

UNIVERSITY OF MISSOURI – KANSAS CITY
SCHOOL OF MEDICINE

GUIDELINES FOR PROMOTION OF
FULL-TIME NON-REGULAR (NON-TENURE),
NON-PHYSICIAN and NON-CLINICAL PHYSICIAN FACULTY

PROMOTION REVIEW PROCESS¹

1. Faculty members seeking promotion in the non-regular (non-tenure), non-physician and non-clinical physician track should submit their requests and documentation to the Director of the office or section in which they are employed, the Department Chair, his/her affiliated hospital's Associate Dean, if applicable, and the Department's Promotion Committee, if one is present. Once faculty who are seeking promotion have received the appropriate endorsement from their Director, Department Chair, Associate Dean, if applicable and Departmental Promotion Committee, if one is present, the candidate should forward his/her application, documentation, and endorsements to the School of Medicine's faculty coordinator.

2. The SOM faculty coordinator will submit each candidate's promotion portfolio and endorsements to the SOM Faculty Appointment and Promotion Committee for non-regular (non-tenure), non-physician and non-clinical physician track faculty.

This committee shall consist of peers, specifically a total of five Professors and Associate Professors who themselves are non-regular (non-tenure), non-physician and non-clinical physician faculty, plus the Chair of the UMKC SOM Appointment and Promotion Committee for Physician Faculty who shall serve *ex officio*. The Dean shall appoint the Chair from the non-regular (non-tenure), non-physician and non-clinical physician faculty. The Chair shall serve for seven (7) years. Of the five Professor and Associate Professor members three (3) shall be elected by their peers to serve for five (5) years and two (2) shall be appointed by the Dean to serve for three (3) years to assure appropriate balance in the composition of the committee. The ballot for election to the committee will be developed by a nominating committee appointed by the Associate Dean for Academic Affairs. After the initial election a lottery should be held to stagger the initial terms.

3. After careful review of each candidate's credentials, the SOM Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty will submit its recommendations and record of deliberation to the SOM Dean.

4. The SOM Dean will review the SOM Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty Appointment and Promotion Committee'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 a candidate's request for promotion is denied by the SOM Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty, then the candidate along with the sponsoring Department's Promotion Committee, if there is one, the Department Chair, Director, and

¹ See Appendix A.

Associate Dean, if applicable, from the primary institution will be notified by letter with the reasons for the denial in a timely fashion. The candidate, Department Chair, Associate Dean, if applicable, 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 Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty Appointment and Promotion Committee. The Committee will reconsider the appeal and forward their final recommendation to the SOM Dean. If the SOM Dean also sustains the Committee's denial, a letter from the Dean with the reasons for the denial will be sent allowing fourteen (14) days 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 rank must be full-time non-regular faculty in the SOM. Appointments at the Instructor and 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 Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty and approval by the SOM Dean. A faculty promotion recommendation at the Associate Professor or Professor rank requires review by the SOM Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty and approval by the SOM Dean.

INSTRUCTOR

- Clearly defined role in teaching, service, 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 with terminal degree in a field commensurate with assigned duties.

- Clearly defined role in teaching, service 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 with a terminal degree in a field commensurate with assigned duties.
- Clearly defined role in teaching, service or research within the SOM.
- Minimum of five (5) years from receipt of terminal degree.
- Minimum of five (5) 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. Generally, he/she must excel in two (2) of the three (3) recognized areas of scholarly activity at intensity level 2. The candidate's job description will determine the areas in which he/she will be evaluated.
- Evidence of at least regional expertise and recognition in faculty member's area of interest.
- The candidate will provide names and addresses of five (5) external evaluators in the faculty member's discipline who are at the faculty rank of Associate Professor or Professor, who are not affiliated with UMKC SOM, and who can provide letters of evaluation for the candidate (UMKC Department of pediatrics faculty may not use KU faculty). 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 Chair, Associate Dean of his/her affiliated institution, if applicable, and/or the Department's Promotion Committee, if there is one.
- Promotion recommendations at the Associate Professor level require review by the SOM Faculty Promotion and Appointment Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician faculty 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 with a terminal degree in a field commensurate with assigned duties.
- Clearly defined role in teaching, service or research within the SOM.
- Minimum of nine (9) years from receipt of terminal degree.
- Minimum of five (5) 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. Generally, he/she must excel in one (1) of the three (3) recognized areas of scholarly activity by demonstrating achievement at intensity level three and in one (1) other area by demonstrating achievement at intensity level two. The candidate's job description will determine the areas in which he/she will be evaluated.
- Evidence of national or international expertise and recognition in faculty member's area of interest.
- The candidate will provide names and addresses of five (5) external evaluators in the faculty member's discipline who are at the faculty rank of Professor, who are not affiliated with UMKC SOM, and who can provide letters of evaluation for the candidate (UMKC Department of Pediatrics faculty may not use KU faculty). 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 Chair, Associate Dean of his/her affiliated institution, if applicable, and/or the Department's Promotion Committee, if there is one.
- Promotion recommendations at the Professor level require review by the SOM Faculty Promotion and Appointment Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty 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, professional/clinical service and the advancement of knowledge and understanding (research). 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 and professional/clinical 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.

