



UNIVERSITY OF COLORADO SCHOOL OF MEDICINE

FACULTY RESOURCE GUIDE

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MISSION STATEMENT

SCHOOL OF MEDICINE OFFICE OF FACULTY AFFAIRS

MISSION

To provide services and support to faculty members, departments and programs, in order to advance the teaching, research, patient care and service missions of the School of Medicine.

SPECIFIC OBJECTIVES

The Office of Faculty Affairs will work collaboratively with School of Medicine, campus and university leaders to promote faculty and organizational success. Specifically, the Office of Faculty Affairs will:

1. Assist departments and divisions to recruit, develop, promote and retain outstanding teachers, clinicians and scholars;
2. Assist faculty, department chairs and administrators to understand and comply with the rules of the University and the School of Medicine;
3. Develop and implement policies and practices that promote diversity, professionalism, collaboration and academic integrity across the School of Medicine;
4. Develop and implement policies and practices to ensure fair and consistent treatment of faculty, according to the rules of the University and the School of Medicine;
5. Develop and implement policies and practices to build and sustain faculty vitality and success, through faculty development, mentorship, leadership training and resiliency;
6. Develop and maintain a comprehensive faculty evaluation and post-tenure review system – one that uses valid and relevant measures of faculty performance, ensures faculty accountability, is linked to faculty self-improvement, provides reliable data for promotion and tenure decisions and reflects the missions and values of the School of Medicine;
7. Assist faculty members to participate effectively in the shared governance of the School of Medicine;
8. Conduct periodic faculty surveys to measure faculty satisfaction, vitality and career success, and develop and implement policies to address challenges and guide change; and
9. Provide administrative support for faculty appointments, promotions, tenure awards, post-tenure and annual performance reviews and other activities.



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INTRODUCTION

This Faculty Resource Guide was prepared by the School of Medicine Office of Faculty Affairs. It was designed to assist new and established faculty members in navigating the different rules and procedures related to faculty appointments, promotions, awards of tenure, annual performance reviews, sabbatical requests and retirement options. This Faculty Resource Guide also provides information about teaching and faculty development opportunities, as well as information to assist faculty members who are facing challenging situations.

1. **SHARED GOVERNANCE.** The [Rules of the School of Medicine](#) are designed to enable the faculty and administration to work together to achieve the goals of the SOM. As articulated in University and SOM policies, “It is a guiding principle of ... shared governance that the faculty and the administration shall collaborate in major decisions affecting the academic welfare of the university. The nature of that collaboration [shall be] shared, as appropriate, with students and staff, according to the nature of the decision in question.” For more information, see the Preamble to the [Rules of the School of Medicine](#).

- 1.1 **FACULTY SENATE.** The [Faculty Senate](#) consists of elected representatives from each department of the School. The Faculty Senate reviews and recommends changes to the Rules of the SOM and takes the lead in decisions concerning the medical curriculum, teaching and research programs, professionalism and other academic matters.

- 1.2 **EXECUTIVE COMMITTEE.** The [Executive Committee](#) consists of the Chancellor of the University of Colorado Anschutz Medical Campus, the Dean of the School of Medicine, the School of Medicine Faculty Officers (President, President-Elect, Past President and Secretary), the chairpersons of all departments and other center and program directors appointed by the Dean. The Executive Committee is advisory to the Dean of the School of Medicine in matters pertaining to faculty appointments and promotions, the nature of the undergraduate and medical curricula, the size of the student body, the physical facilities of the SOM, external relationships between the SOM and other institutions, and other matters that pertain to the educational, clinical, scholarly and research activities of the faculty and the SOM.

2. **FULL-TIME FACULTY APPOINTMENTS.** Faculty appointments are governed by Regent, University and School of Medicine policies; these policies are summarized on the Faculty Affairs webpage (<http://medschool.ucdenver.edu/faculty>), in the [Rules of the School of Medicine](#) and on the University of Colorado Board of Regents webpage: <https://www.cu.edu/regents>. All faculty members in the School of Medicine receive a letter of offer that specifies the type and terms of their faculty appointment and appropriate details about the salary, benefits, privileges and responsibilities associated with the position. General information about faculty appointment types is included below, and faculty members are encouraged to review their letter of offer for details regarding their appointments.

2.1 FACULTY SERIES. The School of Medicine has [three academic promotion series](#) available to full-time (at least 50% FTE) faculty members.

The Regular Faculty Series is the appropriate promotion pathway for the majority of School of Medicine faculty members, including basic scientists, clinician-scientists and clinician-teachers. Faculty members seeking promotion to Associate Professor in the Regular Series must demonstrate excellence (the highest standard of accomplishment) in one of the principal areas of accomplishment: teaching; research; or clinical practice. At least meritorious achievements must also be demonstrated in scholarship, teaching and clinical work or service. Full professors must demonstrate excellence in at least *two areas* (teaching, research and clinical practice) and must also demonstrate excellence in scholarship and a national reputation. “Scholarship” is broadly defined and includes not only research (the scholarship of “discovery”), but also the scholarship of teaching, application and integration. “Meritorious performance” and “excellence” are defined in the [Rules of the School of Medicine](#) and examples are provided in the [Promotion Matrix](#). All faculty members in the Regular Series who are employed by the University of Colorado are eligible for tenure. For information about awards of tenure, refer to the [Rules of the School of Medicine](#).

