointments and Promotions Committee procedures can be found in Appendix I.

C. BY-LAWS AND ELECTIONS COMMITTEE

VIII.C.1 Membership

VIII.C.1.1 The committee shall consist of four (4) members of the Assembly in addition to the chairperson. At least one member must be from the part-time faculty. Faculty holding administrative titles (with the exception of department chairpersons and division directors) may not chair this committee.
VIII.C.2  Charge

VIII.C.2.1  Annually review the By-laws of the School.

VIII.C.2.2  Conduct hearings on proposed amendments to the Rutgers School of Dental Medicine Bylaws or Rutgers School of Dental Medicine Procedural Code - as prescribed in Section IX and X of the Procedural Code.

VIII.C.2.3  Conduct elections for the Assembly and Executive Council and other elections as directed by the Academic Assembly.

VIII.C.2.4  Shall issue an opinion to the Rutgers School of Dental Medicine Academic Assembly on any question or dispute that arises relative to the Rutgers School of Dental Medicine Bylaws and/or Rutgers School of Dental Medicine Procedural Code.

D. Community Advisory Committee

VIII.D.1  Membership

VIII.D.1.1  The committee shall consist of the following six (6) voting members: the chair of the Department of Community Health, one community minded citizen from the host community, two members selected from the faculty of Rutgers School of Dental Medicine, one member from the staff of Rutgers School of Dental Medicine, and one member from the student body appointed by the Student Government Association. The Assistant Dean of Hospital Affairs and Institutional Development and the Director of Multicultural Affairs will serve as liaisons without vote.

VIII.D.2  Charge

VIII.D.2.1  The committee shall provide advice to the Rutgers School of Dental Medicine relative to community affairs and community service programs.

E. CONTINUING EDUCATION COMMITTEE

VIII.E.1  Membership

VIII.E.1.1  The committee shall consist of a chairperson, four (4) faculty members and the appropriate administrative officer. The committee members shall serve a two (2) year term, renewable.

VIII.E.2  Charge

VIII.E.2.1  The committee shall make recommendations regarding continuing education policies, consistent with policies set by the University.

F. CURRICULUM COMMITTEE

VIII.F.1  Membership

VIII.F.1.1  The committee shall consist of the chairperson; six (6) faculty members, two (2) of whom are New Jersey Medical School basic science faculty members who teach dental students and hold academic appointments at Rutgers School of Dental Medicine; an appropriate administrative officer; and one (1) student appointed by the student government organization. Each class in the pre-doctoral program
shall appoint an advisor to the committee who shall be consulted on curricular matters affecting his/her class. Faculty members shall serve four-year renewable terms with one-quarter (1/4) of the membership renewed or replaced annually.

VIII.F.2 Charge

VIII.F.2.1 The committee shall regularly review the content and delivery of the curriculum.

VIII.F.2.2 The committee shall maintain liaison with the administration regarding the coordination of inter-departmental programs consistent with the goals of Rutgers School of Dental Medicine.

VIII.F.2.3 The committee shall establish sub-committees on clinical affairs, student instruments and any other appropriate curricular activities.

G. ENVIRONMENTAL SAFETY

VIII.G.1 Membership

VIII.G.1.1 The committee shall consist of a representative from the Office of Clinical Affairs, a faculty representative from each clinical department and Advanced Education in General Dentistry Program, a dental hygiene faculty member, one student representative from each predoctoral clinical class and the appropriate administrative officer. The department representative will be responsible to the department as a resource person on environmental safety. The administrative officer will be the Environmental Safety Director in the dental school, and will serve as Chairperson ex-officio.

VIII.G.2 Charge

VIII.G.2.1 Recommend practical acceptable environmental safety policies for implementation by the Dean, faculty, students and staff.

VIII.G.2.2 Develop an environmental safety manual that reflects the environmental safety policy of the dental school.

VIII.G.2.3 Annually update the environmental safety manual to keep it in compliance with national standards and recommendations.

VIII.G.2.4 Advise the Environmental Safety Director on needed improvements in faculty, students and staff behavior.

VIII.G.2.5 Advise the Curriculum Committee on the educational requirements to know, understand and develop approved skills in infection control and environmental safety.

VIII.G.2.6 Advise the Dean, department chairpersons, faculty and students about non-compliance with established environmental safety policies.

VIII.G.2.7 Advise preclinical course directors on the development of proper work habits that will be easily transferable to the environmental safety procedures in the clinical program.

VIII.G.2.8 Establish infection control protocols that are in compliance with all state and federal guidelines and regulations.
VIII.G.2.9 Serve as a liaison between University Hospital and Rutgers School of Dental Medicine.

VIII.G.2.10 Maintain appropriate radiation safety protocols that comply with all state and federal guidelines and regulations.

