

# BYLAWS OF THE SCHOOL OF DENTISTRY CREIGHTON UNIVERSITY (AS AMENDED ON MAY 6, 2019)

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# **BYLAWS OF THE SCHOOL OF DENTISTRY CREIGHTON UNIVERSITY**

## **PREAMBLE**

The primary objective of the School of Dentistry is to educate dental students. Additional goals are performance of research and other scholarly activities, delivery of patient care and service to the community. The members of the faculty of this school realize that, to achieve these goals, faculty development, cooperation and communication must exist among all elements of this institution. These Bylaws have been organized to facilitate that cooperation and communication within our institution. It is expected that through the implementation of this document all members of the faculty can, and are encouraged to, contribute to the attainment of our primary and secondary goals by participating in the orderly growth, development and maintenance of school programs.

These Bylaws and any revisions or amendments thereto, are subject to, and shall not infringe upon, the authority of the Board of Directors as provided by the Articles of Incorporation and the laws of the State of Nebraska and the Statutes of Creighton University as adopted by the Board of Directors. The Bylaws of the School of Dentistry shall conform to the Faculty Handbook and the University Statutes. Copies of the Bylaws of the School of Dentistry and all revisions thereof are distributed to all faculty of the dental school. Copies are also available in the Office of the Dean.

## ARTICLE I

### DEFINITION OF FACULTY

The School of Dentistry faculty shall consist of the following categories: (1) Teaching-Research Faculty, (2) Clinician-Educator Faculty, (3) Resident Faculty, (4) Research Faculty, (5) Adjunct Faculty, (6) Special Faculty, (7) Contributed Service Faculty, (8) Visiting Faculty, (9) Affiliate Faculty, (10) Emeritus Faculty, and (11) University Professors. Each of these categories is described in the Creighton University Statutes. The President of the University is an ex-officio member of the School's faculty.

The Dean recommends such faculty members to the Provost for approval. Such duly appointed faculty members who accept such appointment shall do so in writing. Such appointments shall clearly express in writing: (a) the category (as listed above), (b) eligibility for benefits, (c) the rank (as appropriate to the category) and the discipline(s) (with primary area and secondary area(s), if any), (d) the track (tenure or non-tenure, as appropriate) and any special duties and/or conditions of appointment. Special conditions of appointment may not remove rights and benefits provided for in the *Faculty Handbook*. No titles other than those contained herein shall be used.

Full or part-time faculty status at the School of Dentistry shall be defined by percent of effort: (i) Full-time faculty member status is defined by percent of effort that is equal to or greater than seven (7) half days per week in a 52-week fiscal year as specifically established in negotiations between the Dean and the faculty member, (ii) Adjunct faculty member status is defined by percent of effort equal to at least five half-days and no greater than 6 half days per week in a 52-week fiscal year with duties and responsibilities being defined by contract or equivalency of half days worked if on a reduced weekly contract (annual hours 1040-1455), (iii) Special faculty member status is defined by percent of effort that shall not exceed 1039\* hours per fiscal year with specific half day commitments, duties and responsibilities being defined by contract, and (iv) Contributed Service faculty member status is defined by percent of effort in the performance of duties without compensation from the University except for an occasional honorarium from the University or School of Dentistry as defined by Letter of Agreement.

\* Note: The University Faculty Handbook outlines the requirement for eligibility for University benefits as a minimum of 1040 hour per year. Faculty agreements are normally for 52 weeks.

## **ARTICLE II**

### **FACULTY ORGANIZATION**

#### **SECTION 1 The Faculty Council**

##### **A. Council Purpose and Authority**

1. Provide an opportunity for a free exchange of ideas in matters of concern to the faculty of the School of Dentistry and provide a forum for the presentation of faculty advice and counsel to the Officers of Academic Administration of the School of Dentistry (as defined by ARTICLE IV). The Faculty Council may, therefore, advise the Officers of Academic Administration of the dental school concerning administrative, teaching, research, clinical and service matters. These may include School faculty standards and policies; matters of faculty appointment, promotion, rank and tenure; curricular matters; and general areas of faculty interest and concern.

##### **B. Council Membership**

1. Council membership shall consist of all full-time faculty in the School of Dentistry with the exception of the Officers of Academic Administration. A total of two voting members on the Faculty Council come from the Special Faculty and Adjunct Faculty.
2. The Faculty Council President shall represent the Council on the Executive Committee, Executive Faculty Committee and Student Performance Committee.

#### **SECTION 2 The Executive Committee**

##### **A. Committee Purpose and Authority**

1. Acts as a representative body for the faculty and in an advisory capacity to the Dean regarding policies relating to the internal affairs of the School of Dentistry. These areas may include but are not limited to matters of faculty standards and policies; curricular matters; admissions, and clinical affairs. The Executive Committee may provide for a free exchange of ideas of concern to the School and may provide a forum for the presentation and explanation of administrative decisions.
2. Meets in conformity with University Statutes. A simple majority of the membership shall constitute a quorum.
3. Administrators, faculty and students of the School of Dentistry shall be given an opportunity to place items on the agenda provided such a

request is submitted in writing to the secretary of the Dean at least one week before the meeting.

B. Committee Membership

1. Consists of the following individuals from the Dental School: the Dean, the Senior Associate/Vice Dean, the Associate and Assistant Deans, all Department Chairs, one student (the President of the Senior class, or in his/her absence, the Vice-President of the Senior class), and the President of the Faculty Council. The School's Chaplain, the Senior Director of Operations and the Finance Manager shall be non-voting members.
2. The Dean shall preside over the Executive Committee. In the Dean's absence, his/her designee shall preside over the meetings.
3. A secretary provided by the Office of the Dean shall keep and disseminate minutes, notify members of meetings, and attend to Executive Committee correspondence.

**SECTION 3 The Executive Faculty Committee**

A. Committee Purpose and Authority

1. Advises the Dean on matters pertaining to the Dean's selection of Department Chairs and on matters pertaining to faculty appointments and dismissals. It may also provide a forum for the presentation and explanation of internal administrative affairs of the School, including budget (exclusive of individual faculty information).
2. Meetings may be called at any time by the Dean. A simple majority of the membership shall constitute a quorum.

B. Committee Membership

1. Consists of the following individuals from the Dental School: the Dean, the Senior Associate/Vice Dean, the Associate and Assistant Deans, all Department Chairs, the Senior Director of Operations, the Finance Manager, the School's Chaplain and the President of the Faculty Council. The School's Chaplain, Senior Director of Operations and the Finance Manager shall be non-voting members.
2. The Dean shall preside over the Executive Faculty Committee. In the Dean's absence, his/her designee shall preside over the meetings.
3. A secretary provided by the Office of the Dean shall keep minutes of meetings (which are available to the committee members upon request), notify members of meetings, and attend to Executive Faculty Committee correspondence.

#### **SECTION 4 The Student Performance Committee**

##### **A. Committee Purpose and Authority**

1. Advises the Dean concerning matters of promotion, probation, suspension, graduation and/or dismissal of a student from the School of Dentistry.

##### **B. Committee Membership**

1. Consists of the following individuals from the School of Dentistry: all Department Chairs, the President of the Faculty Council, the Assistant/Associate Dean for Clinics/Chief Dental Officer, the Assistant/Associate Dean for Student Affairs (as a non-voting member), the School's Chaplain (as a non-voting member), and the Senior Assistant/Associate Dean for Academic Affairs and Administration (who will chair this committee).

