

# APPENDIX 1

## PROMOTION CRITERIA

### MATRIX

NOTE: The following is intended to present examples of various levels of accomplishment in the areas of teaching, research, clinical activity, scholarship, and service. It is not exclusionary, but is intended to assist faculty, department chairs and promotion committees in matching candidates' accomplishments to the promotion criteria. Moreover, areas frequently overlap in practice, although they are presented as distinct entities here. It should also be noted that the matrix specifies just two categories, meritorious and excellent. Professors will need to achieve excellence by a number of criteria. Associate professors will have met fewer of these criteria and/or in not as great depth. The promotion process is meant to describe and reward continued professional growth and achievement. An associate professor is at an intermediate stage in that process, while a full professor has reached the final stage.

### TEACHING

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#### Meritorious

Active participation in teaching activities of the department, including two or more of the following: presenting a series of lectures covering one or more topics; coordinating a course, acting as primary instructor in a course, advising students, attending on inpatient or outpatient service, mentoring students and fellows, seminar or journal club organizer, small group or laboratory teacher, continuing education activities.

Meritorious teaching evaluations from students and peers.

Development or redevelopment of teaching materials for students, continuing education courses and/or other faculty training.

Invitations to present Grand Rounds/seminars here and at other institutions; invitations to present courses outside of primary department..

#### Excellent

Regularly assumes greater than average share of teaching duties - e.g., course director, residency fellowship director.

Consistently receives outstanding teaching evaluations or teaching awards, recognition as an outstanding role model for students.

Trains fellows who pursue outstanding academic careers.

Develops innovative teaching methods such as educational software, videotapes, packaged courses or workshops, etc.

Successfully runs regional continuing education courses.

Consistent participation in national educational activities - e.g., Residency Review Committee, programs sponsored by professional organizations, re-certification, workshops and symposia, etc.

Invitations to be a visiting professor at another institution.

Provides educational leadership by writing syllabi, textbooks or assuming an administrative role (e.g., Assistant Dean Continuing Medical Education, Graduate Medical Education, Allied Health or Student Affairs)

## CLINICAL ACTIVITY

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### **Meritorious**

Active and effective participation in clinical activities of the academic unit.

Board certification.

Demonstration of mastery and independence clinical skills - (e.g., introduction of techniques, improved quality of care).

Support from internal peers at the site of practice.

Invitations to speak on clinical topics on campus, or participation on institutional clinical care committees.

### **Excellent**

Continuing significant participation for an extended period of time in clinical activities that are highly effective.

Development of new techniques, therapies, or HEALTH care delivery systems that have of improved the health of the population of newserved.

Creative, active participation in the evaluation of the effectiveness (quality, utilization, access, cost) of the care being provided.

Recognition for excellence in clinical activity at the local, regional, and/or national level through letters of reference, awards, institutional evaluations, invitations to speak, requests to write reviews, etc.

Demonstration of effective leadership at the site of clinical practice - i.e., director of a clinical service, head of a division, chair of a department, head of an interdisciplinary team that creates and manages a clinical pathway and outcomes evaluation, Medical Staff President.

Assumption of a substantive leadership role at the regional level - i.e., chairing committees, or accepting positions as officer of local or statewide professional organizations.

Assumption of a substantive leadership role at the national level - i.e., chairing national symposia and meetings, chairing committees or accepting positions as officer of national professional organizations, editorial role in journal.

## RESEARCH

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### **Meritorious**

Authorship of papers in peer-reviewed journals that demonstrate the ability to generate and test hypotheses and represent a significant contribution to the published literature.

Co-investigator on grants or recipient of a 'First' award.

A principal and sustained role in the management of a research program with external funding.

Development of patents for discoveries.

Presentations at national meetings; invited research seminars at this and other institutions.

### **Excellent**

A consistent level of peer-reviewed and/or other funding for research over a sustained period of time.

Demonstrated evidence of originality as an investigator.

Principal investigator status on peer-reviewed grants.

Development of a significant number of patents.

An ongoing, peer-reviewed publication record with senior author publications.

A national and/or international reputation as evidenced by external letters of reference, invitations to present at national/international meetings, visiting professorships, service on study sections, organizing national meetings, serving as a national consultant, or on editorial boards of journals, etc.