VIII.G.2.11 Establish environmental safety protocols (e.g., air quality, chemical spills, sanitation, etc.).

H. FACULTY AFFAIRS COMMITTEE

VIII.H.1 Membership

VIII.H.1.1 The committee shall consist of a chairperson and four (4) other faculty members. Faculty holding administrative titles (including department chairpersons and assistant and associate deans) may not chair this committee.

VIII.H.2 Charge

VIII.H.2.1 Review and recommend policies governing faculty affairs other than appointments, promotions, and tenure.

VIII.H.2.2 Review all requests for faculty renewal leave other than those dealing with research.

VIII.H.2.3 Appoint ad hoc committees to hear grievances brought by members of the faculty pursuant to Article VII of the -Rutgers School of Dental Medicine By-laws.

VIII.H.2.4 Establish an ad hoc committee to review the department chairpersons in coordination with the Dean.

VIII.H.3 Grievance Procedure

VIII.H.3.1 Limitation

VIII.H.3.1.1 Grievances must be brought to the Faculty Affairs Committee within twenty (20) working days from the time of the incident forming the basis of the grievance or from the time when the grievant becomes aware or reasonably should have become aware of such incident. The grievant must describe, in writing, the specifics of the grievance and the requested remedy.

VIII.H.3.2 Informal Proceedings

VIII.H.3.2.1 At least one meeting shall be convened with the Dean, the grievant, and the individual(s) responsible for the alleged grievance (respondent(s)) to discuss and attempt to informally resolve the grievance.

VIII.H.3.2.2 If the grievant or respondent is not satisfied with the results of this meeting, the chairperson of the Faculty Affairs Committee shall request the grievant or respondent(s) to forward within five (5) working days, to the chairperson of the Faculty Affairs Committee, a written statement concerning the grievant's petition.

VIII.H.3.3 Formal Proceedings
VIII.H.3.3.1 Within ten (10) working days after receipt of the grievant's petition and the respondent(s) response, the Committee on Faculty Affairs shall begin deliberations.

VIII.H.3.3.2 The grievant(s) and the respondent(s) may each exercise one (1) peremptory challenge against members of the committee.

VIII.H.3.3.3 The grievant and the respondent(s) shall have the right to be advised at any stage of the proceedings by any faculty advisor he/she chooses.

VIII.H.3.3.4 The committee on Faculty Affairs, after thorough deliberation in closed session, shall then: (a) recommend to the Dean the dismissal of the grievance for lack of merit or substance, or (b) recommend to the Dean a course of redress.

I. FACULTY DEVELOPMENT COMMITTEE

VIII.I.1 Membership

VIII.I.1.1 The committee will be composed of 10 voting faculty members, including one representative from each department and at least one (1) part-time faculty member. The Associate Dean for Research, the Associate Dean for Academic Affairs are members, ex officio. To maintain continuity, the terms of membership shall be three years and staggered so that no more than 40% of members will be new each year.

VIII.I.2 Charge

VIII.I.2.1 Advising the Associate Deans for Research and Academic Affairs on faculty development issues.

VIII.I.2.2 Periodically assessing faculty needs and interests in faculty development issues.

VIII.I.2.3 Periodically developing, evaluating and updating the long-term plan for a faculty development program.

J. PLANNING COMMITTEE

VIII.J.1 Membership

VIII.J.1.1 The committee voting membership shall consist of ten (10) members: eight (8) members from the Rutgers School of Dental Medicine faculty, which shall include representatives from education, research and patient care sectors; one from the Rutgers School of Dental Medicine student body; and one member from the Rutgers School of Dental Medicine staff.

VIII.J.1.2 In addition, the Rutgers School of Dental Medicine Dean, a representative of Rutgers Central Administration, one representative from the Dental Alumni Association, and one member from the New Jersey Dental Association shall be members without vote. The committee shall have the power to appoint subcommittees as needed.

VIII.J.1.3 Each member shall serve for a three year term with one third of the total membership being appointed each year. A member may serve for a maximum of two consecutive terms.
VIII.J.2 Charge

VIII.J.2.1 The Planning Committee shall have an advisory role with regard to the development, modification, monitoring and evaluation of strategic planning issues.

K. POSTDOCTORAL EDUCATION COMMITTEE

VIII.K.1 Membership

VIII.K.1.1 The committee shall consist of: The Director of each postdoctoral program, one (1) postdoctoral student who will be elected by the postgraduate students; and the appropriate administrative officer.

VIII.K.2 Charge

VIII.K.2.1 The committee shall admit qualified students selected for the Advanced Educational Programs at the Rutgers School of Dental Medicine.

VIII.K.2.2 The Postdoctoral Committee shall establish mechanisms relating to:

VIII.K.2.2.1 The admission, progress and graduation of all students and residents in advanced education programs.

VIII.K.2.2.2 The curriculum evaluation for all advanced educational and residency programs.