These guidelines² have been developed to assist candidates in the recognition of scholarly merit. The UMKC SOM recognizes three (3) areas of scholarly activity that are germane to the promotion process of non-tenure, non-physician and non-clinical physician faculty: 1) Teaching, or the transmission of knowledge, 2) Professional/Clinical Service, the application of knowledge to practical problems and 3) Advancement of Knowledge (Research), involving the creation of new knowledge, revision and/or re-conceptualization of understanding and dissemination of that new knowledge or understanding. Generally, for advancement in faculty rank, meaningful activity in two (2) of these areas is needed. The candidate's job description will determine areas in which the candidate shall be evaluated. Promotion to successively higher faculty ranks is based on a sustained record of excellence and a review of achievements since the candidate's last promotion.

SCHOLARSHIP IN TEACHING

Scholarship in Teaching involves communication of extant knowledge, the ability to inspire or stimulate students and the ability to translate difficult concepts into easily understood principles. Excellence in teaching should include demonstration of a candidate's mastery of the discipline that he/she is teaching, and if appropriate, related clinical practice. In addition, the scholar will demonstrate knowledge and understanding of the process of learning, the principles of teaching, and skills with case-based or evidence-based teaching methods. The candidate should also receive recognition for creativity in teaching such as development of a new course, substantial revision of an existing course, or effective innovations in teaching techniques, curricular initiatives, and instructional technology.

SCHOLARSHIP IN PROFESSIONAL/CLINICAL SERVICE

² These guidelines conform to UMKC Chancellor's Memorandum #35 revised 5/19/97 & UM President's Executive Order 6A revised 7/31/97.

Scholarship in professional/clinical 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 active membership in institutional or departmental committees, quality improvement activities, management of health service programs or clinics, management of laboratory or other critical facilities necessary for the mission of the school, innovative administrative activities, service on advisory boards, development of community outreach programs and leadership positions in community, state, and national service or professional organizations. Examples are included in **Appendix B**. Participation alone may not be evidence of meaningful activity; rather demonstrable contributions to the SOM and/or to the candidate's discipline and his/her profession will be necessary. Also the ability to bridge the gap between theory and practice by applying knowledge to consequential problems that may arise in the course of performing professional or clinical service will be sought as evidence of excellence.

SCHOLARSHIP IN ADVANCEMENT OF KNOWLEDGE (RESEARCH)

Advancement of Knowledge (Research) involves the creation of new knowledge, revision and/or re-conceptualization of understanding, and dissemination of new knowledge. Excellence is demonstrated by evidence of high-quality original work and may include work in the basic sciences (bench research), social and behavioral sciences, 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 related to Teaching, Professional/Clinical Service, and the Advancement of Knowledge (Research) requires a more extensive record of activities by faculty members. While the traditional *curriculum vitae* (CV) is an important source of information, evidence of teaching, professional/clinical service, and advancement of knowledge (research) 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 of scholarly activities which candidates may include (but are not limited to) are shown in **Appendix B**. Documentation of activities in professional/clinical service and teaching 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. Activities related to the advancement of knowledge (research) can be documented in a more 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 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 Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-Physician and Non-Clinical Physician Faculty 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 or Director, Associate Dean, if applicable, Department Promotion Committee Chairman, if applicable, and evaluation letters from external evaluators 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 B** provides a template for assessing the intensity of activities in each of the three (3) areas of scholarship. The UMKC SOM recognizes three (3) areas of scholarly activity that are germane to the promotion process of non-tenure, non-physician and non-clinical physician faculty: 1) Teaching, 2) Professional/Clinical Service and 3) Advancement of Knowledge (Research). Generally, for advancement in faculty rank, meaningful activity in two (2) of these areas is needed. Usually, candidates for Assistant Professor should be performing at Level 1 in at least two (2) areas. Typically, promotion to Associate Professor requires performing in at least Level 2 activities in two (2) areas. Promotion to Professor generally requires Level 3 performance in at least one (1) scholarly area and Level 2 activity in at least one (1) other. The specific areas in which the candidate will be evaluated depends on his/her job description

