

APPENDIX B – Reference Guidelines for Promotion & Tenure

This guide provides examples of opportunities, which may allow faculty to meet criteria for each level of achievement. This guide is intended to be used for career planning; it is not intended to be used as a checklist.

	Satisfactory	Substantial	Outstanding
REQUIRED	<p><u>A Local Level:</u> reputation with contribution outside of immediate professional work environment</p> <p><u>Active participation:</u> quality & quantity</p>	<p><u>A Regional Level:</u> reputation/ expertise/ dissemination</p> <p><u>Leadership</u> with evidence of impact or outcomes</p>	<p><u>A National Level:</u> reputation/ leadership/ impact/outcomes/dissemination</p> <p>Maintain contributions with the department and institution</p>
Scholarship Research Excellence	<p><u>Individual Scholarship:</u></p> <ul style="list-style-type: none"> • Publish peer-reviewed high-quality publications (required) • Create inventions, methodology advances • Acquire individual/local or institutional funding • Mentor career development award (K, CDA, etc.) • Serve as a journal reviewer • Participate in ad hoc grant review work • Present local or state peer presentations • Disseminate curriculum through peer reviewed abstracts and curriculum repositories • Participate in creation of clinical guidelines or clinical evidence reviews <p><u>Team Science:</u></p> <ul style="list-style-type: none"> • Publish peer-reviewed team science-based publications • Obtain collaborative local or institutional funding <p><u>Innovation:</u></p> <ul style="list-style-type: none"> • Participate in methodology advances, inventions • File invention disclosure, patent application 	<p><u>Individual Scholarship:</u></p> <ul style="list-style-type: none"> • Publish in peer-reviewed journals of high quality with substantial role • Develop and disseminate innovative learner assessment tools • Achieve independent funding • Be invited to present regionally • Lead departmental research program • Serve as an editorial board member • Serve on national grant study sections (NIH, NSF, VA, etc.) • Publish peer-reviewed publications of educational materials in journals or repositories • Lead the creation/dissemination of clinical guidelines or evidence reviews with evidence of being implemented regionally <p><u>Team Science:</u></p> <ul style="list-style-type: none"> • Demonstrate a specific scholarly niche/contribution that is distinct from that of their mentor/team • Demonstrate substantial roles in publishing team science in peer-reviewed journals of high quality • Obtain funding for collaborative efforts <p><u>Innovation:</u></p> <ul style="list-style-type: none"> • Develop new methods or tools that add to research capacity in one or more fields • Acquire a patent 	<p><u>Individual Scholarship:</u></p> <ul style="list-style-type: none"> • Be recognized for scholarship at the national or international level • Maintain sustained extramural funding in independent or collaborative grants • Demonstrate sustained contributions to national professional society committees • Lead innovation in national collaborative research • Lead development of novel educational materials disseminated nationally and implemented at other institutions • Serve in leadership roles in national scientific committees, organizations • Maintain contributions with the department and institution • Be invited to present at national or international presentations • Achieve national recognition/awards from professional or public groups • Serve a critical role in the creation dissemination of national clinical guidelines or evidence reviews <p><u>Team Science:</u></p> <ul style="list-style-type: none"> • Lead extramural funding of collaborative grants • Lead publishing of team science in peer-reviewed journals of high quality <p><u>Innovation:</u></p> <ul style="list-style-type: none"> • Demonstrate translation of invention into practice • Develop industry partnerships, license patents

