

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

**GUIDELINES FOR INITIAL ACADEMIC  
APPOINTMENT  
& PROMOTION OF FULL-TIME NON-  
REGULAR (NON-TENURE)  
PHYSICIAN FACULTY**

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## **I. 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 depend upon the scholarly productivity and dedication of the faculty. These guidelines provide a mechanism to recognize (appoint or promote) non-regular physician faculty members with faculty rank commensurate with their contributions.

Separate guidelines exist for promotion of regular tenure-track faculty at UMKC SOM. Those guidelines mandate demonstration of performance in teaching, service, and research. The opportunity for promotion with continuous appointment (tenure) at UMKC SOM can only result following a recommendation by the UMKC SOM regular faculty promotion and tenure committee which is ultimately supported by the UMKC Promotion and Tenure Committee, the provost, and the chancellor. While there is some overlap between the UMKC SOM regular tenure-track and the non-regular non-tenure-track (NTT) promotion guidelines, there is no option for promotion with continuous appointment for NTT faculty undergoing review by the UMKC SOM non-tenure-track promotions committee.

These guidelines address the changing environment of the medical school and 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 specific objectives, 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, professional and public service, and clinical practice acumen are also recognized for their scholarly merit and importance in the faculty promotion process.

## **II. INITIAL ACADEMIC APPOINTMENT AND PHYSICIAN PROMOTION COMMITTEE (IAAPPC)**

This committee shall consist of eight non-tenured physician faculty members holding professor or associate professor rank, plus the chair of the UMKC SOM Initial Academic Appointment and Promotion Committee (IAAPPC) for Physician Faculty, who shall vote only in cases of a split committee decision. The dean shall appoint the chair from among the non-tenure physician faculty holding professor rank. The chair should serve a seven-year term. Of the eight committee members, five shall be elected by their peers to serve five-year terms, and three shall be appointed by the dean to serve three-year terms to ensure appropriate balance in the committee's composition. The ballot for election to the committee will be developed by a nominating committee administered by the UMKC SOM Office of Faculty Affairs. The ballot construction aims to provide representation across academic departments, hospital affiliates, and gender. While serving on the committee, a faculty committee member requesting academic promotion must sit out the entire year, and their original term of committee service is extended by one year.

### **A. INITIAL FACULTY APPOINTMENT REQUIREMENTS BY TITLE**

The following criteria establish the foundational qualifications for each designated faculty rank and title at the UMKC School of Medicine. The hierarchical progression, in ascending order of experience and achievement, consists of assistant professor, associate professor, and professor. These guidelines delineate two distinct categories of

titles at each rank: those with qualifying modifiers ("clinical," "teaching," or "research") preceding the rank designation (e.g., clinical assistant professor, clinical associate professor, etc.), and those without modifiers (assistant professor, associate professor, or professor).

#### **i. ADJUNCT**

The appointment of a candidate for an adjunct title requires review and approval by the appropriate UMKC department chair or UMKC associate dean of their affiliated institution, who subsequently submits a formal request to the Office of Faculty Affairs. Final approval authority rests with the School of Medicine dean. All requests must include a clearly defined role for the faculty member within both the department and the SOM. Faculty holding adjunct titles are ineligible for promotion within the SOM, except for University Health Physicians maintaining part-time university employment.

Adjunct titles are granted under two specific circumstances: 1) When a faculty member maintains their primary academic appointment at another institution, UMKC will recognize the academic rank held at that accredited university or medical school with the corresponding adjunct prefix. 2) When a faculty member holds part-time employment with the SOM.

#### **ii. INSTRUCTOR**

Instructor titles are granted to faculty who serve in a limited teaching role for the School of Medicine or university. Candidates for instructor titles must be reviewed and approved by their UMKC department chair or UMKC associate dean of their affiliated institution, who then submits a request for an instructor appointment to the Office of Faculty Affairs. This appointment is subject to approval by the SOM dean. The request must include a clearly defined description of the faculty members' role in both the department and the SOM. Instructor positions are not eligible for promotion.