#### **SECTION 5 Faculty Meetings**

The Dean may, from time to time, convoke the entire faculty of the School of Dentistry. Such faculty meetings will provide a forum for the presentation and explanation of administrative decisions and for a free exchange of ideas in matters of concern to the dental school community. At least one meeting shall be held each semester (see Article IV, Section 1-A8).

#### **SECTION 6 Philosophy of Representation**

There is considerable overlapping of function and responsibility with the various representative bodies in the School of Dentistry. This overlap was designed intentionally so that the most pluralistic approach possible for advisement of the Dean of the School of Dentistry would be obtained through representation from all constituencies in the School.

## ARTICLE III

### **ACADEMIC ADMINISTRATIVE UNITS**

#### **SECTION 1 Academic Departments**

- A. A Department is an administrative division within the School of Dentistry consisting of faculty members engaged in educational, research and/or service pursuits under the direction of a Chair. A faculty member may be a member of more than one department, in which case one department shall be designated primary and the faculty member shall serve under the primary direction of this Departmental Chair. Secondary appointments shall be arranged by the Dean of the School of Dentistry with the approval of the Provost and the President.
- B. The Dean of the School of Dentistry is empowered to establish, discontinue, combine or re-organize departments with the prior review and comment of the Executive Committee and the approval of the Provost.
- C. The faculty of each department shall consist of all who conduct courses within that department, even though they may be members of other administrative units.

#### **SECTION 2 Academic Divisions**

- A. A Division is an administrative component within a Department consisting of faculty members engaged in educational, research and/or service pursuits under the direction of a Head. The Division is organized around a specific discipline, specialty or subspecialty that has a relatively discrete body of knowledge, practice or organizational purpose.
- B. The Dean of the School of Dentistry shall appoint a Division Head and the Division faculty following a recommendation from the Department Chair.

## ARTICLE IV

### OFFICERS OF THE SCHOOL OF DENTISTRY

#### SECTION 1 The Dean

**The Dean is appointed by the President of the University. The Dean is responsible for all aspects of the School's operation and is under the direction of the Provost and the President.**

##### A. Administrative Responsibility

1. Exercise general executive responsibility under the Provost and assume overall responsibility for the School's academic, service and research programs and define, delegate and monitor all areas of administrative responsibility.
2. Define the mission, goals, objectives, policies and procedures of the School of Dentistry and conduct periodic review and revision as necessary, with input from assistant/associate deans, department chairs, faculty, staff, students and alumni.
3. Establish, implement and monitor systems for assuring compliance with statutes, bylaws, and policies of the University, Health Science Schools, as well as state and federal guidelines, regulations and requirements.
4. Develop and implement short and long-term planning systems for the School of Dentistry, departments, and faculty, and establish priorities for the implementation of these programs as well as budget allocations.
5. Recommend to the President, through the Provost, faculty appointments, promotions, grants of tenure and terminations. In the evaluations preceding such recommendations, the Dean shall consult the Department Chair. When a faculty member serves in more than one department, the Dean shall consult the Chair of the other department(s) concerned. If more than one college or school is served by a faculty member, the Provost shall consult the respective Deans before forwarding the recommendation to the President.
6. Forward evaluations of faculty members for promotion in rank and/or awarding of tenure to the University Committee on Rank and Tenure through its Chair following consultation with the appropriate departmental Chair and the Chair of the Committee on Rank and Tenure of the School of Dentistry.
7. Appoint standing or temporary faculty, staff and student committees.

8. Preside at faculty meetings of the School of Dentistry.
9. Cooperate with the Provost and the President of the University in the preparation of the annual budget and special reports.
10. Submit an annual report and/or goals assessment to the Provost as requested.
11. In the exercise of his/her duties, the Dean shall be, *ex-officio*:
  - a. Member and Chair of the School's Executive Committee and Executive Faculty Committee.
  - b. Member of the School's Strategic Planning Committee.
  - c. Member of the University President's Council and Council of Deans.
  - d. Member and Chair of the School's Student Appeals Committee.

B. Selection and Appointment

The President shall appoint a Dean's Nominating Committee. The Committee will normally be composed of two members elected by the Executive Committee of the School of Dentistry from among their own number, three members elected by the faculty of the School of Dentistry, two dental students elected by the members of the student body, one or more members of the School of Dentistry Alumni Advisory Board and two at-large members appointed by the President from outside the School of Dentistry. The President may also appoint two additional at-large members to provide for involvement by affiliated institutions.

C. Evaluation

A performance review of the Dean is conducted annually by the Provost and once every three years it includes input from faculty, staff, students and alumni.

## Section 2 The Senior Associate Dean/Vice Dean

### A. Administrative Responsibility

1. Act as the Dean in his/her absence.
2. Supervise department chairs and report issues to the Dean on a monthly basis, or as needed. Conduct department reviews with department chairs on an annual basis.
3. Shall act as the dean's representative in consultation and coordination with all department chairs, group leaders or senior leadership in the management of all faculty issues.
4. Establish and monitor justifications for faculty workforce in the departments.
5. Oversee the search process to ensure the successful recruitment of qualified faculty.
6. Guarantee consistent application of standards for on-boarding new faculty to provide a seamless transition into the School of Dentistry.
7. Oversee the continuous development of faculty in all spheres of their responsibilities as clinicians, educators and researchers.
8. Ensure facility design and equipment needs for all users.
9. Provide administrative oversight of the cooperative agreements with other institutions, including, but not limited to, Iowa Western Community College Dental Hygiene and Dental Assisting Programs, and Metro Community College Dental Assisting Program and the UNMC Oral Surgery Resident Teaching Program.
10. Maintain regular communication among departments, faculty, students and staff regarding school issues and affairs and coordinate the integration and interrelation of information and policies.
11. Contribute, as appropriate, to all accreditation self-study initiatives.
12. In the exercise of his/her duties, the Senior Associate Dean/Vice Dean shall be, *ex-officio*:
  - a. Member of the School's Executive Committee and Executive Faculty Committee.
  - b. Member of the Student Appeal's Committee (in the Dean's absence).

c. Member of the Background Evaluation Committee.

d. Member of the Standards of Care Committee

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Senior Associate Dean/Vice Dean.

C. Evaluation

The Dean conducts a performance review of the Senior Associate Dean/Vice Dean annually, and once every three years it includes input from the faculty.

### **SECTION 3 The Senior Assistant/Associate Dean for Academic Affairs and Administration**

#### **A. Administrative Responsibility**

1. Coordinate the required and elective teaching programs with the goals and mission of the University and the School of Dentistry.
2. Supervise the organization of the formal/required curriculum through recommendation of content, sequencing, assignment of credit hours, scheduling of classes and final examinations.
3. Supervise the organization of the elective curriculum through recommendation of content, sequencing, assignment of credit hours and scheduling of classes.
4. Supervise the evaluation of the curriculum through: 1) examination of course objectives, content and methodologies; 2) conducting performance based analysis of students' academic achievements; 3) management of scheduled course evaluations and faculty evaluations.
5. Obtain from the Assistant/Associate Dean for Clinics/Chief Dental Officer and the electronic clinic management system relevant quality control assessment data and provide this to appropriate Department Chairs and Course Directors for incorporation into the curriculum.
6. Supervise and monitor the activities of the Director of Curriculum and/or the Chair of the Curriculum Committee.
7. Monitor all students' academic records and ensure candidates for degrees have satisfactorily completed all components of the formal curriculum and attained all competencies at the School of Dentistry.
8. Monitor a Faculty Development Program that includes in-service education on the areas of research, clinical science, biological science and education methodologies.
9. Will oversee that students are informed and coordinate student participation in the Interprofessional Education (IPE) 500 online course and three required Passport activities.
10. Tracks Interprofessional Education (IPE) activities and confirms the Passport graduation requirements.
11. Coordinate administrative letters of recommendation for students and alumni.
12. Contribute, as appropriate, to all accreditation self-study initiatives.
13. In the exercise of his/her duties, the Senior Assistant/Associate Dean for Academic Affairs and Administration shall be, *ex-officio*:

- a. Member of the School's Executive Committee and Executive Faculty Committee.
- b. Member and Chair of the Student Performance Committee.
- c. Member and Chair of the Academic Misconduct Committee.
- d. Member of the Clinical Standards of Care Committee.
- e. Member of the Curriculum Committee.
- f. Non-voting Member of the Rank and Tenure Committee.
- g. Member of the Background Evaluation Committee.
- h. Member of the Operational Planning and Assessment Committee
- i. Member of the Strategic Planning Committee
- j. Non-voting member of the Student Appeals Committee.