The Clinical Practice Series is an academic pathway designed for faculty members who focus the majority of their time on direct patient care and other activities related to improving health care quality (for example, access to care, efficiency, quality, patient safety or the health of populations). There is an expectation of greater clinical effort, and excellence in clinical work (as measured against the School of Medicine [Promotion Matrix](#)) is required. There is no requirement for written scholarship, although clinically-relevant scholarship is encouraged. Teaching (at least at the meritorious level) is required. Because scholarship is not required, faculty members in the Clinical Practice Series are not eligible for tenure.

Instructors, Senior Instructors and Assistant Professors will not be assigned to the Clinical Practice Series; rather, prior to undergoing departmental review for promotion from Assistant Professor to Associate Professor, all faculty members who are clinicians, in consultation with their chair and mentor(s), will choose whether to seek promotion to Associate Professor in the regular or clinical practice series. Normally, they will make this election after undergoing a comprehensive mid-course review, based on their interests and accomplishments in clinical work, service, teaching and scholarship.

The Research Professor Series is designed for faculty members who devote substantially all their time to grant-funded research, with limited teaching and service responsibilities. Faculty members in the Research Professor Series will be supported by funds from external grants and

contracts. They may be independently-funded or collaborative scientists, as defined in the [Rules of the School of Medicine](#). Faculty in the research professor series are at-will employees and are not eligible for tenure, in accordance with Colorado laws and University of Colorado policies.

2.2. FACULTY RANKS. A full description of the ranks available to full-time faculty members is available in the [Rules of the School of Medicine](#).

2.3 FACULTY APPOINTMENT TYPES. The School of Medicine recognizes four types of faculty appointments:

Tenured appointments continue until termination by resignation, retirement or otherwise pursuant to applicable Regent laws and policies.

Indeterminate appointments are made for an indefinite period; continuance is dependent upon inclusion in the approved budget and available funding. Typically, indeterminate appointments are contingent upon continued funding by specific grants, contracts or other research or clinical program support.

Limited appointments are for specified terms (from less than one year to four years). *Note:* All faculty members in the Regular Series may hold limited (term) appointments, as may faculty members in the Clinical Practice Series whose duties are at least 50% devoted to direct patient care. Faculty in the Research Professor Series may only hold at-will appointments.

Notice before ending an appointment - Faculty members with limited appointments are entitled to notice of non-renewal of their appointment. Faculty members employed by the University of Colorado for 1 year or less are entitled to 3 months' notice; faculty members employed by the University of Colorado 1-3 years are provided 6 months' notice; and faculty members employed by the University of Colorado for more than 3 years are provided 12 months' notice. *Note:* Faculty members holding indeterminate appointments may also be entitled to notice of non-renewal of their appointments, if the non-renewal is for reasons other than loss of funding specified in the letter-of-offer.

Specific guidelines for notice of non-reappointment can be found in the Standards for Notice of Non-reappointment for Non-tenured Faculty, which is available on the [Faculty Affairs webpage](#).

At-will Appointments are made for an indefinite period of time; however, their continuance is at-will. At-will appointments are mandatory only for non-tenure eligible faculty members who are also not clinicians (for example, faculty in the Research Professor Series and Instructors and Sr. Instructors whose duties are < 50% devoted to direct patient care). Faculty members holding limited or indeterminate appointments may not be reassigned to at-will appointments unless proper notice is provided, in accordance with policies summarized above.

Specific Guidelines for Faculty Appointments:

As outlined in the [Rules of the School of Medicine](#), Instructors, Senior Instructors and Assistant Professors will usually receive limited appointments of one year. Associate and full Professors who are not tenured will usually receive limited appointments of one, two or three years. Limited appointments may be renewed.

New faculty hires may hold limited, at-will or indeterminate appointments. Newly hired faculty members who hold at-will appointments should usually be converted to limited appointments no later than the end of their first year of service.

Faculty members whose salary is dependent solely or primarily on external grants or contracts, or where continued funding is uncertain, may hold indeterminate appointments for an indefinite period of time.

Instructors and Senior Instructors holding advanced practice degrees (for example, Physician Assistants, Anesthesia Assistants and Advanced Practice Nurses) may hold limited, indeterminate or at-will appointments.

2.4 “VISITING” FACULTY APPOINTMENTS. School of Medicine faculty members appointed to the level of Associate Professor or Professor are subject to review and approval by the School of Medicine Faculty Promotions Committee and the Executive Committee. The term "visiting" will be used in the faculty member's title (e.g., "Visiting Associate Professor" or "Visiting Professor") until the dossier has been approved by these committees. Faculty members appointed at the level of Associate Professor or Professor must submit a dossier for appointment within 6 months of their appointment; faculty members should contact their department administrator for detailed information regarding the requirements and deadlines for dossier submission.

2.5 FACULTY PAID BY AFFILIATE INSTITUTIONS. The same faculty titles and promotion standards apply to all faculty, whether employed by the University of Colorado or by one of the core affiliated hospitals (Denver Health, Veterans Administration or National Jewish Health). Faculty employed at affiliated hospitals are not eligible for University tenure and are usually subject to different employment rules, benefits and sabbatical policies.