#### **iii. ASSISTANT PROFESSOR RANK (MODIFIED OR UNMODIFIED)**

- Appointment of assistant professor rank is by recommendation of the UMKC department chair or UMKC associate dean of an affiliated institution, if applicable, using the criteria listed below, subject to approval by the SOM dean.
- The candidate's credentials must be reviewed and approved by the department chair or UMKC associate dean of his/her affiliated institution, if applicable.

#### **iv. ASSOCIATE PROFESSOR OR PROFESSOR RANK**

- Appointment of associate professor or professor rank may be recommended by the UMKC department chair or UMKC associate dean of an affiliated institution using the criteria listed below subject to approval by the SOM dean.
- The candidate's credentials must be reviewed and approved by the department chair or UMKC associate dean of his/her affiliated institution, if applicable.

- If the initial faculty appointment represents a promotion from the previous rank held by the faculty member, it must adhere to the Expedited Review guidelines detailed below. A lateral move (e.g. associate professor at another institution to associate professor at UMKC SOM) does not usually require review by the IAAPPC.

## **B. CREDIT FOR PREVIOUS FACULTY APPOINTMENT AT ANOTHER INSTITUTION**

Previous time served in faculty rank at another institution will be considered for both initial academic appointments and IAAPPC reviews involving promotion. Credit will be granted for years at rank and scholarly contributions at the prior institution, contingent upon sufficient documentation of these activities. For candidates who have been affiliated with UMKC School of Medicine for more than one year, it should be emphasized that the IAAPPC evaluates portfolios based on evidence of sustained activity at UMKC. Specifically, candidates must provide documentation demonstrating continued scholarly productivity since their transition to UMKC.

## **C. EXPEDITED REVIEW**

There may be occasions when it is in the best interest of the University of Missouri-Kansas City – School of Medicine to expedite the promotion process for current faculty members or prospective employees. Such circumstances may include retention efforts for faculty members who have received verified offers at higher ranks from other institutions. Similarly, the university occasionally recruits distinguished scholars who require a rank advancement as a condition of their employment. These and comparable situations may necessitate an accelerated review process. When such circumstances arise, the following procedures for expediting promotion evaluations shall be implemented.

The guidelines for initial academic appointment stipulate that the IAAPPC must conduct a review whenever a request for an initial academic appointment exceeds the candidate's previously held rank. Following this review, the committee recommends to the dean whether to support or deny the request. If advancement in initial academic rank is discussed during recruitment, no offer for such advancement should be made without first obtaining the outcome of an expedited review by the IAAPPC, which should be conducted within 14 calendar days. Additionally, all initial academic appointments are provisional and are only finalized after a physician candidate has been granted medical staff privileges, where appropriate, at one of the affiliated teaching hospitals of UMKC SOM.

These requirements ensure a thorough assessment of candidates. The UMKC department chair shall provide the following candidate information to the IAAPPC.

### **1. DETAILED QUALIFICATION STATEMENT:**

- Include the candidate's major historical accomplishments
- Explain anticipated duties if recruited to UMKC
- Identify specific accomplishments that constitute evidence of Level II or III activity (Appendix B)
  - Address planned duties in teaching, service, professional/clinical practice, and/or research

## **2. CURRENT CURRICULUM VITAE:**

- Must be recent (within three months)
- If the curriculum vitae (CV) doesn't sufficiently highlight accomplishments, incorporate this information in your support letter, especially regarding service or clinical practice.

## **3. TEACHING ASSESSMENT INFORMATION:**

- Since teaching accomplishments are difficult to assess from a CV alone, provide:
  - Comprehensive list of courses, clerkships, and training programs where the candidate served as a director or major contributor
  - Any available teaching evaluations

## **III. 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/professional service across the entire spectrum of faculty activities. Quality of scholarly activities, rather than quantity, is paramount in evaluating candidates for faculty promotion.