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Senior Assistant/Associate Dean for Academic Affairs and Administration.

C. Evaluation

A performance review of the Senior Assistant/Associate Dean for Academic Affairs and Administration is conducted annually by the Dean and once every three years it includes input from the faculty.

## **SECTION 4 The Assistant/Associate Dean for Clinics/Chief Dental Officer**

### **A. Administrative Responsibility**

1. Publish a Clinic Manual each year prior to the beginning of the Summer Clinic that provides detailed information regarding policies and procedures to be followed by students, faculty and staff related to clinical operations.
2. Supervise all clinic policies and procedures as well as develop and implement new policies and procedures related to patient care and clinical operations as needed.
3. Maintain regular communication between departments, faculty, students and staff regarding clinical operations.
4. Coordinate the integration and interrelation of treatment modalities of the various clinical disciplines.
5. Serve as the coordinating authority during resolution of differences of opinions regarding treatment plan options.
6. Develop and publish student block assignments prior to the beginning of the Summer Session, Fall Session and Spring Session.
7. Coordinate after hours emergency care and maintain an after hours emergency care log.
8. Manage clinical space assignment to ensure an efficient utilization of chairs and equipment.
9. Monitor all procedures necessary for the maintenance and protection of property and equipment assigned to all clinics.
10. Assure the effective use of clinic equipment, personnel and supplies.
11. Conduct, with the assistance of the Senior Assistant/Associate Dean for Academic Affairs and Administration, quality assurance audits in the areas of treatment rendered and record keeping; adherence to infection control protocol; timeliness of patient care and completion cases; injury reports; remakes; fee adjustments and fee waivers; and patient satisfaction. This information will be reported to the Standards of Care Committee and appropriate segments shared with various didactic/clinical disciplines.
12. Exercise final authority for all remakes, retreatments, fee adjustments, fee waivers, etc., and report this information to the Standards of Care Committee for institutional review and to the Senior Assistant/Associate Dean for Academic Affairs and Administration for curricular review.

13. Maintain information regarding the performance and productivity of each student and each clinical department. In the case of student data, such may be required to be reported to the Senior Assistant/Associate Dean for Academic Affairs and Administration for purposes of monitoring student activity through the Student Performance Committee.
14. Work closely with the Board Coordinator to administer the Senior Clinical Competency Examinations.
15. Review clinics' fee schedules on a regular basis, recommend and implement changes when appropriate and coordinate these activities with the Finance Manager.
16. Manage the financial aspect of all clinic activities to include supply inventory, patient accounts and insurance claims and work closely with the Senior Director of Finance to ensure that applicable budget goals are met.
17. Maintain an appropriate and legally acceptable patient record system and be responsible for storage, content, release and adequacy in a manner that is consistent with applicable regulations.
18. Institute and maintain acceptable methods and procedures of infection control, instrument sterilization and radiation hygiene, and monitor both student and faculty compliance with these protocols and directives. This information will be reported on a regular basis to the Standards of Care Committee. Off-site clinics, through the Director of Extramural Programs, will report annually on the Infection Prevention Checklist for dental settings.
19. Coordinate patient assignment, transfer, and inactivation of records of discontinued patients in accordance with University and School of Dentistry policies.
20. Monitor patients assigned for treatment to assure that care is being provided within a reasonable time period and in accordance with an approved treatment plan. He/She will also coordinate record audits, patient surveys and the recall system to monitor patient care. Information on patient management will be reported on a regular basis to the Standards of Care Committee.
21. Supervise activities regarding patient recruitment and retention.
22. Resolve patient complaints regarding professional services and billing problems in the School of Dentistry clinics.
23. Provide administrative oversight for the clinical component of the cooperative agreements with the other institutions within the School of Dentistry.
24. Contribute, as appropriate, to all accreditation self-study initiatives.

25. In the exercise of his/her duties, the Assistant/Associate Dean for Clinical Operations shall be, *ex-officio*:

- a. Member of the School's Executive Committee and Executive Faculty Committee.
- b. Member of the Student Performance Committee.
- c. Member and Chair of the Clinical Standards of Care Committee.
- d. Member of the Curriculum Committee.
- e. Member of the Instruments and Materials Committee.
- f. Member of the Background Evaluation Committee.
- g. Member of the Strategic Planning Committee

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Assistant/Associate Dean for Clinics/Chief Dental Officer.

C. Evaluation

A performance review of the Assistant/Associate Dean for Clinics/Chief Dental Officer is conducted annually by the Dean and once every three years it includes input from the faculty.

## **SECTION 5 The Assistant/Associate Dean for Research**

- A. Administrative Responsibility
1. Engage in and demonstrate successful grantsmanship, research and publication in his/her area of expertise.
  2. Guide and counsel faculty members with respect to selection, preparation and design of research proposals.
  3. Assist the faculty with the preparation and management of contracts and grants in accordance with requirements of the granting agency and University regulations.
  4. Assist the faculty in the preparation of contract or grant supplements, progress reports, etc. necessary for continuation of proposed research activities.
  5. Notify faculty of opportunities for research support by disseminating information on contract and grant funding requirements
  6. Advise and guide dental students who wish to participate in research activities. Coordinate and match interested students with faculty in research.
  7. Use data from the Annual Departmental Reviews to maintain an up-to-date listing of all scholarly / research activities (including publications) and report this information to the Operational Planning and Assessment Committee of the School of Dentistry as well as the Graduate School Office for the annual update of the Faculty Bibliography.
  8. Help coordinate the acquisition of space, supplies and equipment to support the research activities of faculty members and students of Creighton University School of Dentistry.
  9. Encourage and coordinate cooperative and/or interdisciplinary research projects with other disciplines within the University community and with other institutions.
  10. Participate as a senior advisor to current and future graduate programs in the School of Dentistry.
  11. Serve as the School representative internally and externally and participate in various institutional research, planning and implementation activities.
  12. Contribute, as appropriate, to all accreditation self-study initiatives.
  13. In the exercise of his/her duties, the Assistant / Associate Dean for Research shall be, *ex-officio*:

- a. Member of the School's Executive Committee and Executive Faculty Committee.
- b. Member and Chair of the Research Committee.
- c. Member of the Student Appeals Committee.
- d. Member of the Background Evaluation Committee.

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Assistant/Associate Dean for Research.

C. Evaluation

A performance review of the Assistant/Associate Dean for Research is conducted annually by the Dean and once every three years it includes input from the faculty.