These guidelines² are designed to provide guidance for full-time non-regular (non-tenure), non-physician and non-clinical physician faculty who wish to advance through the faculty ranks at the UMKC SOM. However, they are neither a rigid requirement nor an all-inclusive list of acceptable scholarly activities. Rather, the UMKC SOM encourages diversity and innovation in its academic faculty as a mechanism of enriching and invigorating the 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.

These guidelines² are intended to be flexible. As the economic and academic environment of the medical school changes, so must the process and benchmarks by which its faculty are evaluated. Department Directors, Department Chairs, Deans, and Department Promotion Committees must be afforded sufficient latitude to assess faculty activities in light of the changing demands on faculty and staff.

² These guidelines conform to UMKC Chancellor's Memorandum #35 revised 5/19/97 & UM President's Executive Order 6A revised 7/31/97.

APPLICATION FORMS FOR PROMOTION³

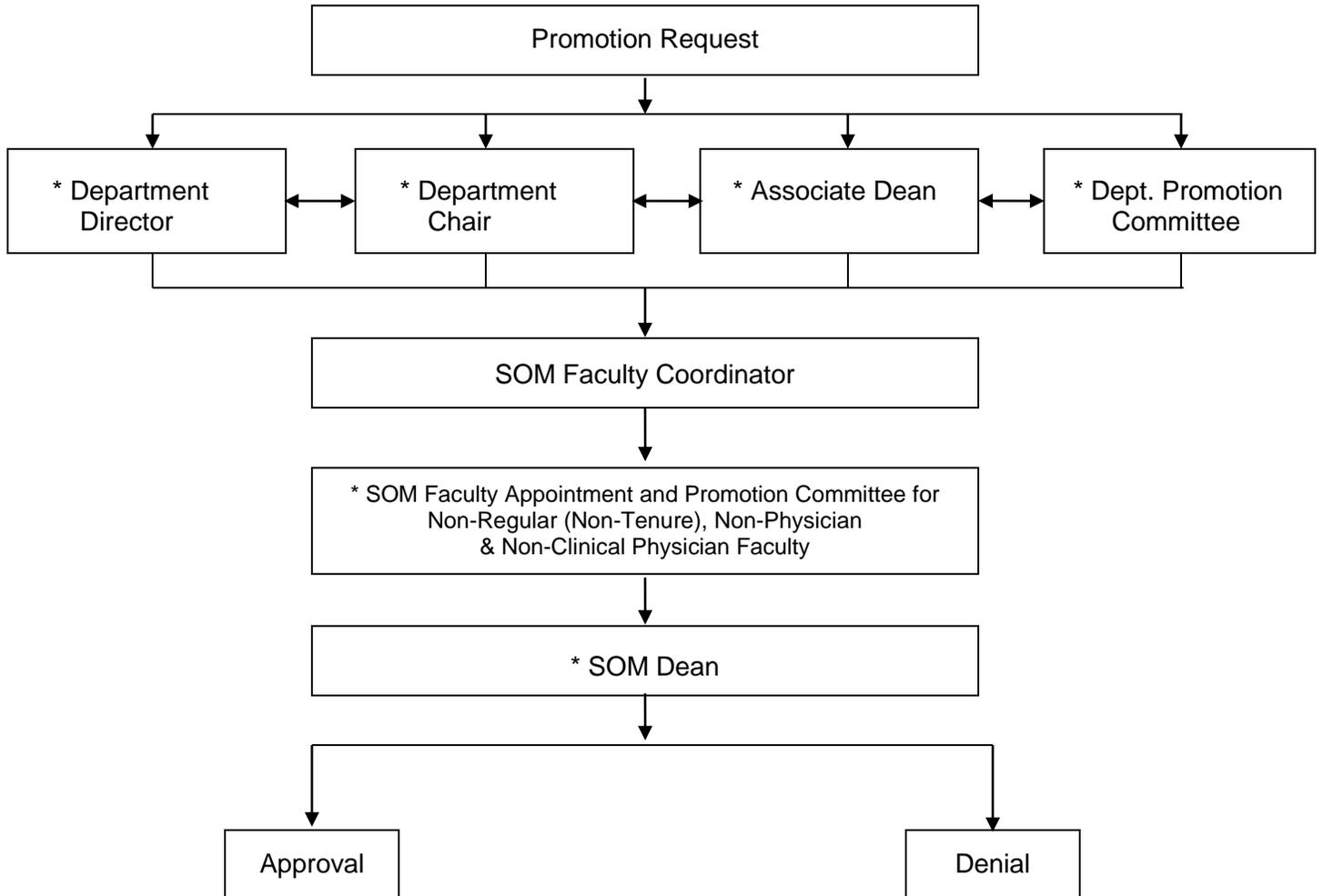
Candidates for faculty promotion may obtain an Application Forms' Packet³ from their Office Director, Department Chair, Associate Dean or the SOM Faculty Coordinator. Faculty members will complete the Promotion Coversheet and Checklist/Part I, the Personal Information Sheet/Part I, the Self Appraisal Sheet/Part I and the Scholarly Activities Descriptions and Sheets/Part I—Teaching, Professional/Clinical Service, Advancement of Knowledge (Research). A SOM External Evaluators List for listing five (5) external (non-UMKC SOM faculty) evaluators for soliciting evaluation letters must also be included in the Packet.