All faculty members must demonstrate scholarship to qualify for academic advancement. The specific requirements vary based on faculty classification. Faculty members with modified titles focusing on a specific area (teaching, clinical, research) must demonstrate scholarly achievements in the area of scholarship which corresponds to their modifier. Faculty members without modified titles must demonstrate scholarly achievements across multiple categories during the promotion period. Additionally, faculty members seeking unmodified titles must specifically document a publication record in peer-reviewed journals indexed in MEDLINE. Any publications must have been accepted for publication within the promotion period and by the time of submission of promotion material.

### **A. DOCUMENTING SCHOLARSHIP**

1. Publication of articles in professional journals with UMKC acknowledged as the institutional source of the publication. Greater importance will be attributed to publications in journals that require critical review.
2. Publication of books, monographs, manuals, in print or electronic media, with UMKC acknowledged. Materials in these formats should advance the field to be considered scholarship. Materials produced primarily for student teaching (such as course syllabi, lecture notes, problem sets, or instructional videos) should be listed under teaching accomplishments.
3. Invited or submitted presentations of original data at major national or international meetings, or at major institutions or research organizations.
4. Demonstration of a sustained, externally funded, independent research program.
5. Leadership and/or organization of clinical trials.

Evidence of scholarship at UMKC School of Medicine for associate professor and professor (non-modified ranks) must include publication in peer-reviewed medical journals that are indexed by MEDLINE. 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.

## **B. DESCRIPTIONS OF AREAS OF SCHOLARSHIP**

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) Research, (2) Teaching, (3) Clinical Practice, and (4) Institutional/professional/public service.

### **i. RESEARCH**

Scholarship in research encompasses the systematic development and dissemination of knowledge through rigorous inquiry. Excellence in this domain is demonstrated through substantive contributions of high-quality original research, which may manifest in basic sciences (laboratory-based investigation), clinical applications (patient-oriented research), or educational methodologies (pedagogical research). The evaluation of research excellence typically relies on established metrics including competitive extramural funding, publications in high-impact peer-reviewed journals, and sustained support for innovative investigative endeavors.

Inventions constitute another important dimension of scholarly achievement, representing novel creations that extend beyond current field knowledge and embody unexpected rather than incremental developments. These innovations may take various forms, such as new concepts, compositions with surprising properties, or significant technological improvements. Patents for industrially applicable inventions provide formal verification of inventiveness.

NOTE: While holding a University of Missouri-Kansas City academic appointment, faculty members must include their UMKC SOM affiliation on all publications, abstracts, and other scholarly works that candidates request the committee consider for promotion at UMKC.

### **ii. TEACHING**

Scholarship in teaching involves effective communication of knowledge, the ability to inspire and stimulate students, and the skill to translate complex concepts into easily understood principles. Excellence in teaching encompasses comprehensive clinical knowledge of medicine, a deep understanding of patients, and a thorough appreciation of the context of clinical practice. Additionally, the scholar demonstrates proficient knowledge of learning processes, mastery of teaching principles, and expertise with case-based or evidence-based teaching methodologies.

Note: While all teaching activities can be included in the promotion portfolio, the candidate should make special effort to document specific teaching of UMKC learners (students, residents, fellows, and peer faculty members) while holding a UMKC academic appointment. All educational materials produced for dissemination that candidates want the committee to consider should cite their UMKC SOM academic affiliation.

### **iii. 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.

Scholarly clinical practice extends beyond routine patient care to encompass evidence-based innovation that advances the field. Distinguished clinicians not only deliver exceptional care but also contribute to the evolution of clinical methodologies through rigorous documentation, evaluation, and dissemination of outcomes. This scholarship manifests in the development of novel treatment protocols, clinical pathways, and patient education materials that address unmet healthcare needs.

Furthermore, exemplary clinical scholarship includes mentorship of colleagues and trainees, fostering a culture of continuous improvement and intellectual curiosity. The scholar-clinician excels in translating research findings into practical applications while critically evaluating their effectiveness in diverse patient populations. They demonstrate leadership in quality improvement initiatives, interprofessional collaboration, and the advancement of health equity principles within their practice environment.