	Satisfactory	Substantial	Outstanding
REQUIRED	A <u>Local Level</u> : reputation with contribution outside of immediate professional work environment Active participation: quality & quantity	A <u>Regional Level</u> : reputation/ expertise/ dissemination <u>Leadership</u> with evidence of impact or outcomes	A <u>National Level</u> : reputation/ leadership/ impact/outcomes/dissemination Maintain contributions with the department and institution
Teaching Educational Excellence	<ul style="list-style-type: none"> • Demonstrate a consistent teaching commitment pattern • Show an increasing pattern of breadth and roles (lectures, labs, small groups, clinic/ward, supervising research) • Teach activities that extend beyond immediate professional work environment • Receive strong evaluations from learners • Participate in educational committees in department/institution • Provide mentoring with evidence of quality and quantity • Participate in creating/improving curriculum shared with groups outside of immediate professional work environment • Participate in improving or developing learner assessment tools in use outside of immediate professional work environment • Participate in local or state presentations, posters, or peer-reviewed abstracts regarding educational work 	<ul style="list-style-type: none"> • Teach at a sustained (years) level which consistently exceeds peers • Obtain departmental teaching awards • Receive consistently excellent learner and peer evaluations • Be invited to teach in other departments • Be invited to present curriculum innovations regionally • Serve a substantial role in innovative curriculum/course design or change with improved outcomes • Participate in a national accreditation of new training program • Provide mentoring which results in significant accomplishments, awards, publications, presentations • Participate in developing effective mentoring activities, lead improving department mentoring • Demonstrate sustained service on institutional education committees with substantial contributions evident • Serve as course director or lead a department education program • Develop, implement and disseminate innovative assessment tools • Disseminate educational products regionally 	<ul style="list-style-type: none"> • Obtain institutional, regional, or national teaching awards • Receive consistently excellent learner, peer, and course evaluations • Disseminate peer-reviewed educational materials in journals or national curriculum repositories • Be invited to present instructional materials or curriculum at national level • Disseminate instructional materials with evidence of implementation at other institutions • Receive invitations to provide curriculum consultation to other institutions • Provide mentoring exceeding most peers in quantity and effectiveness as measured by mentees' accomplishments • Improve mentoring at the institution by being a mentoring consultant to other departments or lead initiatives to improve mentoring • Hold multiple sustained educational leadership roles in the institution • Obtain leadership roles in national educational organizations • Maintain contributions with the department and institution
Service Clinical Excellence	<ul style="list-style-type: none"> • Demonstrate a pattern of service that is consistent and of an increasing pattern of breadth (committees, task forces, varied organizations/groups) • Show a pattern of increasing responsibility in committees • Participate as a member on institutional committees • Participate in educational, scientific, or health-related community organizations • Serve as an ad hoc journal reviewer • Collaborate in multi-center clinical research studies • Demonstrate significant role in contributions to the clinical team • Participate in clinical quality and safety efforts with impact beyond the immediate professional work environment • Receive strong clinical performance evaluations • Participate in the development of innovative, clinical initiatives or shared scientific resources • Participate in clinical guidelines with impact beyond immediate professional work environment • Present at the local or state level regarding clinical or service work 	<ul style="list-style-type: none"> • Serve in leadership roles for departmental committees • Provide institutional committee service sustained over years • Serve in leadership of educational, scientific or healthcare community organization • Lead department clinical, educational, research program • Lead development of a new institutional shared scientific resource • Participate in leadership in regional committees/ health organizations • Serve with national health organizations with increasing levels of responsibility or significant outcomes • Serve consistently in national credentialing work (board exam questions) • Receive regional/local awards for clinical expertise • Receive invitations to present regionally • Lead development of innovative clinical initiatives with evidence of impact/outcomes • Receive institutional funding for innovative or complex clinical initiatives or shared scientific resources • Demonstrate substantial role in practice initiatives with regional impact on quality • Collaborate in initiation of effective, innovative interdisciplinary practice-related activities 	<ul style="list-style-type: none"> • Serve with sustained high-intensity on institutional committees (level significantly greater than peers and/or chair positions) with evidence of outstanding impact/improved outcomes • Lead national leadership activities in educational, scientific or healthcare related community organizations • Provide sustained administrative leadership in the institution with evidence of outstanding impact/improved outcomes • Hold leadership roles in national committees/ organizations • Maintain contributions with the department and institution • Participate in high-intensity national level interdisciplinary health care-related work groups or committees with evidence of outstanding impact/improved outcomes • Receive national recognition/awards for clinical expertise from professional and public groups • Be invited to present nationally or internationally novel synthesis of knowledge or new techniques and/or procedures • Be invited to consult regarding clinical programs at other institutions • Produce innovative clinical programs that are disseminated and serve as models for other institutions • Obtain external funding for practice innovations, new clinical initiatives or innovative or complex shared scientific resources