The completed packet will then be submitted to the Department Chair or Director of the office in which they are employed, Associate Dean of affiliated institutions, if applicable, and the Department's Promotion Committee, if there is one, who will review the packet and will provide a written assessment using the Department's Promotion Committee Review Sheet/Part II, if there is a Committee, the Department Chair or Department Director Review Sheet/Part II, whichever is applicable and the Institution's Associate Dean Review Sheet/Part II, if applicable. The entire packet will be forwarded to the SOM Faculty Coordinator. The Office Director, Department Chair, Associate Dean at the affiliated institution and SOM Faculty Coordinator will review the application forms/Part I and the External Evaluators List to ensure that it is complete before it is submitted to the SOM Faculty Appointment and Promotion Committee. Incomplete Promotion Application Forms Packets/Part I and the External Evaluators List will be returned to the faculty member for completion and may delay the process of consideration and evaluation. The deadline for submission of a completed Application Forms Packet/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 significant time and effort; consequently the candidate will need to organize and maintain detailed and thorough records in order to successfully attain a faculty promotion.

³ This Packet incorporates UMKC Biographical Part I plus Chairman & Associate Dean's Evaluation Part II.

UNIVERSITY OF MISSOURI-KANSAS CITY
SCHOOL OF MEDICINE

**FULL-TIME NON-REGULAR (NON-TENURE),
NON-PHYSICIAN AND NON-CLINICAL 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.

LEVELS OF INTENSITY FOR SCHOLARLY ACTIVITY

TEACHING

PROFESSIONAL/CLINICAL SERVICE

ADVANCEMENT OF KNOWLEDGE (RESEARCH)

LEVEL 1

- Supervises or mentors students, residents, or fellows.
- Prepares curriculum materials.
- Participates in local postgraduate or continuing medical education courses.
- Lectures to students, residents or peers.
- Instructs in laboratory sessions for health science students.
- Facilitates Problem Based Learning or other small group sessions.
- Presents teaching rounds or patient conferences.
- Research Mentoring: Mentoring of research projects by undergraduate or professional students.

- Demonstrates competence and promise of excellence in clinical, diagnostic, procedural or other professional work.
- Demonstrates skills in managing institutional activities or programs.
Example: laboratory core facility management.
- Actively participates in professional organizations.
- Consults/collaborates at the local level.
- Reviews abstracts submitted for professional meetings.
- Performs public or community based professional services. Examples could include:
Mentors local non-UMKC students.
Examples: Science Pioneer “Meet the Mentor” program; “Summer Scholars” programs at UMKC, CMH and other programs of affiliated hospitals.
Judges outside professional-related events at secondary school level or above.
Examples: Greater Kansas City Science Fair (Senior Biology), Kansas or Missouri Junior Academy research and spring presentations.
Provides services to community groups, individuals and families.
Examples: increasing the scientific knowledge of laypersons through generation of brochures, attending/participating in public lectures relevant to area of expertise, writing editorials for local newspapers.
- Conducts tests, procedures or data handling in support of a service laboratory/clinical program.
- Serves on hospital/institutional committees.
Member of clinical, research, or education committees.