Recognition of clinical scholarship may be evidenced through peer acknowledgment, patient outcome metrics, implementation of best practices by other clinicians, invitations to share expertise at professional forums, and contributions to clinical practice guidelines. The most distinguished clinicians ultimately transform healthcare delivery through their scholarly approach to clinical challenges and their commitment to excellence in patient-centered care.

Note: While holding a University of Missouri – Kansas City academic appointment, faculty members must include their UMKC affiliation on all publications, abstracts, and other scholarly works that candidates want the committee to consider for promotion at UMKC.

### **iv. PROFESSIONAL/INSTITUTIONAL/PUBLIC SERVICE**

Scholarship in service is evidenced through the faculty members' commitment to advancing the School of Medicine's mission and enhancing community welfare. This encompasses participation in institutional and departmental committees, implementation of quality improvement initiatives, development of innovative administrative practices, advisory board membership, establishment of community outreach programs, and assumption of leadership roles in professional, community, state, and national organizations. Distinguished performance in this domain is characterized not merely by participation, but by substantive, measurable contributions that strengthen both the School of Medicine and the medical profession.



NOTE: While holding a University of Missouri – Kansas City academic appointment, faculty members must include their UMKC SOM affiliation on all service appointments that candidates want the committee to consider for promotion at UMKC.

#### **IV. IAAPPC REVIEW PROCESS FOR ACADEMIC PROMOTION**

##### **A. APPLICATION FORMS**

Candidates for faculty promotion may obtain an Application Forms Packet from their department chair, UMKC associate dean, or the SOM Office of Faculty Affairs coordinator. Faculty members must complete several required documents: 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) covering Teaching, Service, Clinical Practice, and Research. Faculty requesting promotion to associate professor or professor must also attach a SOM External Evaluators List Form to their digital portfolio, identifying six external (non-UMKC SOM faculty) evaluators for soliciting evaluation letters.

##### **B. PROCESS FOR REVIEW OF PROMOTION PORTFOLIO**

The faculty member must clearly state which faculty track they are asking the IAAPPC to consider, e.g., associate professor or clinical associate professor, and it also must be clearly stated in the supporting documentation and support letters by the department chair/associate dean/departmental Promotion Committee.

The IAAPPC will only make a decision on this request and cannot grant an alternative title. For example, if a clinical assistant professor is applying for promotion to Associate Professor and the promotion request is denied, the committee cannot grant promotion to clinical associate professor. The faculty member will need to apply again for promotion during the next cycle.

The section or division chief, department chair, UMKC associate dean, if applicable, and SOM faculty coordinator will review the application to verify completeness before submission to the SOM IAAPPC. Incomplete applications will be returned to the faculty member for completion, which may delay the evaluation process. The submission deadline will be specified on the promotion calendar. Candidates should begin the process well in advance of this deadline, as completing the application materials requires significant time and effort.

Successful promotion applications depend on organizing and maintaining detailed records of professional activities. Faculty members seeking promotion in the non-regular (non-tenure) physician track undergo review according to the sequence described below:

- The chief of the section or division at the institution of their employment, if applicable
- The UMKC department's hospital Promotion Committee, if one exists, completes Part II, Department Promotion Committee Review

- The UMKC department chair (or the affiliated hospital's UMKC associate dean, if there is no clinical department chair) completes Part II, department chair's Review and UMKC associate dean's review form.
- The School of Medicine faculty affairs coordinator will provide the candidate's finalized Part I promotion portfolio and Part II endorsements with external evaluator letters to the IAAPPC.
- After careful review of each candidate's credentials, the IAAPPC submits its decisions and record of deliberation to the School of Medicine dean.
- All IAAPPC recommendations require review and approval by the SOM dean. Once approved, all promotions will be effective on September 1.

When the review concerns promotion of a department chair employed at an affiliate hospital, the UMKC associate dean of the affiliate hospital must review the request and submit the recommendation letter.

