

UNIVERSITY OF MISSOURI – KANSAS CITY  
SCHOOL OF MEDICINE

***GUIDELINES FOR PROMOTION OF  
FULL TIME NON-REGULAR (NON-TENURE) PHYSICIAN FACULTY<sup>1</sup>***

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<sup>1</sup> Non-Regular faculty refers to faculty who have non-tenure appointments.

## INTRODUCTION

The University of Missouri – Kansas City (UMKC) School of Medicine (SOM) seeks faculty members who are creative scholars and inspired teachers dedicated to the pursuit of knowledge and its transmission to others. The excellence and reputation of the University depends upon the scholarly productivity and dedication of the faculty. These guidelines are intended to provide a mechanism to recognize (appoint or promote) full-time non-regular physician faculty members<sup>1</sup> who share these objectives with faculty rank commensurate with their contributions.

Further, these guidelines are designed to address the changing environment of the medical school faculty and to emphasize that scholarly activity related to the practice of medicine is the major responsibility of the UMKC SOM. To achieve this goal and to meet the specific objectives listed below, a broader definition of scholarly activity is employed. Although traditional scholarship (published research) remains an important element, excellence in teaching, an active commitment to institutional and public service and acumen of clinical practice are equally recognized for their scholarly merit and importance in the process of faculty promotion.

## PROMOTION REVIEW PROCESS<sup>2</sup>

1. A nomination for faculty promotion is initiated by a Department Chair or the Department's or Hospital Promotion Committee, if one is present. Faculty members seeking promotion at a facility outside the departmental institution should submit their requests and required credentials to that institution's Associate Dean. The Associate Dean, if he/she supports the faculty member's request, will forward his/her recommendation to the appropriate Department Chair and the SOM Faculty Coordinator. The Associate Dean and Department Chair should coordinate their recommendations before submitting the candidate's portfolio to the SOM Faculty Coordinator.
2. The SOM Faculty Coordinator will submit each candidate's promotion portfolio to the SOM Initial Academic Appointment and Physician Promotion Committee (IAAPPC) for consideration.
3. After careful review of each candidate's credentials, the SOM IAAPPC will submit its recommendations and record of deliberation to the SOM Dean.
4. The SOM Dean will review the SOM IAAPPC's recommendations and determine the subsequent disposition for each candidate's request. The final decision on promotion and announcement of said decisions will be made by the Dean of the School of Medicine. All promotions will be effective as of September 1.
5. In the event that a candidate's request for promotion is denied by the SOM IAAPPC, the sponsoring Department's Promotion Committee, if there is one, the Department Chair, Associate Dean from the primary institution, and faculty member will be notified by letter with the reasons for the denial in a timely fashion. The candidate, Department Chair, Associate Dean and the Department's Promotion Committee, if there is one, will have fourteen (14) days from the date of notification to submit an appeal and any additional information to the SOM. The IAAPPC will reconsider the appeal and forward their final recommendation to the SOM Dean. If the SOM Dean also sustains the IAAPPC's denial, a letter from the Dean with the reasons for the denial will be sent allowing fourteen days (14) by all the above parties to again appeal. If an appeal occurs, the SOM Dean may uphold or amend his/her decision, and this will be the final decision.

## FACULTY RANKS/TITLES

The following criteria define the basic credentials for each of the designated faculty ranks/titles at the UMKC SOM. Successful candidates for faculty titles listed below must be full-time non-regular faculty<sup>1</sup> in the SOM. Appointments at the Instructor and

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<sup>2</sup> See Appendix A

<sup>1</sup> Non-Regular faculty refers to faculty who have non-tenure appointments.

Assistant Professor rank are entry level appointments and may be recommended by the Department Chair and/or Associate Dean using the criteria listed below, subject to approval by the SOM Dean. Initial faculty appointment recommendations and changes at the Associate Professor or Professor rank require review by the SOM IAAPPC and approval by the SOM Dean. A faculty promotion recommendation at the Associate Professor or Professor rank requires review by the SOM IAAPPC and approval by the SOM Dean.

### **INSTRUCTOR**

- Clearly defined role in teaching, service, clinical care or research within the SOM.
- The candidate's credentials must be reviewed and approved by the Department Chair or Associate Dean of his/her affiliated institution.
- Appointment of Instructor may be recommended by the Department Chair or Associate Dean of an affiliated institution, subject to approval by the SOM Dean.