VIII.K.2.2.3 Guidance to those departments interested in initiating and developing advanced educational programs.

VIII.K.2.2.4 The effectiveness and quality of existing and new postdoctoral and residency programs.

VIII.K.2.2.5 Other matters pertaining to postdoctoral programs.

VIII.K.2.3 The committee shall develop and maintain the Student Handbook for postdoctoral students and shall regularly review this document and recommend revisions as necessary.

VIII.K.2.4 The Student Handbook for postdoctoral students shall contain the school's policy for guiding the appropriate administrative officer in determining whether a student should be passed, failed, made to repeat, or other appropriate action.

VIII.K.2.5 The committee shall advise the Associate Dean for Academic Affairs and/or Executive Council where such advice is required and shall serve as a panel of review for students who wish to appeal actions resulting from their academic performance. Following such review procedures, recommendations of the committee shall be forwarded to the Dean for action.

L. RESEARCH COMMITTEE

VIII.L.1 Membership

VIII.L.1.1 The committee shall consist of the chairperson, six (6) faculty members who are active researchers and whose research represents the breadth of research at Rutgers School of Dental Medicine. Two of the faculty members should be involved in basic science research, with not more than three from a single
department. There shall be a student representative from Rutgers School of Dental Medicine and the Associate Dean of Research.

VIII.L.2 Charge

VIII.L.2.1 Advise the administrative officer for research on the development of research programs of Rutgers School of Dental Medicine.

VIII.L.2.2 Advise on disbursements of institutional research funds.

VIII.L.2.3 Encourage and advise faculty members and students in the development of, or participation in, research projects.

VIII.L.2.4 Review requests for faculty renewal leave involving research.

M. STUDENT ACADEMIC PERFORMANCE COMMITTEE

VIII.M.1 Membership

VIII.M.1.1 The committee shall consist of the Chairperson, ten (10) Rutgers School of Dental Medicine faculty members; two (2) New Jersey Medical School basic science faculty members who teach dental students and hold academic appointments at Rutgers School of Dental Medicine; and appropriate administrative officers including the Associate Dean for Student Affairs; the Associate Dean for Academic Affairs; the Associate Dean for Clinical Affairs, and the Registrar; the administrative officers serving without vote. If there is an insufficient number of eligible New Jersey Medical School faculty then Rutgers School of Dental Medicine faculty can be assigned to these positions.

VIII.M.1.2 The term of membership shall be for five (5) years, renewable, with no more than one-third (1/3) of the membership replaced in any year. The committee chair should be selected after serving as a member of the Student Academic Performance Committee for at least two years.

VIII.M.2 Charge

VIII.M.2.1 The Student Academic Performance Committee shall be responsible for recommending policy to the Executive Council relating to the academic performance and progress of the students. It shall meet regularly to provide oversight on student performance and make recommendation as to action to be taken on students.

VIII.M.2.2 The committee shall develop and maintain that section of the Student Handbook that pertains to Academic Affairs and regularly review that section and recommend revisions, as necessary. The Student Handbook shall contain the School's policy in determining whether a student should be given an academic warning, placed on academic probation, required to participate in remediation, required to repeat a course, required to repeat an academic year, be considered for academic dismissal, be promoted, or be graduated.

VIII.M.2.3 The committee shall advise the Associate Dean for Academic Affairs and Executive Council where such advice is required, and shall serve as a panel of review for a student whose academic performance does not meet school policy. Following such review procedures, recommendations of the committee shall be forwarded to the Dean for action.
N. STUDENT/FACULTY RELATIONS COMMITTEE

VIII.N.1 Membership

VIII.N.1.1 The committee shall consist of two faculty representatives from the basic science departments; six faculty representatives from the Rutgers School of Dental Medicine clinical departments; four student representatives; one from each undergraduate class; and Associate Dean for Student Affairs ex-officio (without vote). The faculty representatives shall serve three (3) year terms, with two (2) or three (3) individuals renewed or replaced annually.

VIII.N.2 Charge

The committee charge shall be to:

VIII.N.2.1 Improve collegial interactions between the students and faculty.

VIII.N.2.2 Serve as a liaison between students and faculty, recommending to the Dean actions devised to address concerns expressed by representatives.

VIII.N.2.3 Provide or direct students to support services in career development, and life and personal counseling.

VIII.N.2.4 Help coordinate student/faculty social events.