- Publications:
Record of research publications that are not necessarily peer-reviewed.
- Research Funding and Activity:
Recipient of internal research funding (School of Medicine, Sarah Morrison).
Originator of research efforts not requiring external funding, but resulting in presentations or publications.
- Evidence of application for local or regionally funded research as principal investigator.
- Professional Society Activities:
Continual membership or candidacy in organizations that focus on research as a major activity of its members.
Record of regular attendance of national, international, and major regional research meetings.
Record of research presentations at local research meetings.
- Shares research in the form of poster presentation, small group discussion, and other peer-reviewed conference presentation format.
- Active in local presentation of research results.

LEVEL 2

Necessary but not sufficient on its own for promotion

Continuing development in teaching as in Level 1 to meet the needs of students, residents, fellows, and/or other learners.

Overall course/rotation evaluation ratings and comments indicate satisfactory teaching or higher.

Necessary but not sufficient on its own for promotion

Continuing development in service as in Level 1.

Additional activities to qualify for promotion

- Contributes to education of colleagues from other disciples/subspecialties locally and regionally.
Examples: contributor to postgraduate level courses, continuing education series, interdepartmental

Necessary but not sufficient on its own for promotion

Continuing activity in research as in Level 1.

Additional activities to qualify for promotion

- Publications:
 - Record of high-quality research publications in peer-reviewed journals or books.

LEVELS OF INTENSITY FOR SCHOLARLY ACTIVITY

	TEACHING	PROFESSIONAL/CLINICAL SERVICE	ADVANCEMENT OF KNOWLEDGE (RESEARCH)
LEVEL 2 continued	<p><u>Additional activities to qualify for promotion</u></p> <ul style="list-style-type: none"> Invited lecturer at other academic institution or research facilities. Develops/directs postgraduate continuing education course for a regional audience. Creates/redesigns and participates in an innovative teaching experience. Supervises or coordinates teaching by other faculty, fellows or residents (Course Director). Receives local teaching award from students. Supervises or mentors students (M.D. M.S., Ph.D., Pharm.D., Residents, Fellows) and/or peers in a substantial way. Examples: serving on a thesis or dissertation committee; student obtaining a first author publication under the faculty member's tutelage; student receiving technical training/application through work with the faculty member for more than one month; student's project wins award; selection as faculty advisor to student special interest group over time with a high level of performance. Research Mentoring: Sustained mentoring of research projects by UMKC undergraduate students (overlaps with research). Committee membership for masters/doctoral students outside the School of Medicine (overlaps with research). 	<p>seminars/conferences, inter-institutional seminars, and journal clubs.</p> <ul style="list-style-type: none"> Local or a regional reputation within field Examples: consultations, collaborations, reviewing grants (not as a co-investigator) or reviewing manuscripts for peers (not as a co-author), reviewing manuscripts for journals, writing reviews for journals, invitations to give outside lectures, representation of hospital/institution on areas of expertise. A record of providing outstanding peer reviews for journals and edited volumes. A record of providing outstanding peer reviews for grant proposals to external funding agencies (overlaps with research). Oversees and directs a SOM, clinical or service laboratory or program. Laboratory/program management (regulatory-related, not research) Examples: quality control/assurance records, hazardous material responsibilities/chemical record management, epidemiological analysis, outcomes evaluation, student counseling program. Receives local service award or recognition for service. Performs public or community based professional services as in Level 1. Examples: tours for potential donors, institutional liaison and/or membership in relevant support groups for medically challenged individuals. Serves on appropriate hospital/institutional committees (service and regulatory). Service Committees (Examples: student selection, establishing policies, developing curriculum). Regulatory Committees – i.e., ones that require review of and votes on peer proposals; members assure peers and University that we meet Government regulations/guidelines. (Examples: IRB, Animal Care and Use Committee, Radiation Safety Committee). Mentors college students (undergraduates, graduate and/or postgraduate). 	<ul style="list-style-type: none"> Research Funding and Activity: Record of research funding from outside the School of Medicine or record of positively reviewed attempts to secure external funding. Sustained, original research efforts not requiring external funding, but resulting in peer-reviewed publications. Consulting or participation as a co-investigator in research projects conducted by colleagues. Record as a peer-reviewer for grant proposals to external funding agencies (overlaps with service). Serves as a member of a national research or clinical review committee. Recognition as an ad hoc journal reviewer, member of study section and/or private sector consultant. Presentation of research at regional or national professional (research) meetings. Oversees a major research project as principal investigator; involves management of personnel and finances. Professional Society Activities: <ul style="list-style-type: none"> Continual membership in organizations that focus on research as a major activity of its members. Record of regular, peer-reviewed presentations at national, international, and major regional research meetings. Important role in Multi-Center Clinical Trials. Research Mentoring: <ul style="list-style-type: none"> Sustained mentoring of research projects by UMKC undergraduate students (overlaps with teaching). Committee membership for masters/doctoral students outside the School of Medicine (overlaps with teaching).