### **ASSISTANT PROFESSOR**

- Completed professional training in a medical field commensurate with assigned duties.
- The physician candidate must be eligible for specialty/subspecialty board certification.
- Clearly defined role in teaching, service, clinical care or research within the SOM.
- Demonstrates an ability or potential for continued faculty development.
- The candidate's credentials must be reviewed and approved by the Department Chair or Associate Dean of his/her affiliated institution.
- Appointment of Assistant Professor may be recommended by the Department Chair or Associate Dean of an affiliated institution, subject to approval by the SOM Dean.

### **ASSOCIATE PROFESSOR**

- Completed professional training in a medical field commensurate with assigned duties.

- The physician candidate must be board certified in his/her medical specialty or subspecialty.
- Clearly defined role in teaching, service, clinical care or research within the SOM.
- Minimum of nine (9) years from medical school graduation or receipt of terminal degree.
- Minimum of three (3) years at the rank of Assistant Professor or an academic equivalent.
- The candidate will have developed a track record of scholarly activities within his/her area of expertise. He/she must demonstrate at least Level 2 activities in two areas and Level 1 activities in one other area.
- Evidence of regional expertise and recognition in faculty member's clinical specialty or area of interest.
- Evaluation letters will be solicited from five (5) external evaluators in the faculty member's clinical specialty who are at the faculty rank of Associate Professor or Professor and who are not affiliated with UMKC SOM. (UMKC Department of Pediatrics faculty may not use KU faculty.) These evaluators must be from a AAMC accredited school. A complete list of AAMC accredited schools may be reviewed at <https://services.aamc.org/30/msar/>. The candidate must have at least three (3) evaluation letters in his/her portfolio to undergo evaluation for promotion.
- The candidate must be reviewed and recommended for promotion by the Department's Promotion Committee if there is one, the Department Chair and Associate Dean of his/her affiliated institution.
- Promotion recommendations at the Associate Professor level require review by the SOM IAAPPC and approval by the SOM Dean. Initial faculty appointments and changes at the Associate Professor level must have the approval of the SOM Dean.

## **PROFESSOR**

- Completed professional training in a medical field commensurate with assigned duties.
- The physician candidate must be board certified in his/her medical specialty or subspecialty.

- Clearly defined role in teaching, service, clinical care or research within the SOM.
- Minimum of twelve (12) years from medical school graduation or receipt of terminal degree.
- Minimum of three (3) years at the rank of Associate Professor or an academic equivalent.
- The candidate must demonstrate a record of sustained excellence in scholarly activities within his/her field of expertise. He/she must demonstrate Level 3 activities in at least one scholarly area and Level 2 activities in two others.
- Evidence of national or international expertise and recognition in faculty member's clinical specialty or area of interest.
- Evaluation letters will be solicited from five (5) external evaluators in the faculty member's clinical specialty who are at the faculty rank of Professor and who are not affiliated with UMKC (UMKC Department of Pediatrics faculty may not use KU faculty). These evaluators must be from a AAMC accredited school. A complete list of AAMC accredited schools may be reviewed at <https://services.aamc.org/30/msar/>. The candidate must have at least three (3) evaluation letters in his/her portfolio to undergo evaluation for promotion.
- The candidate must be reviewed and recommended for promotion by the Department's Promotion Committee if there is one, the Department Chair and Associate Dean of his/her affiliated institution.
- Promotion recommendations at the Professor level require review by the SOM IAAPPC and approval by the SOM Dean. Initial faculty appointments and changes at the Professor level must have the approval of the SOM Dean.

## **MAJOR AREAS OF SCHOLARLY ACTIVITY FOR FACULTY PROMOTION**

Excellence in scholarship is a fundamental criterion for faculty promotions in academic institutions. However, the definition of scholarship must be broad enough to reflect the dynamic nature of medical education and clinical practice. Traditional methods of evaluation have focused primarily on research productivity (e.g. research grants, publications). Although research productivity is important, this narrow focus ignores equally rigorous scholarly efforts in teaching, clinical practice, and public/institutional service across the entire spectrum of faculty activities. Quality of scholarly activities, rather than quantity, is paramount in evaluating candidates for faculty promotion; however evidence of scholarship at UMKC School of Medicine must include publication in peer-reviewed literature which is indexed within database services, eg., PubMed or Scopus.