IX BY-LAWS AMENDMENT PROCEDURES

A. AMENDMENTS TO THE BY-LAWS INITIATED BY THE ASSEMBLY

IX.A.1 A proposal for amendment signed by thirty (30) members of the Assembly must be submitted to the chairperson of the By-laws and Elections Committee. Amendments may also be initiated by the By-laws and Elections Committee itself. The committee chairperson shall distribute the proposal with the date for an open hearing which shall be held within twenty (20) working days. The By-laws and Elections Committee shall immediately summarize the testimony and submit it along with the committee's recommendation to the President of the Assembly. At the next meeting of the Assembly, the proposed amendment and the report of the Bylaws and Elections Committee shall be presented as the first reading. A second reading of the amendment must take place at the next meeting of the Assembly. Within thirty (30) working days of the second Assembly meeting, the President of the Assembly shall cause to be conducted a mail ballot box, or electronic ballot on the amendment, the results of which shall be forwarded to the Board of Governors in accordance with Article VIII, Title A., of the Rutgers School of Dental Medicine Bylaws.

X. PROCEDURAL CODE AMENDMENT PROCEDURES AMENDMENTS

X.1 Proposed amendments to the Rutgers School of Dental Medicine Procedural Code, shall be referred to the Bylaws and Elections Committee. The Bylaws and Elections Committee shall forward its recommendations to the Executive Council within a 60-day period. The recommendations will be read to the Academic Assembly and copies will be distributed to each academic department with a request that any comments be forwarded to the Executive Council through the Dean's Office within ten (10) working days. The resolution to amend will then be placed on the agenda of the Executive Council and can be approved by a 2/3 majority of the ballots cast by the Executive Council. Amendments to this School of Dental Medicine Procedural Code may be initiated and adopted by the
Board of Governors, provided however, that no amendments shall be adopted unless sixty (60) days written notice thereof, and a copy of the proposed amendments, has been provided to the faculty of the Rutgers School of Dental Medicine and an opportunity granted to the Executive Council and the Academic Assembly to present its views to the Board of Governors within the sixty (60) day period.

**XI. BY-LAWS AND PROCEDURAL CODE ARCHIVE**

XI.1 The Dean’s office shall establish and maintain a permanent archive of approved *Rutgers School of Dental Medicine Bylaws* and *Rutgers School of Dental Medicine Procedural Code*. 
XII  Appendix I: APPOINTMENTS AND PROMOTIONS COMMITTEE

XII.A Introduction

XII.A.1 The processes of academic promotion and tenure are important for both individual faculty members and the institution. From the perspective of the individual faculty member, successful completion of the promotion/tenure processes leads to increased recognition and more responsibility within the institution. From the point of view of the institution, promotion and tenure are recognition that the faculty member has advanced professionally in a discipline, and has also contributed significantly to the mission and goals of the institution. Academic promotion and tenure are not automatic with time. They are reserved for those faculty who have demonstrated meritorious performance in their professional activities.

XII.A.2 Evaluation of an individual faculty member for promotion or tenure is difficult, and individuals from both the faculty and the administration must conscientiously assess the strengths of the candidate, as well as future potential. The purpose of this document is to provide guidance for these processes. These guidelines are for the candidate and for those who participate in the promotion and tenure decision processes. (In those instances where a candidate is appointed to two departments, it is assumed that all references to department chair in this document refers to the chairs of both departments.) Tenure is separate from academic rank and both are evaluated separately.

XII.B Operation of the Appointments and Promotions Committee

XII.B.1 Purpose of the Committee

XII.B.1.1 The Appointments & Promotions Committee is a standing committee of the dental school faculty, which is constituted to review and recommend candidates for appointment or promotion to academic rank in the dental school faculty. When appropriate, the committee also recommends tenure for faculty. The committee is governed by the Rutgers School of Dental Medicine Bylaws, the Rutgers School of Dental Medicine Procedural Code, and policies approved by the Rutgers School of Dental Medicine Executive Council and Academic Assembly.

XII.B.2 Composition of the Committee

XII.B.2.1 The committee consists of five full-time tenured Professors, one full-time tenured Associate Professor, one full-time non-tenured Professor or Associate Professor, and two part-time faculty equal to or greater than .4 and less than .8 FTE with rank of Clinical Professor or Clinical Associate Professor. Senior school administrators (e.g., Assistant Deans, Associate Deans and Vice Deans) are not eligible to serve on the Committee. The five full-time tenured Professors shall serve terms of 5 years durations, with appointments staggered so that one new member is appointed each year. The remaining four Committee members shall serve terms of 4 years durations, with appointments staggered so that one new member is appointed each year. No more than two members of the Committee shall have their primary academic appointment in the same department. The committee annually elects a Chair from the members who are full-time tenured professors.

XII.B.3 Committee Deliberations

XII.B.3.1 When meetings are held, a quorum consists of at least two-thirds of the committee members. Votes for promotion or tenure are made by closed ballot. All other votes are by open ballot, unless there is a request for a closed vote. A
majority of votes cast determines the result, and no abstentions are permitted unless an individual was not present during the discussion of the motion. Only full time tenured professors shall vote for candidates for the rank of professor on the tenure track.