## **SECTION 6 The Assistant/Associate Dean for Admissions**

### **A. Administrative Responsibility**

1. Coordinate activities within the Office of Admissions to provide seamless and integrated service to faculty, staff and students.
2. In collaboration with the Assistant/Associate Dean for Student Affairs, organize and assign academic advisors for each class.
3. Work with faculty and the Assistant/Associate Dean for Student Affairs as a representative of student interest in matters of academic integrity.
4. Coordinate matters dealing with student financial aid for incoming students, including University-based loans and scholarships offered to incoming students.
5. Contribute, as appropriate, to all accreditation self-study initiatives.
6. In the exercise of his/her duties, the Assistant/Associate Dean for Admissions shall be, *ex-officio*:
  - a. Member of the School's Executive Committee and Executive Faculty Committee.
  - b. Member and Chair of the Scholarship and Financial Aid Committee.
  - c. Member and Chair of the Admissions Committee.
  - d. Member and Chair of the Background Evaluation Committee.

### **B. Selection and Appointment**

The Dean of the School of Dentistry shall appoint the Assistant/Associate Dean for Admissions.

### **C. Evaluation**

A performance review of the Assistant/Associate Dean for Admissions is conducted annually by the Dean and once every three years it includes input from the faculty.

## **Section 7     The Assistant/Associate Dean for Student Affairs**

### **A. Administrative Responsibility**

1. Coordinate the Office of Student Affairs.
2. Coordinate the peer tutoring program for students experiencing academic difficulties and arrange make-up courses and review classes.
3. Advise students concerning academic, University, or personal problems and coordinate the referral of students to other University services as necessary.
4. Coordinate matters dealing with financial aid for current students, including University-based loans.
5. Serve as faculty moderator for student government within the School.
6. Serve as the reporting authority for the Chaplain of the School of Dentistry.
7. Coordinate all student absences in compliance with School of Dentistry policy.
8. Serve as a liaison to student services offices across campus (Center for Service & Justice, Career Center, Student Health Services, International Programs Office, etc.).
9. Attend regular meetings of the Dean and the officers of each class in each program and respond to their concerns or refer them to appropriate resources.
10. Coordinate the sophomore Idaho Dental Education Program (IDEP) orientation.
11. Solicit, maintain, and coordinate practice and career opportunities within the School.
12. Lead the implementation of the White Coat and Hooding Ceremonies with Events Coordinator.
13. Coordinate all activities related to students requiring academic accommodations.
14. Obtain nominations of students to University leadership and honor societies and the Spirit of Creighton Award.
15. Coordinate the assignment and use of lockers, secured mailboxes, and bulletin boards by students and student organizations.

16. Assume selected duties of the Assistant/Associate Dean for Admissions if temporarily absent.
17. Develop and coordinate seminars related to student development and enrichment (stress management, negotiation, etc.) for students and faculty.
18. Coordinate the completion of the class composite, white coat purchases for clinic, and other duties.
19. Maintain immunization records for all dental students following matriculation.
20. Coordinate updating the website for student information.
21. Contribute, as appropriate, to all accreditation self-study initiatives.
22. In the exercise of his/her duties, the Assistant/Associate Dean for Student Affairs shall be, *ex-officio*:
  - a. Member of the School's Executive Committee and Executive Faculty Committee.
  - b. Member of the Scholarship and Financial Aid Committee.
  - c. Non-voting member of the Student Performance Committee.
  - d. Non-voting member of the Academic Misconduct Committee.
  - e. Non-voting member of the Student Appeals Committee.
  - f. Member of the Background Evaluation Committee.

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Assistant/Associate Dean for Student Affairs.

C. Evaluation

A performance review of the Assistant/Associate Dean for Student Affairs is conducted annually by the Dean and once every three years it includes input from the faculty.

## **Section 8     The Senior Director of Operations**

### **A.     Administrative Responsibility**

1. Direct and lead the operations of the Creighton School of Dentistry including working in collaboration with Clinical Director, Departmental Chairs, and all faculty involved in the education of students and the care of patients.
2. Partner directly with the University's central shared services to monitor, manage and improve the effectiveness and efficiencies of those support services such as IT, Facilities Management, Public Safety, Business Center, Procurement, and Human Resources.
3. Utilize financial and clinical data to establish performance benchmarks and operational dashboards to drive maximum financial, clinical, and service excellence outcomes. Establish, manage, and control financial budget and strategies to promote financial success through line item accountability.
4. Formulate and implement operational policies and procedures to maximize output and service in support of organizational goals and objectives through collaboration and engagement throughout various departments within the School of Dentistry and Creighton University.
5. Provide leadership and expertise in the development of comprehensive strategic plans within the School of Dentistry to drive academic excellence, clinical performance, employee growth and development, in line with the mission, principles and values of Creighton University.
6. Develop workforce planning, recruitment, and retention strategies to maintain an optimized workforce within the School of Dentistry. Direct and monitor management team ensuring top performance and efficiency of team members. Ensure quality and quantity outputs and productivity of employees. Create and foster a servant leadership culture centering on service to employees, students, and patients of the School of Dentistry.
7. Responsible for the overall coordination and planning of all facility projects including maintenance control of dental equipment and machinery throughout entire School of Dentistry to ensure continued maintenance and upkeep. Work in coordination with Facilities management to ensure high level of service and is maintained.
8. Responsible for the procurement, supply and inventory controls and management of all materials within the School of Dentistry.
9. Pursue and promote professional growth and maintain competency and relevancy through participation in professional organizations,

internal and external seminars and workshops for self and team members.

10. In the exercise of his/her duties, the Senior Director of Operations, shall be, ex-officio:
  - a. Member of the School's Executive Committee and Executive Faculty Committee
  - b. Member of Instrument and Materials Committee
  - c. Member of Clinical Chairs Committee
  - d. Member of the Strategic Planning Committee
  - e. Member of the Operations Assessment and Planning Committee
  - f. Other committees as assigned by the Dean of the School of Dentistry

B. Selection and Appointment

The Dean of the School of Dentistry shall appoint the Senior Director of Operations.

C. Evaluation

A performance review of the Senior Director of Operations is conducted annually by the Dean and once every three years it includes input from the faculty and staff.

## **ARTICLE V**

### **DEPARTMENT CHAIRS**

#### **SECTION 1 Organization**

- A. There shall be a Chair for each organized academic department of the School of Dentistry who shall be responsible for the administration of the department under the Senior Associate/Vice Dean of the School of Dentistry. The Senior Associate/Vice Dean reports directly to the Dean for all departmental matters.

#### **SECTION 2 Administrative Responsibilities**

- A. Establish and conduct, by consultation and discussion between the Chair and its members, the policies, procedures and programs of the department. The Chair shall have responsibility under the Senior Associate/Vice Dean concerning Division(s) and departmental policies, programs, procedures and regulations insofar as these do not conflict with general University policies and the policies of other Departments, Colleges or Schools.
- B. In the exercise of normal administrative responsibilities, the Department Chair shall:
  - 1. Demonstrate leadership in encouraging excellence in teaching and service and in the promotion of research in the department.
  - 2. Supervise faculty activities and assist the Senior Associate/Vice Dean in recruiting and developing faculty in the Department.
  - 3. Make recommendations to the Senior Associate/Vice Dean concerning merit, promotion and dismissal of faculty and staff of the department.
  - 4. Conduct Departmental meetings on an as needed basis.