These guidelines have been developed to assist candidates in the recognition of scholarly merit. The UMKC SOM recognizes four (4) areas of scholarly activity that are germane to the promotion process: 1) Teaching, 2) Service (institutional/public), 3) Clinical Practice and 4) Research. Promotion to successively higher faculty ranks is based on a sustained record of excellence and a review of achievements including publication in peer reviewed publications since the candidate's affiliation with UMKC or the candidate's last promotion.

### **SCHOLARSHIP IN TEACHING**

Scholarship in teaching involves communication of knowledge, the ability to inspire or stimulate students and the ability to translate difficult concepts into easily understood principles. Excellence in teaching should include clinical knowledge of medicine, understanding of patients and an appreciation of the context of clinical practice. In addition, the scholar will demonstrate a knowledge and understanding of the process of learning, the principles of teaching, and skills with case-based or evidence-based teaching methods.

### **SCHOLARSHIP IN INSTITUTIONAL/PUBLIC SERVICE**

Scholarship in service can be demonstrated by the faculty member's dedication to the mission of the SOM and to the general welfare of the community. Such activities may include institutional or departmental committees, quality improvement activities, innovative administrative activities, service on advisory boards, development of community outreach programs and leadership positions in community, state, and national service or professional organizations. Excellence will be evident not only through participation but in demonstrable contributions to the SOM and the profession of medicine.

## **SCHOLARSHIP IN CLINICAL PRACTICE**

Scholarship in clinical practice is most evident in the artful practice of medicine and in the management of health service programs or clinics. Excellence is demonstrated by the ability to bridge the gap between theory and clinical practice by applying knowledge to consequential problems. Excellence in clinical practice includes innovative health care strategies, cultural awareness in the clinical setting and dedication to unfettered access to health care. The outstanding clinician will be able to integrate basic or complex pathophysiologic concepts with compassionate and empathetic care.

## **SCHOLARSHIP IN RESEARCH**

Scholarship in research involves the creation and dissemination of knowledge. Excellence is demonstrated by evidence of high-quality original research and may include work in the basic sciences (bench research), clinical applications (clinical research) or teaching methodologies (educational research). Traditional measures of research excellence include grant awards, original publications and funding for investigative projects.

## **DOCUMENTATION AND ASSESSMENT**

The use of broader definitions for scholarly activities requires a more extensive record of activities by faculty members. While the traditional *curriculum vitae* (CV) is an important source of information, evidence of clinical, teaching and service activities will require more detailed information. Faculty members are encouraged to maintain journals or portfolios which identify scholarly activities in sufficient detail to be recognized and evaluated by their peers. Examples of the types and levels of scholarly activities which candidates may include (but are not limited to) are shown in **Appendix B and C**. Documentation of scholarly activities in the areas of service, teaching and clinical practice should include at least an identifying title for the activity, location, inclusive dates of service, and a brief narrative description of the activity and the candidate's role. Research activities can be documented in a traditional fashion. Publications should be listed with authors in rank order, manuscript title, journal name, date of publication and type of publication (e.g., original manuscript, letter to the editor, editorial). Research grants and awards should be listed by title, principal and associate investigators, site where research was conducted, funding agency/source, amount of award, whether the grant was funded or not funded and a brief description of the project's aims and objectives. The candidate will supplement narrative descriptions with both digital and hard-copy documents available for review in the public domain (e.g., lecture notes/outlines, curricula, publication reprints, conference brochures, correspondence) which further elucidate the nature of the activity and the effort involved. The SOM IAAPPC will base its recommendations for an initial faculty appointment, change or promotion on the documentation provided by the candidate, recommendations by his/her Department Chair, Associate Dean and evaluation letters from external scholars concerning faculty promotions.



The evaluation of scholarly activities is a relatively subjective process. Some activities may be applicable to more than one (1) area of scholarship. Appendix C provides a template for assessing the intensity of activities in each of the four (4) areas of scholarship. Candidates for Assistant Professor should be performing at Level 1 in at least three areas. Promotion to Associate Professor requires performing in at least Level 2 activities in two (2) areas and at Level 1 activities in one (1) other area. Promotion to Professor requires Level 3 activities in at least one (1) scholarly area and Level 2 activities in two (2) others.