2.6 FACULTY SALARIES AND BENEFITS. All university-employed full-time faculty members participate in the School of Medicine Base, Salary and Incentive (BSI) Plan, which was approved by the Board of Regents in 1995. The salary for faculty members at the rank of Assistant Professor and above includes Base and Supplement components; the salary for Instructors and Senior Instructors and faculty in the Research Professor Series includes a Supplement component only. The Base salary component is adjusted annually so that it equals 70% of the average salary of all basic science faculty at each rank during the prior year. Incentives may be provided under CU Medicine and department-specific policies and are not guaranteed from year to year. For further information regarding the BSI Plan, see the [Faculty Affairs website](#).

Faculty members whose appointments are equal to 50 percent FTE or greater are eligible for health and life insurance benefits, as well as participation in the CU retirement program under policies approved by the Board of Regents. For questions about faculty benefits, please contact Employee Services at (303) 860-4200 or at: <https://www.cu.edu/employee-services>.

3. ADDITIONAL RULES AND POLICIES PERTAINING TO FULL-TIME FACULTY.

3.1 UNIVERSITY OF COLORADO MEDICINE (CU MEDICINE). University of Colorado Medicine (CU Medicine) is the centralized practice plan for the School of Medicine faculty and is authorized to bill, collect and disburse all patient care-related and other revenues earned by the faculty.

3.1.1 CU MEDICINE MEMBER PRACTICE AGREEMENT (MPA). School of Medicine faculty members who are employed by the University and whose appointments are greater than or equal to 50 percent FTE are considered to be full-time employees and are required to sign a CU Medicine Full Member Practice Agreement as a condition of their faculty appointment. This requirement applies to all full-time faculty members regardless of whether they have clinical or non-clinical responsibilities. Health care professionals who are not physicians (for example, advanced practice providers or clinical psychologists) must sign an Affiliate Member Practice Agreement. Faculty members who are employed by, and who receive the majority of their salary from, the Veterans Administration or National Jewish Health are required to sign an Associate MPA. Denver Health employees are not required to sign an MPA.

Physicians who are employed by the University are also required to sign a [Covenant Not-to-Compete](#) (Non-Compete Agreement).

3.1.2 ASSIGNMENT OF INCOME TO CU MEDICINE. School of Medicine Rules and the Member Practice Agreement (MPA) require that faculty members assign their outside clinical, consulting, speaking and other professional income to CU Medicine (for billing, collection and distribution purposes). There are some exceptions to these assignment-of-income requirements, known as “Exempt Honoraria.” Exempt Honoraria do not have to be assigned to CU Medicine.

In 2018 the School of Medicine clarified the definition of “exempt honoraria” in the following manner: Exempt honoraria are generally modest payments which are provided by non-profit organizations in exchange for single-occurrence, non-recurring presentations by accomplished faculty who have achieved a level of expertise sought by others outside the University. Exempt honoraria are limited to one-time payments for lectures, articles, visiting professorships and service on boards for non-profit organizations. Exempt honoraria also include compensation for one-time or recurring reimbursements for participation on NIH, Veterans Administration and other governmental study sections, as well as royalty and licensing fees and other income from publications, editorial services, patents, copyrighted materials and trade secrets, provided that the faculty member is in compliance with the University’s policies for commercializing intellectual property.

Note that consulting, service and speaking income that is paid by any for-profit corporation or entity, even on a one-time basis, is not considered exempt and must be assigned to CU Medicine. Industry-paid speaking engagements are covered under separate policies (See next section, below) and are always assignable income.

For additional information regarding assignment of income, see:

<http://www.ucdenver.edu/academics/colleges/medicalschool/facultyAffairs/RulesPolicies/Pages/RulesPolicies.aspx>.

3.2 UNIVERSITY OF COLORADO CONFLICTS-OF-INTEREST DISCLOSURES AND INDUSTRY-PAID SPEAKING ENGAGEMENTS

3.2.1 UNIVERSITY OF COLORADO CONFLICT OF INTEREST DISCLOSURE RULES. All faculty members must complete an annual conflict-of-interest disclosure form with the University of Colorado Denver. Faculty members must disclose all financial ties and interests, regardless of amount, including salary or payment for services, consulting fees, royalty income, honoraria, payments for speaking, consulting and travel, service on boards, gifts, and stock and equity interests. Financial interests of family members must also be reported. Importantly, faculty members must complete and sign the annual disclosure form, even if there are no financial ties, interests or conflicts to report.

Changes, additions or elimination of activities or interests must be reported by submitting an updated evaluation form within 30 days of the change, addition or elimination.

For more information about annual conflict-of-interest reporting, including definitions, lists of inclusions and exclusions and answers to frequently asked questions, visit the University of Colorado Denver Conflict of Interest and Commitment Office website at: <http://www.ucdenver.edu/research/ORC/COI/Pages/default.aspx>.

Meals, Gifts and Travel

The School of Medicine [Conflict-of-Interest Policy for Health Care Professionals and Industry Representatives \(PDF\)](#) prohibits SOM faculty members from accepting free meals, drug samples, travel or gifts from manufacturers of pharmaceuticals, medical devices, nutritional supplements or medical devices --- no matter how small the value of the gift. This prohibition against receiving meals, gifts or other items of value applies to all SOM faculty members, whether on- or off-campus, even during off-hours. The policy also applies to faculty members who are employed at any of the core affiliated hospitals, although these organizations may also have additional rules.