#### **SECTION 3 Selection**

- A. Within four weeks of the announcement of a vacancy of a Departmental Chair, the Dean, upon consultation with members of that department, shall search out potential candidates and from among these candidates appoint a new Departmental Chair. The Dean, at his/her discretion, may, after advising the Executive Faculty Committee and the concerned department of his/her actions, appoint a Search Committee of not less than three nor more than five members. In most cases, tenured faculty shall make up the Search Committee. This committee shall recommend several candidates to the Dean. After receiving these and any other recommendations, the Dean shall consult the Executive Faculty Committee and then will make

his/her decision. In addition to the foregoing provisions, the selection and appointment of a Chair shall be in conformity with the relevant sections of whatever formal agreements may exist between Creighton University and other organizations with which the University is affiliated for certain joint programs.

- B. An appointment to Chair a department shall normally be for three years, with reappointment normally limited to no more than two additional successive three-year terms.

#### **SECTION 4 Evaluation**

- A. Evaluations of Department Chairs and department functions shall be conducted annually by the Senior Associate / Vice Dean and the Dean.

## ARTICLE VI

### DIVISION HEADS

#### SECTION 1 Organization

- A. There shall be a Head for each designated Division within a Department.

#### SECTION 2 Administrative Responsibilities

- A. The Division Head shall have responsibility under the Department Chair for the operations of the Division. The Division Head shall:
1. Manage the day-to-day administrative responsibilities of the Division.
    - a. Assist the Chair concerning clinical staffing, lecturing and preclinical laboratory staffing.
    - b. Assign faculty and staff schedules and workloads.
    - c. Work with the Chair to determine resources that are needed and then to obtain these resources.
    - d. Work in a proactive manner to prevent situations which may result in employee or patient grievances.
    - e. Work with the Chair and the University to address employee grievances in a timely and fair manner.
  2. Maintain high quality in the Division's academic and clinical program
    - a. Review curriculum content and assure that what is being taught is current and presented in such a manner that the material is understood by the students.
    - b. Assure that the Division is effectively cooperating with other Divisions within the Department and with other units outside the Department and within the School.
    - c. Be accessible to faculty, staff and students.
    - d. Work with the faculty and staff to create an enthusiastic and positive environment in which to work and learn.
    - e. Arrange for student access to faculty when consultation, advice or tutoring is necessary.
    - f. Work with the Chair to ensure a high level of faculty and staff training and development opportunities.
    - g. Meet regularly (monthly) with the Division faculty to promote continuity and consistency of the educational program and to promote scholarly activity interests.
  3. Assist the Chair in the development of Departmental strategic plans, guidelines and assessments
    - a. Meet regularly with the Department Chair.
    - b. Assist the Chair in the recruitment and retention of faculty and staff.
    - c. Assist the Chair in annual faculty performance assessment.

- d. Work with the Chair in assuring that faculty goals are being met in a timely manner, including those associated with promotion and tenure.
- e. Perform other duties as assigned or required.

**SECTION 3 Evaluation**

- A. Evaluation of Division Heads and Division functions shall be conducted annually by the Department Chair.

## **ARTICLE VII**

### **PROGRAM DIRECTORS**

#### **SECTION 1 Designation of Program Directors**

- A. The faculty shall have the following program directors which shall make recommendations to the Dean or other authority delegated by the Dean and manage activities within their sphere of influence:
1. Director of Curriculum
  2. Director of Dental History
  3. Director of Extramural Programs
  4. (Co)Director of ILAC Dental Program
  5. Director of Implant Dentistry
  6. Director of OneWorld Clinic
  7. Director of Oral and Maxillofacial Radiology
  8. Director of Oral Health Research
  9. Director of Orthodontics

#### **Section 2 Director of Curriculum**

- A. Administrative Responsibility
1. Serve as Chair of the Committee on Curriculum.
  2. Maintain surveillance over the total dental education program so that it reaches stated Mission goals.
  3. Coordinate activities with the Office of the Senior Associate Dean for Academic Affairs and Administration.
  4. Maintain oversight of curriculum organization, implementation and evaluation.

#### **Section 3 Director of Dental History**

- A. Administrative Responsibility
1. Direct the Freshman History of Dentistry Course.
  2. Maintain the historical archives of the School.
  3. Interface with the University Archives Department.
  4. Provide historical resources for media outlets.
  5. Accept donations of historically significant materials.
  6. Serve as the Creighton representative to the American Association of the History of Dentistry (AAHD).

#### **Section 4     Director of Extramural Programs**

- A. Administrative Responsibility
  - 1. Develop, direct and manage required and elective courses: CPD 412 (Field Experience), and CPD 402 (Dental Extramural Program).
  - 2. Foster programming and rotations that include experiential, service-learning and other innovative educational models.
  - 3. Coordinate all oral and written communication, including contracts, between the School of Dentistry and community partners.
  - 4. Serve as the liaison between community-based faculty and school-based faculty.
  - 5. Address operational issues with community partners at community-based sites including infection control checklist, safety, calibration, grading, cultural competency and quality assurance.
  - 6. Develop new partnerships with local, state and national leaders to support and sustain extramural programs.
  - 7. Coordinate student externships.

#### **Section 5     Director of ILAC Dental Program**

- A. Administrative Responsibility
  - 1. Recruit, orient and supervise dental students for the ILAC Program.
  - 2. Work with selected students to ensure they complete all of their third year clinic obligations.
  - 3. Recruit dental professionals for the ILAC Program.
  - 4. Acquire equipment, instruments and materials for the ILAC Program.
  - 5. Have a presence in the Dominican Republic to ensure that instruments are functional and necessary supplies are present.
  - 6. Interface with the ILAC Program offices at Creighton University and in the Dominican Republic.

#### **Section 6     Director of Implant Dentistry**

- A. Administrative Responsibility
  - 1. Direct and manage the didactic implant education: PRS 215/216 Sophomore Implant Fundamentals and PRS 415 Senior Advanced Implantology.
  - 2. Provide laboratory experiences in implantology.
  - 3. Provide support to faculty of pre-clinical courses who wish to incorporate implant concepts into their curricula.
  - 4. Coordinate the provision of implant services to patients in the predoctoral clinic.
  - 5. Develop, maintain and regularly update a database of patients that have been treated with dental implants.
  - 6. Develop and oversee standing inventories of surgical and prosthodontic instruments and parts.
  - 7. Address operational issues regarding the provision of implant services in the predoctoral clinic.

8. Provide support, as available, to faculty and students engaged in research into implant related questions.

**Section 7 Director of OneWorld Clinic**

- A. Administrative Responsibility
  1. Ensure that patients receive competent care that is consistent with the School's Standards of Care.
  2. Ensure that students have a meaningful service experience that is compatible with their dental education and the Mission of Creighton University.
  3. Provide direct supervision of the bimonthly clinics.
  4. Schedule clinic dates.
  5. Schedule faculty supervisors.
  6. Interface with the dental administration on clinic usage.
  7. Interface with Iowa Western Community College Dental Hygiene Program.
  8. Supervise post-clinic social events.
  9. Maintain financial and participation recordkeeping.

**Section 8 Director of Oral and Maxillofacial Radiology**

- A. Administrative Responsibility
  1. Serve on the University Radiation Safety Council.
  2. Serve as the School Radiation Safety Officer.
  3. Track all radiation generators and the associated permits for the State of Nebraska.

**Section 9 Director of Oral Health Research**

- A. Administrative Responsibility
  1. Facilitate clinical and translational research, particularly as it relates to epidemiological and clinical studies that utilize the electronic clinic management system database at Creighton University School of Dentistry.
  2. Assist faculty with clinical research to include sample size determination, formulation of study design, and assistance with writing grant proposals.
  3. Apply for external funding to support the research efforts of the School of Dentistry.