LEVELS OF INTENSITY FOR SCHOLARLY ACTIVITY

	TEACHING	PROFESSIONAL/CLINICAL SERVICE	ADVANCEMENT OF KNOWLEDGE (RESEARCH)
LEVEL 3	<i>Necessary but not sufficient on its own for promotion</i>	<i>Necessary but not sufficient on its own for promotion</i>	<i>Necessary but not sufficient on its own for promotion</i>
	Continued development in teaching as in Levels 1 and 2 with additional positive course or teaching evaluations.	Continued service as in Levels 1 and 2 with additional institutional service.	Continued success in advancing knowledge as in Levels 1 and 2 plus additional activities listed below.
	Receives consistently high course/rotation teaching evaluation ratings and comments.	<i>Additional activities to qualify for promotion</i>	<i>Additional activities to qualify for promotion</i>
	<i>Additional activities to qualify for promotion</i>		
	<ul style="list-style-type: none"> • (Co-)Editor/(co-)author/(co-)contributor for a major textbook adopted for teaching at other institutions. 	<ul style="list-style-type: none"> • Advances the mission or prestige of the University/hospital/clinic by unique or innovative application of professional expertise. Examples: applications of new technologies for disease diagnosis or new therapies for patient care; submission of invention disclosures/ patent applications for University. 	<ul style="list-style-type: none"> • Professional Society Activities: <ul style="list-style-type: none"> ➢ Continual membership in organizations that focus on research as a major activity of its members. ➢ Sustained record of regular, peer-reviewed presentations at national, international, and major regional research meetings. ➢ Chair of panel discussions at national, international, or major regional meetings. ➢ Invited plenary speaker at national, international, and major regional meetings. ➢ Organizer of a major research symposium at national, international, and major regional research meetings.
	<ul style="list-style-type: none"> • Develops course, curricular materials, educational software or other materials, which are used regionally or nationally. 	<ul style="list-style-type: none"> • National/international reputation within field. Examples: consultations, collaborations, memberships in study sections or advisory groups; receives awards, prizes, other notable achievements; contribution to board examination or subspecialty certification organization; invitations to lectures, elected memberships to professional societies, editor of professional journal/book; representation of hospital/institution on areas of expertise. 	<ul style="list-style-type: none"> • Publications: <ul style="list-style-type: none"> ➢ Sustained record of high-quality, original research publications in widely recognized, peer-reviewed journals or books.
	<ul style="list-style-type: none"> • Creates and directs a key new innovative formal course for medical fellows, medical residents or medical students which is highly reviewed by students and/or residents and peers. 	<ul style="list-style-type: none"> • A sustained record of providing outstanding peer reviews for journals and edited volumes. 	<ul style="list-style-type: none"> • Organizes or participates in major research presentations at national and international conferences.
	<ul style="list-style-type: none"> • Invited to organize or participate in a regional or national educational meeting. 	<ul style="list-style-type: none"> • Editor or review-board member of a peer-reviewed research journal. 	
	<ul style="list-style-type: none"> • Supervises a training program, which has a regional or national audience. 	<ul style="list-style-type: none"> • Substantial role on hospital and/or SOM committees. Examples: institutional representative on task forces, working groups or search committees; chairs committees listed in Level 2. 	<ul style="list-style-type: none"> • Receives a national award or national recognition for excellence in research (e.g., a Veatch Award).
	<ul style="list-style-type: none"> • Receives campus-wide, regional, national, or international teaching award. 	<ul style="list-style-type: none"> • Substantial role in department or hospital. Examples: organizes/manages departmental journal club, program director, section head, mentoring of students and junior faculty, administrative responsibilities. 	<ul style="list-style-type: none"> • Key individual in research training of other faculty or post-doctoral appointees.
	<ul style="list-style-type: none"> • Revises and directs an existing formal course in an innovative way for medical residents or medical students which is highly reviewed by students and/or residents and peers. 		<ul style="list-style-type: none"> • Leadership role in Multi-Center Clinical Trials.