## **V. REQUIREMENTS FOR PROMOTION**

### **A. ASSISTANT PROFESSOR (MODIFIED OR UNMODIFIED)**

- Completion of professional training in a medical field commensurate with assigned duties.
- Eligibility for specialty/subspecialty board certification.
- Clearly defined role in teaching, service, clinical care, or research within the School of Medicine.
  - For assistant professor: anticipated contributions of at least Level 1 scholarly activities in three areas.
  - For modified assistant professor: anticipated contributions of at least Level 1 scholarly activities in two areas.
- Demonstrated ability or potential for continued faculty development.
- Credentials must be reviewed and approved by the department chair or UMKC associate dean of the affiliated institution.
- Appointment may be recommended by the department chair or UMKC associate dean of an affiliated institution, subject to approval by the School of Medicine dean.

### **B. ASSOCIATE PROFESSOR (MODIFIED OR UNMODIFIED)**

- Completion of professional training in a medical field commensurate with assigned duties.
- Board certification in the candidate's medical specialty or subspecialty.
- Clearly defined role in teaching, service, clinical care, or research within the School of Medicine.
- Minimum of nine (9) years from medical school graduation or receipt of terminal degree.
- Minimum of four (4) years at the rank of assistant professor or modified assistant professor or an academic equivalent.
- Established history of scholarly activities within the candidate's area of expertise:
  - For associate professor: Demonstration of at least Level 2 activities in two areas and Level 1 activities in one other area. A minimum of one peer reviewed publication indexed in MEDLINE.

- For modified associate professor: Development of at least Level 2 activities in at least one area and Level 1 activities in any of the remaining three areas.
- Evidence of regional expertise and recognition in the faculty member's clinical specialty or area of interest.
- For associate professor candidates: Evaluation letters will be solicited from six (6) external evaluators in the faculty member's clinical specialty who:
  - Hold the faculty rank of associate professor or professor
  - Are not affiliated with UMKC School of Medicine. Note that UMKC Department of Pediatrics faculty specifically may not use KU faculty as evaluators.
  - Are from an LCME-accredited school (A complete list of LCME-accredited schools may be reviewed at <https://lcme.org/directory/accredited-u-s-programs/>).
  - Must come from different institutions.
  - Must maintain professional impartiality, having no personal or professional connections to the candidate (including as friends, mentors, collaborators, or former colleagues).
  - Qualify as active faculty; retired or emeritus faculty are ineligible.
  - Reflect geographic diversity among institutions, preferably.
  - At least three (3) evaluation letters must be included in the candidate's portfolio to undergo evaluation for promotion.
- External evaluator letters are not required for promotion to modified associate professor.
- The candidate must be reviewed by the department's promotion committee (if applicable), the department chair, and the UMKC associate dean of the affiliated institution, who will provide a recommendation regarding the request for academic promotion.
- Promotion recommendations require review by the School of Medicine IAAPPC and approval by the School of Medicine dean.

### **C. PROFESSOR (MODIFIED OR UNMODIFIED)**

- Completion of professional training in a medical field commensurate with assigned duties.
- Board certification in the candidate's medical specialty or subspecialty.
- Clearly defined role in teaching, service, clinical care, or research within the School of Medicine.
- Minimum of twelve (12) years from medical school graduation or receipt of terminal degree.
- Minimum of four (4) years at the rank of associate professor or modified associate professor or an academic equivalent.
- Record of sustained excellence in scholarly activities within the candidate's field of expertise:
  - For professor: Demonstration of Level 3 activities in at least one scholarly area and Level 2 activities in two others. A minimum of three peer-reviewed publications indexed in MEDLINE since appointment to associate professor.
  - For modified professor: Development of at least Level 3 activities in one area and Level 1 activities in one of the remaining three areas.