**Section 10 Director of Orthodontics**

- A. Administrative Responsibility
  1. Design and execute the orthodontic didactic curriculum that is deemed appropriate for predoctoral dental education.
  2. Conduct three didactic courses and administer examinations associated with each.

3. Advise students interested in researching topics relative to orthodontics and provide guidance during their endeavors.
4. Encourage students who are interested in specializing in orthodontics and provide recommendations to selected graduate programs.
5. Provide orthodontic clinic orientation to new D3 students.
6. Inventory, order, maintain and organize all orthodontic instruments and supplies and orthodontic laboratory materials.
7. Evaluate all patients seeking orthodontic treatment at Creighton University School of Dentistry.
8. Diagnose and plan treatment for all orthodontic patients who are accepted for treatment.
9. Initiate all orthodontic treatment for patients that are accepted for treatment at Creighton University School of Dentistry.
10. Assign capable students who elect to treat orthodontic patients that have been accepted for treatment.
11. Provide part-time orthodontic faculty with materials to conduct instruction of students.

## **ARTICLE VIII**

### **STANDING COMMITTEES**

#### **SECTION 1 Designation of Standing Committees**

- A. The faculty shall have the following standing committees which shall make recommendations to the Dean or other authority delegated by the Dean:
1. Committee on Academic Misconduct
  2. Committee on Admissions
  3. Committee on Background Evaluation
  4. Committee on Clinical Standards of Care
  5. Committee on Continuing Education
  6. Committee on Curriculum
  7. Committee on Instruments and Materials
  8. Committee on Operational Planning and Assessment
  9. Committee on Rank and Tenure
  10. Committee on Scholarship and Financial Aid
  11. Committee on Strategic Planning
  12. Committee on Student Appeals
- A. Each standing committee shall meet at least once each Fall and Spring semester except Academic Misconduct and Student Appeals who meet on a case-by-case basis.
- B. Each standing committee shall maintain notes.

#### **SECTION 2 Committee Purposes, Authority and Membership**

##### **A. Committee on Academic Misconduct**

1. Committee Purpose and Authority
  - a. Serve as a forum to discuss and make recommendations on issues concerning the maintenance of academic integrity. Issues to be discussed by the Committee can be placed on the agenda by any faculty, student, administrator or staff. Examples of such issues could include but not be limited to exam security, test location and conditions, adequacy of proctoring, misconduct issues involving patient care and record-keeping, etc.
  - b. Hear cases of alleged academic misconduct once they reach the level of formal procedures.
  - c. Issues brought before the Committee will be decided by a majority vote of the voting members present.
  - d. A minimum of six voting members plus the Chair must be present to constitute a quorum.

- e. All elected members of the Committee shall have a vote. The Chair will vote only in cases of a tie. All votes will be by secret ballot. All decisions of the group will be made by motions which pass.
  - f. Decisions of the Committee will be reported as recommendations to the Dean. The vote count on all decisions will also be reported to the Dean.
2. Committee Membership
- a. Consists of four full-time faculty members and four student members (one from each class).
  - b. The Chair of the Committee will be the Senior Assistant/Associate Dean for Academic Affairs and Administration. The Assistant/Associate Dean for Student Affairs and the Chaplain shall be ex-officio non-voting members of the Committee.
  - c. The four faculty members will be elected by the Faculty Council and serve for a one-year term commencing August 20. All full-time faculty are eligible for election as long as they are not members or alternates of the Committee on Student Appeals. Faculty may be re-elected to an unlimited number of one-year terms.
  - d. One student from each class will be elected by his/her peers and recommended to the Dean for a one-year term commencing August 20. All members of the class not on any type of probation will be eligible for recommendation. All but the senior member will be eligible for reappointment.
  - e. Should a student or faculty member of the Academic Misconduct Committee be involved in any manner in a particular incident of misconduct (witness, etc.), that member will be ineligible to sit on the Committee for that particular case and an alternate will be appointed by the Dean.

## **B. Committee on Admissions**

1. Committee Purpose and Authority
  - a. Annually, select a student body that will be capable of successfully completing the pre-doctoral education program in dentistry and upon graduation will reflect the goals of the University and fulfill the objectives and obligations of the School of Dentistry.
  - b. Having made the selection, the Committee shall recommend that the selectees be tendered positions in the next entering class.
  - c. The Chair of the Committee, under the authority delegated by the Dean, shall forward the proper letters of conditional or unconditional acceptance, alternate status or rejection.
2. Committee Membership
  - a. Consists of no less than six members: five full-time faculty including the Assistant/Associate Dean for Admissions (who has voting privileges) and one student representative.
  - b. The Assistant/Associate Dean for Admissions shall be the Chair of the Committee, *ex-officio*. All faculty members shall be appointed or re-appointed by the Dean for three-year terms at staggered intervals commencing August 20. The student member will be from the Junior class and elected by his/her peers, approved by the Dean and appointed to serve a two-year term commencing August 20.

## C. Committee on Background Evaluation

1. Committee Purpose and Authority
  - a. The Chair of the Background Evaluation Committee will review the background check of each accepted student applicant prior to his/her enrollment in the School of Dentistry.
  - b. The Background Evaluation Committee will review the background check of each accepted student applicant that has an adverse result prior to his/her enrollment in the School of Dentistry. In reviewing the information consideration will be given to such adverse offense(s):
    - number of convictions
    - nature, seriousness and date(s) of occurrence of the violation(s)
    - rehabilitation
    - relevance of the crime committed to the dental profession
    - state or federal requirements relative to the dental profession
    - all known information regarding the student, including the student's written explanation
    - any other evidence demonstrating an ability to perform clinical and academic expectations competently and free from posing a threat to the health and safety of others
  - c. In preparation for a meeting of the Background Evaluation Committee, the Chair of the Committee will consult with individuals who have expertise in their respective area to review the adverse results. These individuals may consist of, but are not limited to, the following: representative of the General Counsel's Office, representative of the Human Resources Department, University Privacy Officer and a faculty member appointed to the Nebraska Board of Dental Examiners.
  - d. The Committee will review all information regarding adverse offenses and make a recommendation to the Dean concerning the suitability of a student enrolling in or remaining in the dental program.
2. Committee Membership
  - a. Consists of the Assistant/Associate Dean for Admissions, the Assistant/Associate Dean for Student Affairs, the Senior Assistant/Associate Dean for Academic Affairs and Administration, the Senior Associate Dean / Vice Dean, the Assistant/Associate Dean for Clinics/Chief Dental Officer, and the Assistant/Associate Dean for Research.
  - b. The Assistant/Associate Dean for Admissions will chair the Background Evaluation Committee *ex officio*.

## **D. Committee on Clinical Standards of Care**

1. Committee Purpose and Authority
  - a. Review the School's clinical standards of care and revise them appropriately.
  - b. Conduct a formal system of quality assurance for patient care according to the various components of the School's clinical standards of care and to make recommendations accordingly. The evaluation system will demonstrate, with measurable criteria, evidence that the standards of care are patient centered and focused on comprehensive dental care.
  - c. Review patient care programs with specific patient care review policies and procedures, document outcomes, and recommend corrective measures.
  - d. Recommendations are made to appropriate Chair(s), the Assistant/Associate Dean for Clinics/Chief Dental Officer, the Manager of Dental Information Technology, and the Dean.
  - e. If serious problems are discovered concerning a patient's individual care, the case shall be referred immediately to the Assistant/Associate Dean for Clinics/Chief Dental Officer for expeditious action.
2. Committee Membership
  - a. Consists of no less than eight full-time faculty members, one of whom shall be the Assistant/Associate Dean for Clinics/Chief Dental Officer, who serves as Chair. The other members will include the Chairs of the clinical departments, the Senior Assistant/Associate Dean for Academic Affairs and Administration, the Senior Associate/Vice Dean, one junior student and one senior student, each elected by their respective classes.
  - b. Length of faculty appointments shall be for as long as they serve as chair or in the designated administrative office. Student appointments shall be for one-year terms commencing August 20.