3.2.2 INDUSTRY-PAID SPEAKING ENGAGEMENTS. School of Medicine faculty members may not participate in paid speakers' bureaus, except in limited circumstances.

Speaking engagements are permitted only if the talk represents a genuine service to the clinical provider or scientific community and is solely for educational (non-marketing) purposes. Approval will not be granted for talks that focus on specific products, or if the speaker is required to use any slides or other materials provided by industry, or if the slides or other content are subject to approval by industry. Except as noted below, all industry-paid speaking engagements must be approved, in advance, by the Industry Talk Approval Committee and by the legal office at CU Medicine. Send all questions, and

submit all speaking engagement contracts, to Cheryl Welch (Cheryl.welch@ucdenver.edu).

Industry-paid speaking engagements do not have to be approved by the Industry Talk Approval Committee if the talk meets any of the following criteria: a) the talk is specifically related to the faculty member's research (that is, the talk focuses on the planning, conduct or analysis of a clinical or scientific investigation or dissemination of the results of an investigation performed or coordinated by the faculty member); b) approved Continuing Medical Education (CME) credits are awarded (with the requirement that the faculty member is allowed to change the content of slides or presentation without review and approval by any industry sponsor); or c) compensation for the presentation will come directly from an academic institution, non-profit organization or professional society (e.g., visiting professorships or academic grand rounds).

As noted above, all income from speaking engagements that is paid by a for-profit company must be assigned to CU Medicine.

4. FACULTY PROMOTIONS AND AWARDS OF TENURE

4.1 FACULTY PROMOTIONS. All full-time faculty members, including those employed by the core affiliated hospitals, must undergo a rigorous review for promotion to Associate Professor or Professor. Review for promotion from Assistant Professor to Associate Professor may occur whenever the faculty member meets the specified criteria, but normally the review must begin by the beginning of the seventh year of service as Assistant Professor. An extension of up to three years may be granted in accordance with [School of Medicine policies](#).

4.1.1 COMPREHENSIVE MID-COURSE REVIEWS. All Assistant Professors, including those in the Regular, Clinical Practice and Research Professor series, must undergo a Comprehensive Mid-Course Review, which must be completed in the 3rd or 4th year in rank as Assistant Professor. Mid-course reviews should be detailed and comprehensive and should be conducted as “mock” promotion reviews, in which a faculty member’s performance in teaching, research, scholarship, clinical work and service is evaluated by a departmental committee, and a determination is made as to whether the faculty member is making satisfactory progress towards promotion. Faculty members must prepare a draft promotion dossier, including a personalized promotion matrix, for review by the department’s mid-term review committee. Once the mid-term review has been completed, written feedback and recommendations must be provided to the faculty member.

4.1.2 DOSSIER PREPARATION AND SUBMISSION. The Faculty Affairs website (<http://medschool.ucdenver.edu/faculty>) includes a variety of resources to guide the compilation of dossiers for appointment or promotion to Associate Professor and Professor in all three series, as well as the award of tenure. One important document is the comprehensive [Dossier Preparation Guide](#), which provides important guidelines and examples for preparing portfolios and dossiers. *It is highly recommended that faculty members review this document before beginning to compile their dossiers.* A [Dossier Checklist](#) is also available, outlining, for each faculty series, the requirements for appointment, promotion and tenure dossiers. Promotion Matrices are also available on the site, which provide specific examples of activities and accomplishments in teaching, clinical practice, research, scholarship and service that may be considered as “meritorious” or “excellent.”

All candidates for promotion and tenure must complete a promotion matrix for each area of academic accomplishment (teaching, research, scholarship and clinical service, as appropriate). The School of Medicine Faculty Promotions Committee uses this matrix to assess whether a faculty member has met the “meritorious” or “excellent” criteria for promotion. Promotion Matrix Table templates are available on the [Faculty Affairs Promotion and Tenure website](#). Dossier-building resources and templates for assembling promotion matrices are also available in PRISM (See Section 5).

The deadline for submission of dossiers to the Office of Faculty Affairs for appointments and promotions to Associate Professor and Professor, as well as for the award of tenure,

is December 31st, with earlier deadlines for submission of dossiers established by each department.

All appointment, promotion, and tenure dossiers are submitted and reviewed in **Interfolio**,[®] an electronic submission and routing platform. The on-line system utilizes dossier templates specific for each faculty series and provides detailed instructions regarding items to include in each section of the dossier. Departments will provide information to faculty members regarding submission of dossiers through this on-line system.

4.2 AWARDS OF TENURE. Faculty members who are employees of the University of Colorado and who are associate or full professor may be considered for the award of tenure. Promotion and tenure review are separate processes, but they may occur concurrently. Faculty members in the Research Professor and Clinical Practice Series are not eligible for tenure.

According to the Rules of the School of Medicine, tenure is “reserved for those faculty members who are among the best in their field of scholarly endeavor.” Tenure is reserved for faculty members with a national and international reputation, who demonstrate excellence in both scholarship and teaching. Additional information regarding the award of tenure may be found in the [Rules of the School of Medicine](#).