These guidelines are designed to provide guidance for full time non-regular faculty<sup>1</sup> who wish to advance through the faculty ranks at the UMKC SOM. However, they are neither a rigid yardstick nor all-inclusive list of acceptable scholarly activities. Rather, the UMKC SOM encourages diversity and innovation in its academic experience. Many faculty members may be involved in innovative and rigorous scholarly activities which have not been included in the above examples. These activities are no less important than those alluded to and should not be ignored as a basis for attaining higher faculty rank. Recommendations for promotion will be based on a comprehensive review of the faculty member's entire credentials' portfolio. No single area of level of scholarly activity will constitute excellence for the purposes of promotion. The SOM IAAPPC requires that candidates for promotion demonstrate sustained and consistent efforts in pursuit of academic advancement at both the associate and professor levels.

Finally, these guidelines are intentionally vague in several areas. As the economic and academic environment of the medical school changes, so must the process and benchmarks by which its faculty are evaluated. Promotions Committees, Deans and Department Chairs must be afforded sufficient latitude to assess faculty activities in light of the changing demands on faculty and staff.

## **APPLICATION FORMS FOR PROMOTION<sup>4</sup>**

Candidates for faculty promotion may obtain an Application Forms' Packet<sup>4</sup> from their Department Chair, Associate Dean or the SOM Faculty Coordinator. Faculty members will complete the Promotion Coversheet and Checklist/Part I, the Personal Information Sheet/Part I, the Self Appraisal Sheet/Part I and the Scholarly Activities Descriptions and Sheets/Part I (Teaching, Service, Clinical Practice, Research). A SOM External Evaluators List Form for listing five (5) external (non-UMKC SOM faculty) evaluators for soliciting evaluation letters must also be attached to the digital portfolio.

The completed Portfolio will then be submitted to the Department's or Hospital Promotion Committee if there is one, the Department Chair and Associate Dean (affiliated institutions) who will review the Portfolio, provide a written assessment using the Department's Promotion Committee Review Sheet/Part II if there is a Committee, the Department Chair Review Sheet/Part II for the Chair and the Institution's Associate Dean Review Sheet/Part II for the Associate Dean; and the entire Portfolio will be

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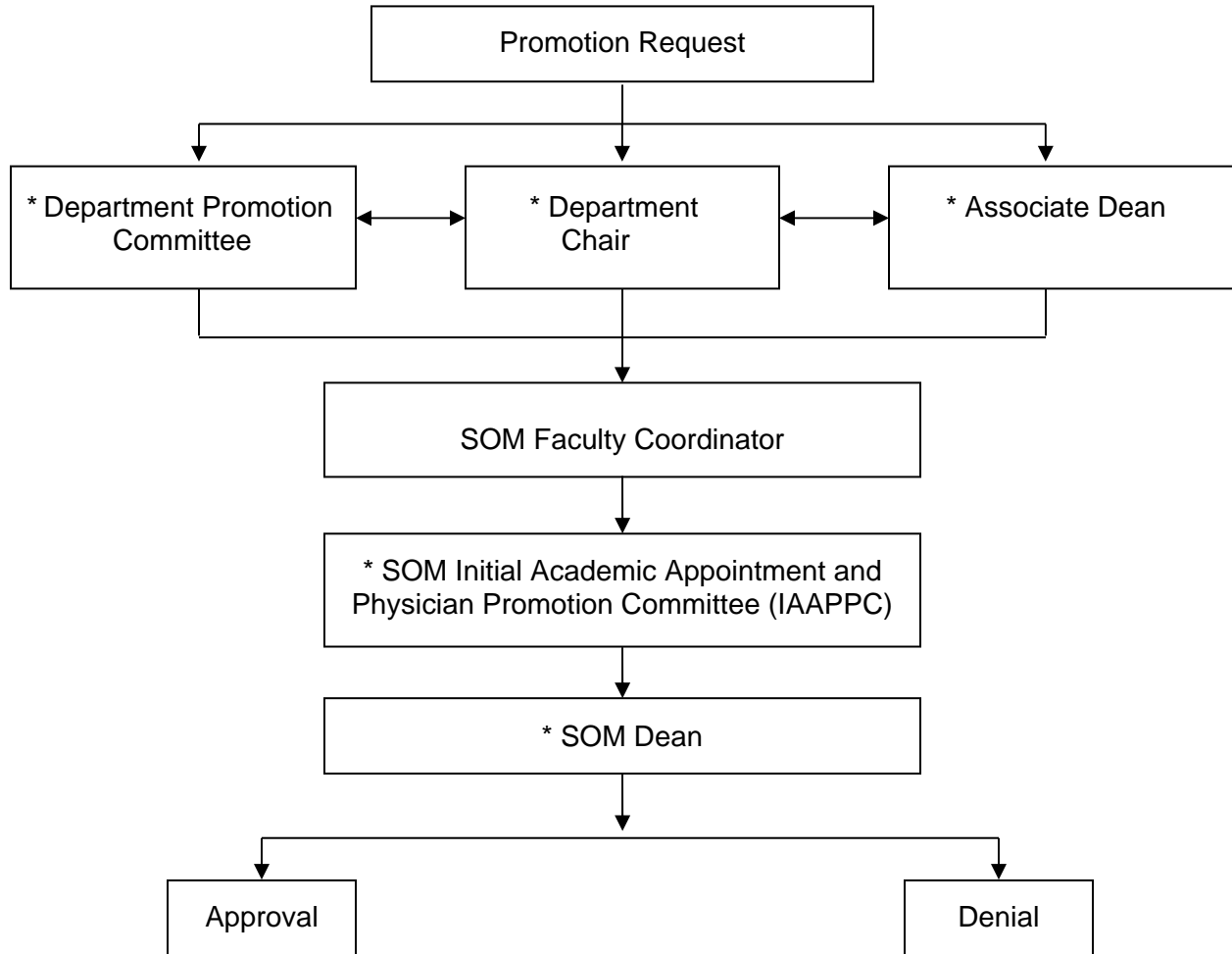
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<sup>4</sup> This Packet incorporates UMKC Biographical Part I plus Chairman & Associate Dean's Evaluation Part II.