## **E. Committee on Continuing Education**

1. Committee Purpose and Authority
  - a. Serves as a forum to discuss and make recommendations on continuing education programming for the school to be presented to Creighton Faculty and the professional community.
  - b. Collaborates with the Creighton University Office of Continuing Education as to: needs, interests and participation of the professional community and school; program development and administration; development of educational objectives; program evaluation processes; conflict of interest; educational methods and instructors; appropriateness of facilities and instructional media; and fiscal responsibility.
  - c. Collaborates regarding marketing/publicity; admissions; patient protection and recordkeeping as deemed necessary in support of the Creighton University Office of Continuing Education.
  - d. Partners with the Creighton University Office of Continuing Education and the Alumni Office as to programming for key School of Dentistry events such as annual assemblies and/or symposiums.
  - e. Works in concert with the appropriate administrative offices of the School of Dentistry and the Creighton Office of Continuing Education for faculty development and continuing education programming and its execution internal to the School or for its faculty when serving as officers in local professional dental societies (OKU, American College of Dentists, International College of Dentists, Pierre Fauchard Academy, etc.).
  - f. The Chair of the Committee and one at large member from the School of Dentistry as appointed by the Dean will serve as direct liaisons to the Creighton University Office of Continuing Education.
2. Committee Membership
  - a. The committee will consist of five members of the School of Dentistry's adjunct or full-time faculty including the chair, who are appointed by the Dean in staggered three-year terms commencing August 20<sup>th</sup>.
  - b. The chair, or through delegation to the committee members, will serve as host for continuing education offerings of the school as well as faculty development offerings as needed.

- c. Of the five members, a Vice Chair, who will be in a different staggered rotation than the current chair, will assume duties of the chair in absence of the Chair and will serve in succession of the current chair if not continuing in his/her duties.
- d. The committee, under direction of the chair, shall appoint a member as Secretary for taking meeting minutes or an administrative assistant will be provided to do so. Minutes will be achieved by the Chair.
- e. The committee will add ad hoc members to assure input from the Creighton community of dental professionals (private practitioners, dental assistants, dental hygienists, dental laboratory technicians, etc.). The length of service is to be established by the committee and will not exceed three years.
- f. All members have one vote with ad hoc members being given temporary voting rights specific to their counsel, level of participation, and service to the committee.

## F. Committee on Curriculum

1. Committee Purpose and Authority
  - a. Maintain surveillance over the total dental education program so that it reaches the stated mission and major goals of the School of Dentistry. It shall do this through the following curriculum management plan that is initiated annually, is ongoing, and includes input from faculty, students, administration and other appropriate sources. Principle objectives of the plan include:
    1. Curriculum organization: ensuring that the content, format, sequencing, and assignment of clock hours of courses most adequately reflects the goals and objectives of the School and results in the students attaining the stated competencies of the School.
    2. Curriculum implementation: assigning credit hours, scheduling classes and scheduling examinations for maximum efficiency.
    3. Curriculum evaluation: examining course objectives, content, and methodologies to ensure that they are current, viable, free of unwarranted repetition, relevant with respect to emerging information, and appropriate toward meeting the goals of the School and the attainment of competence by the students.
  - b. All recommendations for change in the curriculum shall be made by the Committee directly to the Dean.
2. Committee Membership
  - a. The Committee shall consist of at least seven faculty members and four student members. One faculty member shall be the Senior Assistant/Associate Dean for Academic Affairs and Administration, another shall be the Assistant/Associate Dean for Clinics/Chief Dental Officer, *ex-officio*, and another shall be the Director of Curriculum who shall serve as Chair. The remaining faculty membership shall be composed of representatives as follows: 1) at least one junior faculty member, one who is of no higher rank than Assistant Professor as determined at the time of appointment, 2) at least one senior faculty member, one who is of Professor rank, 3) at least one basic science faculty member, and 4) at least two clinical science faculty members (one of no higher rank than Assistant Professor as determined at the time of appointment).
  - b. Membership shall be for three-year terms on a rotation basis with no limit on re-appointments. All faculty representatives shall

be appointed by the Dean from the full-time faculty with their terms commencing August 20.

- c. The Curriculum Committee student members shall consist of one representative from each of the four classes. Student members shall annually be elected by their respective classes. The Junior and Senior representatives shall have voting privileges.

## **G. Committee on Instruments and Materials**

### **1. Committee Purpose and Authority**

- a. Ensure the proper selection and procurement of instruments, materials and equipment necessary for the successful conduct of the preclinical, clinical and research aspects of the dental education program. It shall communicate among all course directors, department chairs, faculty, and staff the processes that are in place for requesting, approving, ordering, and distributing all instruments and materials. It shall publish an annual calendar that will have relevant dates for requesting supplies for courses that are conducted in the three-part academic year. The Committee will ensure that student funds are wisely spent.
- b. Maintain surveillance over the Supply and Instrument Management System (SIMS). This shall include reviewing the content of the carts that are used in the first- and second-year preclinical laboratories, as well as life expectancy of the durable goods in each, and establish replacement schedules based upon these reviews. It shall accept requests from departments and course directors for additional inclusions or exclusions of the instruments and materials in these carts. Out of scope will be IT academic needs and research.
- c. Provide oversight of the management of the Dental Store and the purchasing process. This will be provided by design and review of metrics to measure usage and stock levels, comparison pricing and vendor selection, and internal ordering and distribution to specific cost centers and clinic customers.
- d. Make recommendations to the Dean for capital equipment related to clinical operations and preclinical laboratory use.

### **2. Committee Membership**

- a. Consists of three (3) voting members: the Senior Associate / Vice Dean who will chair the Committee, *ex officio*; the Assistant/Associate Dean of Clinics/Chief Dental Officer or a designee recognized as the Assistant Director of Clinics; and one faculty representative from the clinical didactic / preclinical laboratories. Non-voting members include the Senior Director of Operations, the Inventory/Supply/Dispensing Manager, the Finance Manager and one administrative staff member from the Office of the Senior Associate / Vice Dean's Office
- b. The Committee reserves the right to periodically call upon or temporarily add ad hoc members to provide necessary expertise

for specific purchases or assist under special operational conditions. Such members shall be non-voting.

- c. Voting will only be used when the three voting members cannot reach a consensus. When voting is required, a 2/3 vote is needed to rule. Voting is equal for all three voting members. Prior to a vote, it will need to be determined if the vote is for a decision or a recommendation.
- d. All members shall be appointed by the Dean for three year terms commencing August 20. The Committee will forward the names of eligible faculty members to the Dean to review and ultimately select the faculty representative. There shall be no limit on the reappointment of faculty

## **H. Committee on Operational Planning and Assessment**

### **1. Committee Purpose and Authority**

- a. Be responsible for the direction and coordination of the activities associated with the Operational Plan for the School of Dentistry.
- b. Review the Operational Plan metrics for relevancy and modify, add, or delete as necessary.
- c. Analyze the metrics associated with each domain goal and make a determination whether said goals have been met or not.