Tenured faculty members must undergo a post-tenure review every five years. Important policies and resources regarding post-tenure reviews are available on the [Faculty Affairs website](#).

4.3 AWARDS OF TENURE CRITERIA. A faculty member employed by an affiliated institution (e.g., DHHA, NJH or the VAMC) who holds the rank of Associate Professor or Professor, and who has a record of outstanding accomplishments in teaching and scholarship, is eligible for the award of “tenure criteria.” The distinction of “tenure criteria” is not the same as tenure and does not involve any continuing financial obligation by the School of Medicine or the University. A tenure-criteria faculty member at an affiliated hospital who becomes a University employee does not automatically gain tenure but is eligible to apply for tenure in accordance with University and School of Medicine rules.

5. ANNUAL PERFORMANCE EVALUATIONS. All full-time ($\geq .5$ FTE) faculty members must receive a performance evaluation and performance rating each year. Performance evaluations are conducted on a calendar-year schedule, with performance reviews typically due by **March 1st** for the previous calendar year. Faculty members who do not complete an annual performance evaluation are subject to sanctions and are not eligible for a salary increase for the coming academic year. The School of Medicine utilizes PRISM (Performance Reviews in the School of Medicine), an on-line faculty evaluation system, to manage annual performance reviews. The system may be accessed through the School of Medicine Faculty Portal at <http://som.ucdenver.edu>. PRISM includes two main sections:

1) *Summary of Accomplishments*. This is the performance review section. It provides a place for the faculty member to submit a succinct, bulleted lists of accomplishments during the previous calendar year, along with comments (for example, mentoring or resource needs or other ongoing challenges). This section of PRISM also facilitates automated uploads of teaching evaluations, grant information and PubMed publications and provides the opportunity to upload other relevant documents.

2) *Promotion Portfolio Preparation*. This section includes guidelines and templates to assist in preparing teaching, scholarship, research and clinical service narratives and promotion matrices that may be edited anytime and later assembled into a promotion dossier.

5.1 PERFORMANCE RATINGS. At the conclusion of the performance review, and after meeting with the department chair, each faculty member is assigned a Performance Rating: Outstanding; Exceeding Expectations; Meeting Expectations; Below Expectations; or Fails to Meet Expectations. Faculty members who receive a rating of “Below Expectations” or “Fails to Meet Expectations” must participate in developing and implementing a Performance Improves Agreement (PIA). Information regarding faculty evaluations and performance ratings is available in Regent Policy #5008, “Performance Ratings for Faculty” (www.cu.edu/ope/aps/5008). Faculty members who do not agree with the assigned performance rating may file an appeal; for more information about appeals, click [here](#).

5.2 FACULTY ATTESTATIONS. Each year, prior to submitting their annual (PRISM) performance evaluations, faculty members must agree to several attestations. These attestations signify that the faculty member understands his or her obligations under the CU Medicine Member Practice Agreement, the University’s Annual Disclosure of Conflicts-of-Interest policy, the Management of Gift Accounts policy and the SOM Speaker’s Bureau Policy. There is a fourth attestation, the *Faculty Promise*, which signifies that the faculty member understands his or her obligations related to professionalism, respect for learners, non-retaliation, diversity and other responsibilities outlined in the [Teacher-Learner Agreement](#) and other documents.

6. DIVERSITY AND INCLUSION. The School of Medicine is committed to diversity and inclusion, because these attributes are essential for achieving excellence in teaching, research, patient care, advocacy and community service. The University of Colorado School of Medicine [Diversity Plan](#), dated December 22, 2015, states explicitly that diversity is a value that is central to the School’s educational, research, community service and health care missions. Further, it expresses the SOM’s commitment to recruiting and supporting a diverse student body, house staff, faculty and administration. The SOM has adopted a definition of diversity that embraces race, ethnicity, sexual orientation, gender, gender identity, disability, religion, political beliefs and socioeconomic status. The definition of diversity also includes life experiences, record of service and employment and other talents and personal attributes that can enhance the scholarly, clinical care and learning environment.

The SOM’s diversity and inclusion programs seek not only to enhance the learning, research and clinical care environments, but also to promote ties to nearby communities and contribute to the community’s health and vitality through pipeline programs, service learning activities and other outreach efforts focused on decreasing health disparities and increasing health equity. The Office of Diversity and Inclusion also works closely with community partners in shared endeavors that seek to address bias in healthcare, decrease health disparities and increase health equity. The Office is also extensively involved in mentoring students and other trainees in all of these efforts.

Visit the [Office of Diversity and Inclusion](#) website for more information about diversity initiatives, current student and faculty demographic data, search committee best practices, pipeline programs and scholarship and giving opportunities. The website also includes videos of life experiences prepared by students and faculty members, and links to the Student National Medical Association (SNMA) and other student groups, LGBT resources, disability services, White Coats for Black Lives and other organizations.

[The Office of Equity](#) was created to help CU Denver and the Anschutz Medical Campus build and sustain a just, equitable and welcoming culture, one that is free from discrimination or harassment based on race, color, national origin, pregnancy, gender, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation or political philosophy. The CU Denver Office of Equity provides resources related to Discrimination, Affirmative Action, Title IX, Sexual Harassment and Misconduct, Equal Opportunity (EEO) and Disability. The Office responds to all reports of harassment or discrimination and is available to all members of the University community.