- Evidence of national or international expertise and recognition in the faculty member's clinical specialty or area of interest.
- Evaluation letters will be solicited from six (6) external evaluators in the faculty member's clinical specialty who:
  - Hold the faculty rank of professor.
  - Are not affiliated with UMKC School of Medicine. Note that UMKC Department of Pediatrics faculty specifically may not use KU faculty as evaluators.
  - Are from an LCME-accredited school (A complete list of LCME-accredited schools may be reviewed at <https://lcme.org/directory/accredited-u-s-programs/>).
  - Must come from different institutions.
  - Must maintain professional impartiality, having no personal or professional connections to the candidate (including as friends, mentors, collaborators, or former colleagues).
  - Qualify as active faculty; retired or emeritus faculty are ineligible.
  - Reflect geographic diversity among institutions, preferably.
  - At least three (3) evaluation letters must be included in the candidate's portfolio to under evaluation for promotion.
- External evaluator letters are not required for promotion to modified professor.
- The candidate must be reviewed by the department's promotion committee (if applicable), the department chair, and the UMKC associate dean of the affiliated institution, who will provide a recommendation regarding the request for academic promotion.
- Promotion recommendations at the professor or clinical professor level require review by the School of Medicine IAAPPC and approval by the School of Medicine dean.

## **VI. DOCUMENTATION AND ASSESSMENT**

The use of broader definitions for scholarly activities necessitates more comprehensive documentation by faculty members. While the traditional CV remains an important information source, evidence of clinical, teaching, and service activities requires more detailed documentation. Faculty members are encouraged to maintain journals or portfolios that identify scholarly activities with sufficient detail for peer recognition and evaluation. Examples of scholarly activity types and levels that candidates may include are shown in Appendices A & B.

Documentation of scholarly activities in service, teaching, and clinical practice should include an identifying title, location, inclusive service dates, and a brief narrative description of the activity. This description should highlight the candidate's impact and how the activity was improved or disseminated through their involvement or leadership.

Research activities can be documented traditionally, with publications listed in rank order of authors, including manuscript title, journal name, publication date, and publication type (e.g., original manuscript, letter to the editor, editorial).

Research grants and awards should be listed by title, principal and associate investigators, research site, funding agency/source, award amount, funding status, and a brief description of the project's aims and objectives. Candidates should supplement narrative descriptions with digital copies of publicly available documents (e.g., lecture notes/outlines, curricula, publication

reprints, conference brochures, correspondence) that further illustrate the activity's nature and effort involved.

The evaluation of scholarly activities is a relatively subjective process, with some activities potentially applicable to multiple scholarship areas. Appendices A & B provides a template for assessing activity intensity across the four scholarship areas, with impact serving as a key determinant. These guidelines are designed to provide direction for non-regular faculty seeking advancement through UMKC SOM faculty ranks. However, they are neither a rigid measurement tool nor an all-inclusive list of acceptable scholarly activities.

Many faculty members may engage in innovative and rigorous scholarly activities not included in the provided examples. These activities are equally important and should not be overlooked as a basis for attaining higher faculty rank. Promotion recommendations will be based on a comprehensive review of the faculty member's entire credentials portfolio. No single area or level of scholarly activity will constitute excellence for promotion purposes. The SOM IAAPPC requires that promotion candidates demonstrate sustained and consistent academic advancement efforts at both associate and professor levels. Only publications since the initial academic appointment or last academic promotion will be considered as evidence of sustained and consistent academic advancement efforts.

Finally, these guidelines intentionally maintain some ambiguity in several areas. As the medical school's economic and academic environment evolves, so must the process and benchmarks for faculty evaluation. Promotions committees, deans, and department chairs must have sufficient latitude to assess faculty activities in light of changing demands on faculty and staff.

## **VII. APPEAL PROCESS**

In the event of a promotion request denial by the SOM IAAPPC, the sponsoring department's promotion committee (if applicable), department chair, UMKC associate dean from the primary institution, and faculty member will receive written notification via email detailing the rationale for denial in a timely manner. The candidate, department chair, UMKC associate dean, and the department's promotion committee (if applicable) will have 14 calendar days from notification date to submit a formal appeal with any supplementary documentation to the School of Medicine. The IAAPPC will review the appeal and forward their final recommendation to the SOM dean. Following an appeal, the SOM dean retains authority to either uphold or modify the IAAPPC decision, which shall constitute the final determination in the matter.