### **2. Committee Membership**

- a. The Committee shall consist of eight members: the five Operational Plan Domain Leaders, two students, and a Chair.
- b. The Operational Plan Domain Leaders (Goal Champions) will be appointed by the Strategic Planning Committee.
- c. The Chair will be appointed by the Dean and will serve a three year term with no limitation on reappointment.
- d. The students (one junior and one senior) will be selected by their respective class and serve a one year term.

## I. Committee on Rank and Tenure

1. Committee Purpose and Authority
  - a. Review all dossiers of Teaching-Research Faculty and Clinician-Educator Faculty candidates of the School of Dentistry for conferral of tenure and advancement in rank and the promotions of part-time faculty.
  - b. Make a recommendation favoring or opposing conferral of tenure and/or advancement in rank.
  - c. Forward its recommendations, together with its vote and the reasoning for its recommendation, in writing to the Dean of the School of Dentistry. This recommendation shall be added, together with the vote and reasoning, to the dossier of the candidate.
  
2. Committee Membership
  - a. Consists of seven members, who are tenured and who are members of the Faculty of the School of Dentistry. At least one member shall hold the rank of full professor. The Assistant / Associate Dean for Academic Affairs and Administration shall be an *ex-officio* member, but not have voting privileges. All other members shall be elected by the Faculty Council. No more than two faculty members from a department may serve on the Committee during a given year and the School's representative on the University's Rank and Tenure Committee is not eligible for membership. The Faculty Council will conduct the election of the Committee by secret ballot. Elected terms of office shall be for three years at staggered intervals commencing August 20.
  - b. The Chair shall be elected by the Committee from within its members at its first meeting following the first day of the fall semester each year. Only members who have already served for one year on the Committee shall be eligible. The Chair may designate an Acting Chair for any meeting.
  - c. The Committee shall refer to the University Handbook for Faculty and comply with the following items: Conflicts of Interest, Confidentiality, Vacancies, Quorum, Voting and Exclusion on Membership.

## **J. Committee on Scholarship and Financial Aid**

1. Committee Purpose and Authority
  - a. Identify sources of funds for loans and scholarships.
  - b. Develop the criteria (unless already stipulated by the donor) under which the funds will be awarded.
  - c. The Chair shall coordinate the awarding of University based aid with the Financial Aid Office and the Business Office. The Chair shall also facilitate the dissemination of information from the Financial Aid Office to dental students.
2. Committee Membership
  - a. The Assistant/Associate Dean for Student Affairs and the Assistant/Associate Dean for Admissions shall co-chair the Committee, *ex officio*. No less than two members of the full-time faculty will be appointed by the Dean and one student from each class will be elected by the class.
  - b. Length of faculty appointments shall be for three-year terms at staggered intervals. Student terms shall be for one year. Reappointments and re-elections shall be unlimited. The annual date of appointment shall be August 20.

## **K. Committee on Strategic Planning**

1. Committee Purpose and Authority
  - a. Assess the external and internal environments of dental education in general and this School of Dentistry in particular. It shall evaluate the threats and opportunities of changes that the environment presents.
  - b. Evaluate the strengths and weaknesses of the Dental School and identify new competencies that need to be gained to successfully meet changes in the environment.
  - d. Create initiatives / tactics designed to meet School of Dentistry goals.
  - e. Establish metrics that determine initiative success.
  - f. Receive reports from goal leaders regarding the status of initiatives.
  - g. Meet quarterly.
  
2. Committee Membership
  - a. The Committee shall consist of two at-large faculty members, the five School of Dentistry Goal Leaders, the assistant / associate deans, the Finance Manager, the Chair of the Operational Planning and Assessment Committee, and the Dean, who will chair the Committee.
  - b. The at-large faculty members will be elected by the Faculty Council. They will serve three-year terms at staggered intervals commencing on August 20.
  - c. The Goal Leaders shall be appointed by the Dean with no limit on term length.
  - d. Re-appointments and re-elections shall be unlimited.

## L. Committee on Student Appeals

1. Committee Purpose and Authority
  - a. Ensure that due process is afforded during student related decisions made by the Student Performance Committee and the Academic Misconduct Committee.
  - b. Regarding the Student Performance Committee, this occurs following a rehearing by this body in which a recommendation to the Dean for dismissal was made and the student wishes to appeal.
  - c. Regarding the Academic Misconduct Committee, this occurs when that Committee finds that an act of academic misconduct has occurred and the student wishes to appeal.
  - d. Practices and procedures set forth in policies entitled "*Policy on Re-Hearing by the Student Performance Committee and the Appeal Process*" and "*Policy on Procedures for the Promotion of Academic Integrity and the Management of Academic Misconduct*" will be followed during deliberations of this Committee.
2. Committee Membership
  - a. The Committee shall consist of three full-time faculty members. Three additional full-time faculty members will serve as alternate Committee members.
  - b. The Chair of the Committee will be the Dean, *ex-officio*, who will have voting privileges. In the absence of the Dean, the Senior Associate / Vice Dean or another designee will serve as chair with voting privileges. The Assistant/Associate Dean for Research will serve on the Committee as an *ex-officio* voting member. In the absence of the Assistant/Associate Dean for Research, the Dean's Advisory Group, on a case-by-case basis, will appoint a second *ex-officio* voting member to serve on the Committee. The Senior Assistant/Associate Dean for Academic Affairs and Administration, the Assistant/Associate Dean for Student Affairs, and the Chaplain shall be *ex-officio* non-voting members of the Committee.
  - c. The three faculty members and three faculty alternate members will be elected by the Faculty Council and serve for a one-year term commencing August 20. All full-time faculty members are eligible for election except members of the Student Performance Committee and the Academic Misconduct Committee. Faculty may be re-elected to an unlimited number of one-year terms.
  - d. Should a faculty member of the Student Appeals Committee be involved in any manner in a particular incident of integrity and/or

misconduct (witness, etc.), that member will be ineligible to sit on the Committee for that particular case and an alternate will be called to serve.

**SECTION 3 Eligibility**

All members of the faculty are eligible for appointment to standing committees, except as might otherwise be stipulated.

**SECTION 4 Appointment of Ad-Hoc Committees**

The Dean shall appoint ad-hoc committees as deemed necessary and shall also designate the committee Chair. Such committees shall submit annual written reports to the Dean.

## ARTICLE IX

### AMENDMENT PROCEDURES

#### SECTION 1 Review and Revision of the School of Dentistry Bylaws

- A. Any administrator or faculty member may submit proposals for change to the Dean. These proposals should be in writing and should include an explanation as to the necessity for the requested change.
- B. Proposals so received will then be evaluated by an Ad-Hoc Bylaws Committee, appointed by the Dean, and those which are not in conflict with University Statutes will be referred to the faculty with the Ad-Hoc Committee's recommendation.
- C. These proposed amendments to the Bylaws shall be submitted and circulated to each faculty member two weeks in advance of a scheduled meeting date, or in lieu of a meeting, an electronic vote.
- D. A majority (51% or more of the full-time faculty members of the School of Dentistry) must be present at this scheduled faculty meeting or vote electronically.
- E. A two-thirds majority of those combined Teaching-Research and Clinician-Educator faculty members who are voting (either by meeting or electronically) is required to recommend to the Dean the approval of the amendment to the Bylaws. All amendments to the Bylaws require the Dean's approval.
- F. The Dean, *ex-officio*, may amend the School of Dentistry Bylaws when, in the Dean's judgment, the change is necessary. Such amendments, however, shall be communicated to the faculty as soon as is practical, together with the circumstances which require the change in the Bylaws.