7. FACULTY DEVELOPMENT. The School of Medicine Office of Faculty Affairs, in collaboration with the Academy of Medical Educators, offers workshops covering a variety of skills, including: grant-writing; teaching in clinical settings; teaching in the lecture hall; preparing dossiers for promotion and tenure; time management; and other relevant topics. Consider attending the Promotion 101 workshops (Separate programs are available for research-intensive faculty members and clinician-teachers) or the periodic informal question-and-answer sessions, *FAQ* (Faculty Affairs Questions). Sign in to the [Faculty Portal](http://som.ucdenver.edu) (<http://som.ucdenver.edu>) to review and register for these workshops.

The Office of Faculty Affairs also provides a comprehensive [website](#) where you will find: the ***Guide to Building a Dossier for Promotion or Tenure***; detailed information about promotion and tenure, faculty sabbaticals, benefits and appointment types; a list of Frequently Asked Questions; teaching resources, including the Teacher-Learner Agreement, preventing learner mistreatment and the ***5-minute Guide to Clinical Teaching***; a variety of other articles and links covering mentoring, time management, diversity and inclusion, professionalism, conflicts of interest and speakers' bureau policies.

7.1 RESOURCES FOR TEACHERS

7.1.1 TEACHING OPPORTUNITIES. The School of Medicine is committed to lifelong and interdisciplinary learning for students, residents, clinical and post-doctoral fellows and practicing health care professionals. SOM faculty members serve as clinical preceptors in office, clinic and hospital settings, and they serve as classroom lecturers and small group and workshop facilitators. Faculty members also serve as mentors for trainees' research and scholarly projects, which range from laboratory and clinical science to educational innovation to community-based participatory research and the medical humanities. It goes without saying that SOM faculty members also serve as trusted career mentors for students, residents and other trainees.

7.1.2 THE ACADEMY OF MEDICAL EDUCATORS (AME). The AME provides resources 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 teaching scholarship while enhancing the education of students, residents, fellows, faculty and the community. AME achieves its goals through: membership in the Academy; faculty development; educational awards, scholarships, and small grants; the iTEACH peer mentoring program; Leadership in Educational Administration Program (LEAP); and other resources, programs and support. Click [here](#) for more information about the Academy of Medical Educators.

7.1.3 TEACHER-LEARNER AGREEMENT AND OTHER RESOURCES FOR TEACHERS. All faculty members are expected to review the [Teacher-Learner Agreement](#), which outlines the guiding principles for ensuring a positive climate for learning, along with the school's curriculum objectives, the student supervision policy and other important resources related to faculty teaching obligations. Faculty members have a special obligation to understand learner mistreatment - why it occurs, how it is defined, why it is important, and how it impacts students, colleagues, team members and patients. For resources and helpful teaching guidelines, see [Responsibilities and Resources for Teachers](#).

All clinical teachers should review the document, [Working with Your Students: Avoiding Miscommunication and Mistreatment \(5-Minute Clinical Faculty Orientation\)](#).

7.2 RESOURCES FOR FACULTY SCIENTISTS

THE COLORADO CLINICAL & TRANSLATIONAL SCIENCES INSTITUTE (CCTSI). Education, training and career development opportunities are available for clinical-translational scientists and trainees through CCTSI's Education, Training and Career Development (ETCD) core. The CCTSI sponsors intensive training programs in team science, grant-writing, pilot grants, community engagement, mentoring and co-mentoring, leadership in science and other strategic areas. For more information regarding these programs, go to this website: <http://www.ucdenver.edu/research/CCTSI/Pages/cctsi.aspx>.

8. FACULTY PROFESSIONALISM RESPONSIBILITIES. The School of Medicine and its partner institutions are well aware of the importance of professionalism in patient care, learning and research settings. As articulated in the School's [Professionalism Code of Conduct, Teacher-Learner Agreement](#) and [Faculty Promise](#), and as affirmed in every faculty contract and letter of offer, a culture of respect and compassion is essential to achieving excellence in education and patient care. As a faculty, it is our obligation to treat all learners (students, residents and clinical and post-doctoral fellows), patients, colleagues and co-workers with respect, compassion, empathy and tolerance at all times. We seek to uphold a positive culture within the School of Medicine and across our affiliated institutions, because disrespectful comments and behaviors interfere with learning and, in clinical settings, threaten healthcare quality and patient safety.

8.1 ANSCHUTZ MEDICAL CAMPUS OFFICE OF PROFESSIONAL EXCELLENCE. The [CU Anschutz Office of Professional Excellence \(OPE\)](#) provides a central resource for resolving any and all concerns related to professionalism. The OPE seeks to promote and advocate for professionalism as an essential ingredient for achieving excellence. The OPE also provides a safe environment for reporting unprofessional behaviors, including mistreatment. The resources of the OPE are available to all students, residents, fellows, staff and faculty members, in any school or college on the Anschutz Medical Campus.

8.2 FACULTY PROFESSIONALISM AWARD. The School of Medicine seeks to recognize faculty members who have served as role models for humanism and professionalism through the Faculty Professionalism Award, which was established by the School of Medicine Faculty Senate in 2007. Click [here](#) for information about past winners and nominees of this award.