XII.B.3.2 A department chair member of the committee will recuse him/herself from discussion and vote regarding a candidate in his/her department.

XII.B.3.3 Each faculty member being considered for promotion may exercise one peremptory challenge against a member of the committee. A committee member so-challenged shall be allowed to remain in attendance, but shall neither speak to nor vote upon any motion regarding the challenging faculty member. Faculty members can also request an advocate to speak to the committee on their behalf.

XII.B.3.4 Committee members will evaluate independently each promotion package with an appropriate rating form prior to committee deliberations.

XII.B.4 Deadline Dates for Committee Actions

XII.B.4.1 In order to expedite the business of the committee, all recommendations for appointment should be received by the first of each month, enabling action by the Board of Trustees during the following month. Recommendations for promotion must be submitted by October 30 for promotion the following July. Materials that do not follow the correct format will be returned. At the committees discretion limited revisions to correct minor formatting errors may be accepted through November 30. Documentation of significant major achievements (for example. award of a government or industry grant, acceptance for publication of a manuscript in a peer reviewed journal, appointment to a national level advisory or editorial board, etc.) may be accepted through December 31.

XII.B.5 Formal Consultation

XII.B.5.1 Before recommendations for appointment or promotion are sent to the committee, formal consultation must be completed so that the department chair can determine the opinion of the department faculty.

XII.B.6 Curriculum Vitae Format

XII.B.6.1 The committee uses a special format for the curriculum vitae, which improves the process of review of the candidate. The curriculum vitae shall be prepared using the standard Rutgers format. It is the responsibility of the candidate and the department chair to ensure that the appropriate format is used.

XII.B.7 Recommendation Summary Sheet

XII.B.7.1 In order to facilitate action by the committee, a recommendation summary sheet must be submitted together with the recommendation letter from the department chair in regard to appointment or promotion. The recommendation summary sheet is established by the Appointments and Promotions Committee and is kept on file in the Offices of the Dean and Faculty Administration.

XII.B.8 Communication of Action by the Committee

XII.B.8.1 The committee considers all deliberations to be confidential and members are not permitted to discuss specific personnel issues outside the committee. It is the responsibility of the committee chair to communicate any committee actions directly to the Dean.
XII.B.8.1.1 Initial Appointment

XII.B.8.1.1.1 Memoranda communicating positive recommendations for initial appointment will be directed to the Dean and copied to the appropriate department chair.

XII.B.8.1.1.2 Memoranda communicating negative recommendations for initial appointment must include the reasons for the Committee’s decision and shall be reviewed by the Appointments and Promotions Committee before being sent to the Dean and copied to the appropriate department chair.

XII.B.8.1.2 Promotion or Tenure

XII.B.8.1.2.1 Memoranda communicating positive recommendations for promotion or tenure shall be directed to the Dean and copied to the appropriate department chair, if the candidate was self-nominated and not supported by the department chair and the candidate.

XII.B.8.1.2.2 Memoranda communicating negative recommendations for promotion or tenure must include the reasons for the Committee’s decision and shall be reviewed by the Appointments and Promotions Committee before being sent to the Dean, copied to the appropriate department chair, and copied to the candidate as well.

XII.B.9 Appeals of Promotion or Tenure Decisions

XII.B.9.1 All appeals of Appointments and Promotions Committee actions are made to the Dean. If the Dean finds merit in the appeal, it will be forwarded to the Appointments and Promotions Committee for reconsideration and action. The results of the Committee’s action will be forwarded to the Dean within ten (10) working days.

XII.C Appointment/Promotion Package

XII.C.1 Letters of Recommendation

XII.C.1.1 For requests for appointment/promotion, the promotion package should contain a letter of recommendation from the department chair. Additional letters will be solicited by the Committee. For the Assistant Professor rank one external letter is required, and three names of external consultants should be submitted to the committee by the chair or the candidate. For the Associate or Full Professor rank six names and addresses of authorities outside of Rutgers should be submitted. Three recommendation letters will be solicited by the Appointments and Promotions Committee from the names submitted. Additionally, the Appointments and Promotions Committee reserves the right to contact other external consultants to review and make recommendation concerning an individual being considered for appointment or promotion. For candidates recommended for appointment or promotion to Associate Professor and Full Professor, recommendations should be from a recognized academic authority in the candidate’s area of expertise qualified to critically evaluate the candidate. (Letters from previous promotion cycles are unacceptable). External consultants will be provided with the School’s appointment/promotion criteria and a copy of the candidate’s CV and appropriate supporting documentation.
XII.C.2  Supporting Documentation

XII.C.2.1 Twelve (12) copies of supporting documentation should be submitted to the committee in suitable binders along with an electronic copy in PDF format on either a jump drive or CD. This documentation should include the nomination letter from the department chair or candidate that describes and evaluates the teaching, scholarly and service activities of the candidate (when appropriate); a list of individuals who could provide letters of recommendation; the recommendation summary sheet; the curriculum vitae; copies of publications; a teaching portfolio; and the first page of any grant, since attainment of the current rank.