forwarded to the SOM Faculty Coordinator. The Department Chair, Associate Dean at the affiliated institution and SOM Faculty Coordinator will review the application forms/Part I and the External Scholars' List to ensure that it is complete before it is submitted to the SOM IAAPPC. Incomplete Promotion Application Forms' Portfolios/Part I and the External Scholars' List will be returned to the faculty member for completion and may delay the process of consideration and evaluation. Deadline for submission of a completed Application Forms' Portfolio/Part I and External Evaluators List to the SOM Faculty Coordinator will be indicated on the Promotion Schedule. Therefore, questions and drafts should occur sufficiently before the deadline, as the candidate will note that completing the Application Forms/Part I and the External Evaluators List correctly will require much time and effort; consequently the candidate will need to organize and maintain detailed and thorough records in order to successfully attain a faculty promotion.

**UNIVERSITY OF MISSOURI-KANSAS CITY  
SCHOOL OF MEDICINE**

**FULL-TIME NON-REGULAR PHYSICIAN FACULTY  
PROMOTION GUIDELINES PROCESS**



\* This denotes that at this review level, the candidate has 14 days in which to submit additional information for reconsideration if promotion has been denied.

## SCHOLARLY ACTIVITIES

	TEACHING	SERVICE	CLINICAL PRACTICE	RESEARCH
Scholarly Activity	Didactic course material, Clinical teaching activities	SOM Committees	Written or published reports of organizational innovations	Research awards and grants (intramural, extramural)
	New courses and/or curricula	Administrative positions (SOM)	Consulting services to other institutions	Publications (original research), peer reviewed journals
	Grand Rounds, Clinical lectures	Clinical and Departmental appointments	Visiting lectureships	Research abstracts & presentations
	Computer software applications	Professional Societies	Invited lectures	Books/chapters
	Teaching videos	Community Service Organizations	Published clinical reviews	Editorials
	Course syllabi	Consulting services	Patient education materials	Book reviews
	Visiting professorships	Public service media activities	Books/chapters	Review articles
	Invited lectures	International activities		Clinical reports
	Published clinical reviews			Journal editorial positions; manuscript reviewer
	Lecture notes			
	Annotated bibliographies			
	Topic reviews			
Assessment Tools	Faculty Candidate's Self Assessment of Growth and Effectiveness			
	Seeking 5 Evaluation Letters from External Evaluators			
	Portfolio of teaching experiences	Portfolio of service experiences	Portfolio of clinical experiences	Curriculum Vitae
	Student, Resident and Peer evaluations		Peer review	Citation Index