## SCHOLARSHIP

**Note: There may be considerable overlap between scholarship and the other areas - i.e., research, teaching, and clinical activity.**

	<u>Meritorious</u>	<u>Excellent</u>
<b>CLINICAL RESEARCH</b>	Collaborator on research, e.g., a participant in a multicenter trial, publication of articles on topic.	Designs and directs research and plays a major role in writing up the results. First or senior author on publications.
	Establishes an area of research in a clinical area.	Coordinates research at a national level in a multicenter study.
	Conducts applied research including evaluation of the efficacy of various treatment modalities.	Consistent funding for peer reviewed or other appropriate research.
	Facilitates the research programs of the SOM through substantive contributions to COMIRB, which must include: regular attendance at meetings over at least a three-year period; active and effective participation in discussions; review and presentations of protocols to the committee; and a demonstrated understanding of key topics (e.g. informed consent, risk assessment, protection of vulnerable populations, adverse event reporting or waivers of informed consent). Additional aspects of COMIRB service that may be considered evidence of meritorious scholarship may include: mentoring of new COMIRB members in the elements of proper review and presentation of protocols; active participation in COMIRB "education days;" training of SOM clinical investigators in techniques of protocol writing; and serving as a positive spokesperson for COMIRB service. A supporting letter from the Director of COMIRB is required.	Multiple publications on area of expertise. Member of review section or editorial board. National reputation.
<b>INNOVATIVE PROCEDURES FOR THE DELIVERY OF HEALTH CARE</b>	Initiates improvements in delivery within institution.	Consistent funding for peer reviewed health services research.
	Provides documentation of intervention and outcome.	Utilized as a national consultant in area of expertise.

Documents improvements to audiences outside the UCHSC, typically in the form of a written communication.

Multiple publications on subject.

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<b>WRITING OF MONOGRAPHS, REVIEWS, AND OTHER CREATIVE EFFORTS</b>	<p>One or more such efforts are published in journals.</p> <p>Reports integrate and put new discoveries into perspective.</p>	<p>The reviews represent a major body of work that provide a documentable national or international reputation.</p>
<b>TEACHING SCHOLARSHIP</b>	<p>Develops new educational materials.</p> <p>Publishes articles on health professional education with emphasis on hypothesis-driven research.</p>	<p>Creates a new course or curriculum.</p> <p>National reputation as an innovative educator.</p> <p>A strong record of publications in health professional education.</p>
<b>CLINICAL SCHOLARSHIP</b>	<p>Provides continuing education at local and national meetings.</p> <p>Successful completion of recertification examinations.</p> <p>Participation in departmental, divisional, and institutional quality assurance programs.</p> <p>Provide invited grand rounds locally.</p> <p>Scholarly integration such as case studies, book chapters, and reviews.</p> <p>Media other than print are applicable (video), computer programs) if utilized by educators/clinicians outside of the School Of Medicine.</p> <p>Provides written documentation of novel techniques in teaching on the delivery of care.</p> <p>Documentation of innovative quality assurance programs.</p> <p>Collaborator in design, conduct and publication of the research, e.g., a of the research, e.g., a participant in a multicenter trial.</p>	<p>Peer reviewed grant funding.</p> <p>Design and directs hypothesis- driven research.</p> <p>A strong record of peer-reviewed publications.</p> <p>National/international reputation.</p>

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**BASIC SCIENCE  
SCHOLARSHIP**

Writes articles integrating knowledge in a field and assesses overall value of discoveries in relationship to the area of research.

Initiates and designs the research protocol.

May coordinate the research at a national level in a multi-center study.

Directs research and plays a major role in writing up the results. Senior author on publications.

Consistent funding for peer-reviewed research.

Multiple publications on area of expertise.

Member of review section or editorial board.

National/international reputation.

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**SERVICE**

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**Meritorious**

Service on committees or task forces within the program, division, department, school, campus and/or university.

Service to local, state and national organizations through education, consultation, or other roles.

**Excellent**

Appointment to responsible positions within the institution such as chair of a committee; faculty officer; program director; academic clinical coordinator; membership on major decision-making Health Sciences Center committees.

Service as an officer or committee chair in professional or scientific organizations

Service on editorial boards of professional or scientific journals.

Election to responsible positions dealing with health care issues at the local, state, regional, national or international levels.

Service awards from an area of the University or from a local, national, or international organization (civic, scientific and/or professional).