XII.C.3  Formal Lecture

XII.C.3.1 It is required that all candidates for appointment (except to the instructor rank) at a time commitment of half-time or greater present a formal lecture to the faculty prior to consideration by the Appointments and Promotions Committee. This requirement applies also to those with a time commitment less than half time who wish to increase their appointment to half time or greater. It is assumed that the department chair will consider the quality of the lecture when making the appointment recommendation.

XII.C.4  Appointment or Promotion to Each Faculty Rank

Faculty can be appointed to the tenure or non-tenure tracks. Recommendations in regard to tenure are separate from recommendations in regard to academic rank.

XII.C.4.1  Appointment of New Faculty to the Rank of Instructor or Assistant Professor

XII.C.4.1.1 Recommendations for appointment to the rank of Instructor are made directly to the Dean and are not deliberated by the committee.

XII.C.4.1.2 Faculty who are recent graduates from dental school or college with no formal postdoctoral training would be appointed at the Instructor rank. Individuals with a minimum of five years of professional experience could be considered for the Assistant Professor rank. Individuals who had completed a minimum of two years of formal postdoctoral training also could be considered for appointment to the Assistant Professor rank. There would be no publication requirement for faculty appointed to the Instructor or Assistant Professor ranks.

XII.C.4.2  Promotion to the rank of Assistant Professor – tenure track and non-tenure track

XII.C.4.2.1 The rank of Instructor is an entry rank appointment. Faculty performance while in this rank gives the School an opportunity to determine the aptitude displayed by an individual for an academic
career. Promotion from the rank of Instructor to Assistant Professor is based on demonstration of continued growth and development, effective teaching, and professional service, and for entry into the tenure track of Assistant Professor, ability to work independently in research.

**XII.C.4.3 Appointment or Promotion to the rank of Associate Professor (Tenure track)**

**XII.C.4.3.1** For appointment or promotion to Associate Professor (tenure track), candidates should demonstrate independence and focus in research and scholarship. The research should be of high caliber and the candidate should have attained a national reputation of excellence in his/her field attested to by three authorities in his/her specialty area outside of the institution. The Committee recognizes that faculty have unique and individual talents and skills and thus may have specific roles within the Rutgers School of Dental Medicine that determine the proportions of their time spent in scholarly activity, teaching and service. Though all faculty on the tenure track are expected to direct a significant portion of their efforts to scholarly activity, quantitatively different outcomes are expected depending on the proportions of their time devoted to other areas, namely teaching and service. For example, those candidates whose contributions as a faculty member are predominantly in the area of scholarly activities would be expected to have a very high level of achievement in a specific scholarly area, including a history of major grant support with cutting edge research as attested to by one’s peers.

**XII.C.4.3.2** In addition to scholarship, a candidate for the Associate Professor rank should demonstrate quality of instruction and service. The relative quantitative proportion of instruction and service expected of a candidate would be determined by the faculty member’s role within the institution.

**XII.C.4.4 Appointment or Promotion to the rank of Full Professor (Tenure track)**

**XII.C.4.4.1** In addition to the requirements for Associate Professor (tenure track), professional activities for the rank of Full Professor should show increasing maturity and scholarship and the candidate should have an outstanding reputation nationally and preferably internationally. The evaluation will be based on the individual’s performance following his/her promotion to the rank of Associate Professor.

**XII.C.4.5 Appointment or Promotion on the Non-Tenure Track – Associate Professor and Professor**

**XII.C.4.5.1** The requirements for appointment or promotion on the non-tenure track are similar to those for tenure track ranks with less emphasis on scholarship and more emphasis on quality and quantity of teaching and service.

**XII.C.4.6 Appointment or Promotion of Part-time faculty to Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor**
XII.C.4.6.1 Evaluations for part-time faculty are based almost entirely on their professional activities and teaching. (If applicable, it is preferable that candidates be Board Certified by the appropriate ADA approved specialty board.)

XII.C.4.6.2 Part-time faculty who wish to change their status to full time will require consideration by the Appointments and Promotion Committee to determine appropriate academic rank based on the requirements for full time faculty.

XII.C.4.7 Emeriti Faculty

XII.C.4.7.1 The history of emeritus designations at Rutgers is consistent with a highly selective set of criteria under which only a small percent of retiring or retired faculty receive this title for service of the highest distinction at the University.

XII.C.4.7.2 In accordance with the Rutgers School of Dental Medicine Bylaws, recommendations from the department chairperson should be based upon significant contributions in teaching, research, or clinical or administrative services.