9. **SABBATICALS.** A sabbatical assignment, which must be approved by the Board of Regents, is an important professional development tool. Tenured and non-tenured faculty members are eligible for sabbatical assignment, after completing at least six years of full-time service to the School of Medicine and after achieving the rank of Associate Professor or Professor. Sabbatical assignments are subject to approval by the department chair, the Dean of the School of Medicine, the Anschutz Medical Campus Chancellor and the Regents and are subject to the availability of adequate funding.

Sabbatical assignments should be requested six months to one year in advance of the planned sabbatical dates in order to ensure there is sufficient time for routing and review. Within four months of returning from an approved sabbatical, faculty members must file a sabbatical report with the Dean of the School of Medicine, outlining the faculty member's accomplishments during the sabbatical and expected ongoing contributions to the School and the University.

Faculty members on approved sabbaticals may receive either full salary for a period of six months or half salary for sabbaticals lasting from 6 to 12 months. It is expected that faculty members applying for sabbatical assignments will also apply for external funding (such as fellowships, grants, or contracts); funding for sabbaticals is not guaranteed.

By accepting a sabbatical assignment, the faculty member agrees to return to the University upon completion of the sabbatical and work for the University for at least one year. If the faculty member terminates his or her employment within the one-year period after returning from sabbatical, the faculty member must refund to the University the prorated amount of University salary support provided to the faculty member during the sabbatical (except when there are extenuating circumstances).

For more information regarding applying for a sabbatical, go to this webpage:

<http://www.ucdenver.edu/academics/colleges/medicalschoo/facultyAffairs/RulesPolicies/Pages/Sabbaticals.aspx>.

10. FACULTY RETIREMENT OPTIONS. Faculty members who have a full-time appointment (at least 50 percent FTE) and who meet specific age and service requirements are usually eligible to retire with benefits. For most faculty members, “eligible to retire” means that, immediately preceding their retirement date: they are actively enrolled in a University of Colorado 401(a) retirement plan; they are at least 55 years of age; and their age plus years of university employment is at least 75 years. [Click here](#) for additional information regarding the definitions of normal and early retirement.

10.1 FACULTY RETIREMENT BENEFITS. Upon retirement, faculty members may be eligible to continue their participation in several university-sponsored health insurance plans. However, the health insurance benefits and requirements can be complicated. If you anticipate retiring from the School of Medicine in the next 3-5 years, contact Employee Services for important information regarding your retirement plans and anticipated health insurance coverage needs. Employee Services Benefits Professionals can be reached at 303-860-4200 (option 3) or 855-216-7740 (option 3). You can also click [here](#) for a comprehensive list of topics related to retirement.

Faculty members who retire may also be eligible to retain certain benefits from their departments, such as office space, administrative support, campus parking or a university email account. Please contact your department directly to inquire about the availability of these benefits.

10.2 PHASED RETIREMENT. Some faculty members prefer to retire “gradually.” One option is to work at a reduced FTE (for example, 0.50 or 0.75 FTE) for a period of time. This option is available to all SOM faculty members, regardless of age or retirement eligibility, with the approval of the department chair. The appointment FTE, length of agreement and work assignments are negotiated between the faculty member and his or her chair. For faculty members working at a reduced FTE, the “base” salary under the BSI plan is reduced proportionally.

Faculty members may also petition to participate in the University’s Phased Retirement Program. These agreements with the university permit the faculty member to reduce his or her time commitment, either immediately or incrementally. Importantly, they also include the faculty member’s irrevocable agreement to retire and, if tenured, to relinquish tenure on a specified date. Phased Retirement Agreements are binding contracts that are prepared by the university’s legal office, and they must be approved by the faculty member’s department chair, the Dean of the School of Medicine and the Chancellor. Faculty members participating in the Phased Retirement Program accrue several benefits: (1) The university’s retirement plan contributions (which are ordinarily 10 percent of full-time salary) are paid at twice the faculty member’s negotiated workload percentage (subject to specific limitations); (2) the university contributions to the group insurance plans (including health, dental and life insurance) continue during phased retirement, even if the faculty member is less than 50 percent; and (3) assuming the faculty member is at least 59 ½ years old, he or she may begin retirement plan withdrawals as permitted under the terms of the retirement plan and IRS regulations. [Click here](#) for important additional eligibility requirements, terms and conditions of this program.

10.3 FACULTY TITLES AVAILABLE AFTER RETIREMENT. After retirement, some faculty members may wish to continue their teaching, research or other academic work on a voluntary basis. Talk to your department chair or division head about converting your regular faculty appointment to a clinical (volunteer) faculty appointment.

An Emeritus Professor title may also be available. According to the Rules of the School of Medicine, "Upon retirement, any member of the School of Medicine faculty who has given exemplary service to the School and continues to be active in the affairs of the School of Medicine may be allowed to retain his or her title with the description of 'emeritus' or 'emerita,' respectively." Recommendations for emeritus or emerita titles originate with the department chair and are then forwarded to the School of Medicine Dean and Executive Committee for approval. Final approval by the Chancellor of the Anschutz Medical Campus is required. One additional benefit of having an emeritus or emerita title is continued eligibility to be a Principal Investigator on grants and contracts submitted through the School of Medicine. For more information regarding the process for obtaining emeritus appointments, please contact Cheryl Welch (Cheryl.welch@ucdenver.edu), Director of Faculty Affairs.