## LEVELS OF INTENSITY FOR SCHOLARLY ACTIVITY

	TEACHING	SERVICE	CLINICAL PRACTICE	RESEARCH
<b><u>LEVEL 1</u></b>	<ul style="list-style-type: none"> <li>• Lectures to students, residents, or peers in health professions' training program.</li> <li>• Instructs in laboratory sessions for health science students.</li> <li>• Facilitates Problem Based Learning or other small group sessions.</li> <li>• Presents teaching rounds or patient conferences.</li> <li>• Supervises trainees performing outpatient or inpatient clinical service.</li> <li>• Participates in local postgraduate or continuing medical education courses.</li> <li>• Prepares curriculum materials.</li> <li>• Serves as Docent.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates skills in managing institutional activities or programs.</li> <li>• Serves on hospital and/or SOM committees.</li> <li>• Conducts tests, procedures or data handling in support of a clinical or service laboratory.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates competence and promise of excellence in clinical, diagnostic, procedural or other professional work.</li> <li>• Directs clinical or professional program.</li> <li>• Considered very good clinician by students, residents and peers.</li> <li>• Consults at local level.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of initial publication success.</li> <li>• Actively involved in clinical or basic science investigation.</li> <li>• Active in local presentation of research results.</li> <li>• Evidence of application as a principal investigator for local or regionally funded research.</li> </ul>
<b><u>LEVEL 2</u></b>	<ul style="list-style-type: none"> <li>• Supervises or coordinates teaching by other faculty, fellows or residents (Course Director).</li> <li>• Develops/directs postgraduate continuing education course for a regional audience.</li> <li>• Invited lecturer at other academic institution or research facilities.</li> <li>• Receives local or regional teaching award.</li> <li>• Supervises or mentors graduate students (M.S., Ph.D., Residents, Fellows).</li> <li>• Serves as Senior Docent.</li> </ul>	<ul style="list-style-type: none"> <li>• Serves as an Assistant Dean in the SOM.</li> <li>• Section Chief of a major clinical subspecialty.</li> <li>• Chairs a major hospital and/or SOM Committee/Docent Council.</li> <li>• Oversees and directs a clinical or service laboratory.</li> <li>• Serves as officer in local or state professional society.</li> <li>• Independently develops or directs a major SOM program or clinical project.</li> <li>• Chairs medical subspecialty or professional society committee.</li> <li>• Attracts substantial gifts or endowments to the SOM.</li> <li>• Officer or committee member in a regional or national professional society.</li> <li>• Chairs a departmental faculty search committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting physician at regional level.</li> <li>• Considered excellent clinician by peers at local and regional level.</li> <li>• Develops and directs clinical program.</li> <li>• Devises new procedures or methods for clinical patient care.</li> </ul>	<ul style="list-style-type: none"> <li>• High quality publications of original research in widely recognized peer-reviewed journals.</li> <li>• Success in obtaining extramural grants through either peer-reviewed competition or industry sponsored contracts.</li> <li>• Recognition as an ad hoc journal reviewer, member of study section and/or private sector consultant.</li> <li>• Presentation of research at regional or national professional (research) meetings.</li> <li>• Licensed inventions, patents issued.</li> <li>• Oversees a major research project as principal investigator, involves management of personnel and finances.</li> <li>• Serves as a member of a national research or clinical review committee</li> <li>• Participant in Multi-Center Clinical Trials.</li> </ul>
<b><u>LEVEL 3</u></b>	<ul style="list-style-type: none"> <li>• Editor/author of textbook adopted for teaching at other institutions.</li> <li>• Develops course, curricular materials, educational software or other materials which are used regionally or nationally.</li> <li>• Invited to organize or participate in a regional or national educational meeting.</li> <li>• Supervises a training program which has a regional or national audience.</li> <li>• Receives regional or national teaching award.</li> </ul>	<ul style="list-style-type: none"> <li>• Serves as an Associate Dean or other major SOM administrative position.</li> <li>• Chairs a major clinical department.</li> <li>• Serves in a key leadership role in a national professional society.</li> <li>• Officer in national or international clinical professional society.</li> <li>• Chairs an Academic Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Established consultant who attracts patients from regional, national or international locations.</li> <li>• Devises new care methods or procedures which receive national or international recognition.</li> <li>• Contributes significantly to board examination or subspecialty certification organization.</li> <li>• Obtains advanced Health Services Degree (MPH, MBA).</li> <li>• Makes major clinical contributions to the mission of the SOM.</li> <li>• Consults at national level.</li> </ul>	<ul style="list-style-type: none"> <li>• High quality publications of original research in widely recognized peer-reviewed journals.</li> <li>• Directs scholarly activity of other faculty or post-doctoral appointees.</li> <li>• Continued success in obtaining extramural grants or contracts.</li> <li>• Organizes or participates in major research presentations at national and international conferences.</li> <li>• Participant or committee member in Multi-Center Clinical Trials.</li> </ul>