XII.C.4.7.3 The process of recommendation and approval shall be the same as for promotion to professor, except that self-nomination shall not be allowed. As part of that process, the Rutgers School of Dental Medicine Appointments and Promotions Committee will review and make recommendations regarding emeritus designations under criteria tailored for the disciplines and traditions of the Rutgers School of Dental Medicine.

XII.C.4.7.4 The following University criteria shall serve as general criteria for Rutgers School of Dental Medicine:

XII.C.4.7.4.1 The individual has served as a faculty member with the highest distinction as compared with his/her national or international peers and colleagues.

XII.C.4.7.4.2 The individual’s national or international reputation and eminence in his/her field as educator, researcher, clinician and/or administrator have brought recognition and honor to the School and University.

XII.C.4.7.4.3 The individual’s duration of service at the School or University is such as to confer seniority among his/her fellow faculty members, and his/her longevity of service has been marked by a consistently high level of accomplishments.

XII.C.4.7.4.4 The individual’s record, reputation and career shall be unblemished, containing no actions that have brought discredit to the School or University, or that have hindered the advancement of the School’s or University’s missions.

XII.C.4.8 Time in Rank

XII.C.4.8.1 The “usual” minimal time that a faculty member should be in rank prior to being considered for promotion is:

Instructor – 2 years
Assistant Professor – 4 years
Associate Professor —4 years
Part-time faculty with less than .5 FTE – 7 years; or accumulation of 15 units; where one unit equals ½ day per week, per year; whichever occurs first.

XII.C.5 Qualifications for Each Academic Rank

XII.C.5.1 Academic ranks are granted on the basis of defined qualifications regardless of time commitment (part-time/full-time) or salary. All candidates recommended for an appointment or promotion to a particular academic rank must fulfill the same criteria for that rank, except that candidates who are part-time or in the non-tenure track will have less emphasis on scholarly activity.

XII.C.5.2 The criteria for appointment or promotion to a particular faculty rank require that faculty must perform in three general areas: (1) Teaching, (2) Scholarly Activity, and (3) Service. Performance should be meritorious in at least two of the three categories for the Associate or Full Professor ranks, with meritorious performance in the candidate’s area of primary activity.

XII.C.5.3 For teaching, scholarly activity, and service, candidates will be evaluated for both quality and quantity of performance appropriate for a particular academic rank, recognizing the varying time commitments and responsibilities in the school.

XII.C.5.3.1 Teaching

XII.C.5.3.1.1 Teaching can be performed in different venues, such as the lecture hall, the clinic, or the laboratory, and teaching activity could involve predoctoral, postdoctoral or continuing education students. Teaching could also involve supervision of others in the teaching activity, for example, as a course director, or mentoring other faculty.

XII.C.5.3.1.2 Indicators of quality of teaching must include feedback from students, for each type of instruction, and evaluation of instruction by the course director, Group Practice Administrator and/or department chair based on personal observation.

XII.C.5.3.1.3 For satisfactory performance, it is expected that candidates will have at least average ratings of their performance. For meritorious performance, it is expected that candidates will have achieved above average or exemplary ratings of their teaching performance. In addition, meritorious performance is evidenced by increasing responsibility for teaching (e.g. course director, thesis major advisor); participation in continuing education programs, especially on national or international level; the development of new teaching materials and innovative approaches to teaching; or awards for teaching.

XII.C.5.3.1.4 A teaching portfolio must be included in the promotion package and it must contain a description of teaching activities, and feedback from students, the department chair and other faculty including the Group Practice Administrator, when appropriate. Included also should be sample teaching materials developed by the candidate and, when appropriate, performance outcomes by students. In addition the candidate should review performance with annual goals in regard to teaching.
XII.C.5.3.2 Scholarly Activity

XII.C.5.3.2.1 Scholarly activities include activities that develop or advance knowledge within the individual or for others. Examples include research (as principal or co-investigator), grants (intra or extramural funding), publications in national refereed journals (for example, original research, case report, review paper), publication of monographs, books or book chapters, and service on or for editorial boards as editor or reviewer. Other activities include attainment of specialty board certification, achievement of patents, coordinating symposia, and function as a grant reviewer.

XII.C.5.3.2.2 In the area of scholarly activity, it would be expected that a candidate would publish manuscripts in national refereed journals. The approximate number of manuscripts required since the last promotion as a minimum for satisfactory performance is indicated below. (Only complete papers as distinct from abstracts would count towards this minimum number. The bracketed values indicate the numbers of papers required with the candidate as the primary author.) It is recognized that funded researchers often list their names last instead of first on publications of research performed in their facilities. In such case, the department chair will inform the committee concerning the author's contributions to the publication.