11. CHALLENGING SITUATIONS: WHERE TO GO FOR HELP.

Earlier sections of this Resource Guide have described various resources pertaining to diversity and inclusion, discrimination, workplace conflicts, equity and professionalism. The additional resources described here pertain to resilience, work-life balance and wellness.

11.1 FACULTY RESILIENCE PROGRAM. The [School of Medicine Resilience Program](#) was created to promote resilience and wellness among School of Medicine faculty, residents and fellows. The Resilience Program coordinates a variety of efforts to promote wellness and individual and team resilience, prevent and mitigate burnout, and support faculty members and trainees who have experienced adverse clinical events in their professional lives. For example, [The Peer-to-Peer \(PTP\) Network](#) is a peer support program that matches campus providers who have experienced an adverse clinical event with a peer supporter, while creating a confidential, non-judgmental space to discuss the experience. The program is designed to work in conjunction with existing programs on campus to support and educate providers about the emotional effects of clinical adverse events.

The Peer-to-Peer Network Support program does not include formal behavioral health counseling, risk management or systematic problem-solving. Rather, the program is designed to work in conjunction with existing programs on campus to support and educate providers about the emotional effects of clinical adverse events.

To refer a provider (with the provider's permission), or to self-refer, please send an email to the PTP Network email address: Peersupport@ucdenver.edu. The email address is covered Monday through Friday from 8 AM - 5 PM, and the referred provider should be contacted within one business day.

For more information regarding the resources and programs provided by the Resilience Program, go to this webpage: <http://medschool.ucdenver.edu/resilience>, or email resilience@ucdenver.edu.

11.2 OMBUDS OFFICE. The Ombuds Office provides a safe, neutral, informal, personal and confidential resource for all members of the university community. All students, staff and faculty who are experiencing difficulties of any nature may contact the Ombuds Office. The Ombuds Office provides a forum for prompt, impartial and confidential discussion for individuals to review options for the informal resolution of differences. The Ombuds Office possesses no formal decision-making authority, but rather provides options and resources for visitors in attempting to help them resolve their conflicts. For more information regarding the services provided by the OMBUDS Office, click [here](#).

11.3 COLORADO PHYSICIAN HEALTH PROGRAM (CPHP). The Colorado Physician Health Program (CPHP) is a nonprofit organization that provides peer-assistance services for licensed physicians, trainees and physician assistants in Colorado. CPHP provides evaluation and diagnostic services, treatment and treatment referrals, peer-assistance and support programs for individuals facing physical or mental health problems, substance use disorders or any other condition that interferes with their well-being or their ability to practice their profession safely and competently. CPHP operates under very strict confidentiality guidelines, and the professional staff accepts both voluntary self-referrals as well as formal referrals from workplace supervisors,

training program directors or the Colorado Medical Board. Contact CPHP to make a referral by calling 303-860-0122 and asking to speak with a clinician. See the CPHP website (<https://cphp.org>) for more information about possible behavioral indicators of health problems, as well as training programs and wellness resources offered by CPHP.

11.4 PRIVILEGE AND TENURE (P&T) COMMITTEE. The Privilege and Tenure Committee (P&T) is a University of Colorado system-wide committee that investigates, mediates and conducts formal or informal hearings of grievance cases. Often, these cases are related to administrative decisions, including adverse promotion and tenure actions. The P&T Committee is neither an advocacy office for faculty nor an arm of University administration. As described in the Policies of the Regents, the P&T Committee's reports and recommendations are submitted to the chancellor for final action. Generally, the P&T Committee evaluates the processes that led to an administrative decision and whether the prescribed policies of the University of Colorado were followed. The committee does not substitute its opinion regarding the merit of faculty members or the administrative decision, except in dismissal-for-cause cases, or in disciplinary actions such as suspensions with or without pay or removal from the classroom. Only in these two types of cases are the merits of these actions debated and considered as part of the committee's deliberations. Click here for more information about the Promotion and Tenure Committee: <https://www.cu.edu/privilege-and-tenure-committee>.

- 12. FREQUENTLY ASKED QUESTIONS.** Frequently Asked Questions (FAQs), and their answers, are available [here](#). See below for a sample of faculty FAQs available on the Faculty Affairs website:

My Rights, Responsibilities, and Benefits

- *Can faculty members participate in industry-sponsored speaking engagements? If so, does the income need to be assigned to CU Medicine?*
- *Am I eligible for sabbatical?*
- *What is the Faculty Tuition Benefit?*
- *Am I eligible to retire from the School of Medicine? What benefits are available?*
- *How do I get my chair's approval for volunteer community service activities?*

Faculty Appointments, Promotions, Tenure and Faculty Development

- *Who is eligible for tenure in the School of Medicine? How often is tenure awarded? What are the standards for awarding tenure?*
- *What are the different types of faculty appointments?*
- *Which promotion series is right for me?*
- *How does the 7-year "Up or Out" clock work at the School of Medicine?*
- *If a department chair decides not to renew a faculty member's appointment, is the faculty member entitled to notice?*

Click [here](#) to view all FAQs, and their answers.