## VIII. PROMOTION REVIEW SCHEMATICS BY LEVEL OF INTENSITY (Appendix A)

	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 6 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

### CLINICAL PRACTICE

### RESEARCH

#### TEACHING

#### SERVICE

#### LEVEL 1

- Lectures to students, residents, or peers in health professions' training program.
- Instructs in laboratory sessions for health science students.
- Facilitates Problem Based Learning or other small group sessions.
- Presents teaching rounds or patient conferences.
- Supervises trainees performing outpatient or inpatient clinical service.
- Receives local teaching award.
- Teaches in local postgraduate or continuing medical education courses.
- Prepares curriculum materials.
- Serves as Docent.
- Receives local award for teaching or mentoring activities that can be bestowed upon multiple faculty members.

- Demonstrates skills in managing institutional activities or programs.
- Serves on hospital and/or SOM committees.
- Conducts tests, procedures or data handling in support of a clinical or service laboratory.

- Demonstrates competence and promise of excellence in clinical, diagnostic, procedural or other professional work.
- Directs clinical or professional program.
- Considered very good clinician by students, residents and peers.
- Consults at local level.

- Evidence of initial publication success.
- Actively involved in clinical or basic science investigation.
- Active in local presentation of research results.
- Evidence of application as a principal investigator for local or regionally funded research.
- Patent(s): Provisional patent application filed

#### LEVEL 2

- Supervises or coordinates teaching by other faculty, fellows or residents (Course Director).
- Develops/directs postgraduate continuing education course for a regional audience.
- Invited lecturer at other academic institution or research facilities.
- Develops and/or directs virtual teaching/educational activity for regional audience (podcast, webinars, etc.)
- Receives institutional or regional teaching award.
- Supervises or mentors graduate students (M.S., Ph.D., Residents, Fellows).
- Serves as an associate director in a training program which has regional or national audience.
- Serves as Senior Docent.

- Serves as an Assistant Dean in the SOM.
- Section Chief of a major clinical subspecialty.
- Chairs a major hospital and/or SOM Committee/Docent Council.
- Oversees and directs a clinical or service laboratory.
- Serves as officer in local or state professional society.
- Independently develops or directs a major SOM program or clinical project.
- Chairs medical subspecialty or professional society committee.
- Attracts substantial gifts or endowments to the SOM.
- Chairs a departmental faculty search committee.

- Consulting physician at regional level.
- Considered excellent clinician by peers at local and regional level.
- Develops and directs clinical program.
- Devises new procedures or methods for clinical patient care.
- Authors or invited to participate in media activities at the regional level (e.g., media interviews, views of social media topics, podcasts, op-ed articles)

- High quality publications of original research in widely recognized peer-reviewed journals.
- Success in obtaining extramural grants through either peer-reviewed competition or industry sponsored contracts.
- 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.
- Licensed inventions, patents issued.
- Oversees a major research project as principal investigator, involves management of personnel and finances.
- Serves as a member of a national research or clinical review committee
- Participant in Multi-Center Clinical Trials.
- Patent(s): Utility patent application filed

#### LEVEL 3

- Editor/author of textbook adopted for teaching at other institutions.
- Develops course, curricular materials, educational software or other materials which are used regionally or nationally.
- Invited to organize or participate in a regional or national educational meeting.

- Serves as an UMKC Associate Dean or other major SOM administrative position.
- Chairs a major clinical department.
- Serves in a key leadership role in a national professional society.
- Officer in national or international clinical professional society.
- Chairs an Academic Council.

- Established consultant who attracts patients from national or international locations.
- Devises new care methods or procedures which receive national or international recognition.
- Contributes significantly to board examination or subspecialty certification organization.
- Obtains advanced Health Services Degree (MPH, MBA).

- High quality publications of original research in widely recognized peer-reviewed journals.
- Directs scholarly activity of other faculty or post-doctoral appointees.
- Continued success in obtaining extramural grants or contracts.
- Serves as principal investigator of federal grant or has record of continuous funding