XII.C.5.3.2.3

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XII.C.5.3.2.4 Meritorious performance would be determined by the type and quality of publication (e.g., review paper compared to a case report) and type of journal (e.g., peer reviewed and nationally recognized), the time and responsibility in research (i.e. principal or co-investigator), and source and amount of research funding. It is recognized that funding for a tenure track clinician is not necessary to perform research, however, ongoing funding would be expected of a tenure track researcher and preferred for a tenure track clinician. Research would require an outcome and would have to result in publication in a national refereed journal, presentation at a national meeting, or grant support.

XII.C.5.3.3 Service

XII.C.5.3.3.1 Service can be considered to be activities that promote the dental profession, oral health and the school's related missions. Service activities include involvement with committees of the school or university, or local/state/national/international professional organizations. Service also includes involvement with community health organizations (e.g. health fairs) and performance of clinical care beyond what is normally required for the position.
Membership in professional organizations without serving in a special function would not be included.

XII.C.5.3.2 Meritorious performance is evidenced by assumption of a leadership role in service activities, extensive time commitment and/or number of service activities.

XII.C.5.3.3 Measures of performance with service activities would include evaluations from committee chairs as well as reports from program organizers.

XII.C.6 Achieving Tenure
This section is abstracted from Article IV, Title F of the Rutgers School of Dental Medicine Bylaws.

XII.C.6.1 Section 1. Purpose

XII.C.6.1.1 Tenure may be regarded as a means to assure application of the policies set forth in Rutgers School of Dental Medicine Bylaws, Article IV, Title E, Academic Freedom and Academic Responsibilities.

XII.C.6.2 Section 2. Definition of Tenure

XII.C.6.2.1 Tenure is continuous academic employment until retirement as long as the duties of the position are performed effectively, absent financial exigency or cause. Only the full academic rank of associate professor or professor may carry tenure. Tenure appointments shall continue until terminated in accordance with the rules set forth in the Rutgers School of Dental Medicine Bylaws.

XII.C.6.3 Section 3. Eligibility and Criteria

XII.C.6.3.1 Tenure may be granted when merited upon or at any time following appointment or promotion to the rank of associate professor or professor. Tenure shall be conferred for achievements of the highest order, the greatest distinction in carrying out the responsibilities of the position, and for unusual promise for continued achievements. Criteria for tenure include superior intellectual attainment and academic productivity as evidenced both in teaching and research. The record of research performance or other scholarly achievements shall be outstanding, meriting recognition within the relevant discipline as being among the best in the field. Faculty members eligible for tenure shall also be influential and able teachers, and, if applicable, excellent clinicians. They shall have demonstrated a history of continued expansion of competence in their discipline(s) over a significant period of time. Their accomplishments shall represent important contributions to the mission and reputation of the department, the school and the University such that they are deserving of employment as faculty members until retirement subject to the conditions set forth in the Rutgers School of Dental Medicine Bylaws Article IV, Title F, Section 2.

XII.C.6.3.2 Faculty members who are granted tenure are expected to sustain their accomplishments and contributions to the teaching, research and, when applicable, clinical and service programs of the University and to their area(s) of expertise through the duration of the tenure appointment.

XII.C.6.4 Section 4. Award of Tenure
XII.C.6.4.1 Assistant professors appointed to the tenure track and who remain on the tenure track shall have a formal review for tenure by their department chairs no later than the tenth year after the appointment to the tenure track. If, following such review, the department chair declines to recommend a faculty member for tenure, the faculty member may self-nominate for tenure.

XII.C.6.4.2 The process for the award of tenure shall be as follows: Upon the positive recommendation of the department Chair, the Dean the Chancellor, the Rutgers Promotion Review Committee and the President, awards of tenure shall be considered by the Rutgers Board of Governors. There shall be a process of self-nomination as provided for in Title F, Section 4.1 of the Rutgers School of Dental Medicine Bylaws, and a positive recommendation by the Rutgers School of Dental Medicine Appointments and Promotions Committee shall require consideration by the Chancellor and Rutgers Promotion Review Committee regardless of negative recommendations of the Chair and/or the Dean. Associate professors and professors may be awarded tenure only by the Board of Governors.

XII.C.6.5 Section 5. The Obligation of Rutgers

XII.C.6.5.1 An appointment with tenure carries with it an obligation on the part of Rutgers to continue to provide, until retirement or dismissal for cause, a salary for the appointed individual consistent with his or her rank and years of service except under conditions of financial exigency, which must be demonstrably bona fide as determined by the Board of Governors and with the participation and consultation of the faculty.

XII.C.6.6 Section 6. Academic Tenure in Combination with Administrative Appointment

XII.C.6.6.1 Academic tenure may be given to any eligible person concurrent with an administrative appointment, but such tenure shall apply only to the position of academic rank and not to the administrative position. Such administrative position is terminable at will.

XII.C.6.6.2 Any person holding a tenured appointment who is given an administrative appointment shall continue to hold such tenured appointment in his or her position of academic rank.