

Fixed Term Faculty, Promotion from Assistant to Associate Professor

Clinical Excellence

All faculty must display:

1. Positive contributions to the teaching mission of the School of Medicine.
2. Good citizenship through service activities for the department, the School of Medicine, or the University. This also includes engagement with the communities. Examples include peer review and curriculum committees, other committees, educational or consultative service, or service in national organizations.

Additionally:

1. Work to assure you maintain significant clinical activity
2. Track clinical productivity and assure it exceeds standards/expectations
3. Work to develop and measure clinical outcomes
4. Work closely with 1-2 peers to build clinical skills
5. Develop clinical colleagues in other departments in UNC or other institutions to show programs or clinical outcomes

Tips:

1. Document your clinical activity and productivity (through RVUs, etc.). It should be substantial.
2. Track clinical productivity and assure it exceeds standards/expectations.
3. Evidence of excellence in outcomes of clinical activity including peer review of skills.
4. Excellent local reputation as a clinician (letters cannot be from within the department)
5. Work to develop and measure clinical outcomes
6. Work closely with 1-2 peers to build clinical skills
7. Develop clinical colleagues in other departments in UNC or other institutions to show programs or clinical outcomes.
8. A record of one or more of the following A through F (try to achieve at least 2). These should all build from you clinical excellence.

Timeline of How to Build a Record of Excellence in Clinical Activity

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Innovation in clinical activity	Work in various clinical areas in your division and specialty	Hone in expertise in 1-2 clinical areas Visit clinical program at other institutions	Work with leaders in the area to introduce new clinical processes (A) Measure outcomes Find who does this best in the country and connect with them then visit	Do workshop submission process A Implement and measure B Develop ideas and plan for new program Consider workshop on processes that you have worked on	Lead implementation of new program Measure outcomes Make programmatic improvements Begin to look to spread program to new sites or processes	Implement new program in second site or new focus Measure outcomes
Scholarship related to clinical activity	Work with a mentor on a clinical project in development Start a small project A	Participate in paper on mentors project Submit your project A as abstract Develop project B Work with others on their project Look for systematic review topic or chapter that can be done	Submit B as abstract Start process C manuscript for project A Consider local grant for small project Develop larger or multicenter project E Become involved in multicenter networks	Submit D & E to PAS Start small funded project Submit B as paper Participate in paper on C Look for chapter or review that can be done Consider working on clinical trial with industry Participate in multicenter trial	Manuscript for D & E Start project F Finish of publication of chapter/review Seek to expand opportunities for trial Seek opportunities to lead a multicenter trial through a research network Seek junior faculty/learners to mentor through projects	Start project G Look for opportunity to write clinical review Seek other clinical trials Role within research network Mentor junior people projects and participate in publications/abstracts
Excellent teaching of clinical activity	Do 2 noon conferences Work on teaching services Volunteer for education related projects in your clinical area	Action plan after resident/student evaluations Attend 3 teaching workshops at PAS	Develop new educational program related to your clinical venue Measure outcomes Report on outcomes at teaching venues Improved teaching evaluations Attend education conference Meet others doing educational work in this clinical field	Submit teaching program to MedEd portal or specialty journal around clinical topic Develop action plan to improve teaching Develop 2nd educational intervention in your area Measure outcomes Develop educational workshop with others in this clinical area	Submit abstract on your teaching intervention Write manuscript on the teaching intervention Collaborate with other institutions to implement the intervention Win faculty teaching award Spread work to new learner groups	Speak regionally about your teaching intervention Refocus teaching intervention and make it sustainable with limited upkeep Get other faculty acknowledgement for teaching

<p>Funding or Support of Clinical Programs</p>	<p>Work in various clinical areas in your division</p> <p>Attend grant writing sessions</p>	<p>Work to hone in on 1-2 clinical areas</p> <p>Visit clinical program at other institution</p> <p>Apply for Children’s Promise grant for clinical program</p> <p>Meet with healthcare system leaders about your program.</p>	<p>Work with leaders to introduce new clinical process A</p> <p>Measure outcomes</p> <p>Meet with Dance Marathon or other similar funders about your program</p> <p>Submit larger local grant</p> <p>Attend national grant writing or similar program</p>	<p>Report on results of previous processes</p> <p>Meet with university grant-finding assistance and with Children's Promise</p> <p>Submit foundational grant</p> <p>Submit 2nd smaller grant for new aspect of program</p>	<p>Implement programs using grant funding</p> <p>Meet with HCS leaders about sustainability needs/plans</p> <p>Attend program on developing business plan</p> <p>Seek alternative funding mechanisms</p> <p>Apply for second foundational level grant</p> <p>Begin cultivating donors with Children's Promise</p>	<p>Implement new aspects of program with the additional funding</p> <p>Continue measuring outcomes</p> <p>Seek long-term plans for program A and B</p>
<p>Leadership in development of clinical programs</p>	<p>Work in various clinical areas in your division and specialty</p> <p>Attend 1 career development session around clinical development or leadership</p>	<p>Hone in expertise in 1-2 clinical areas</p> <p>Visit clinical program at other institutions</p>	<p>Work with leaders in the area to introduce new clinical processes (A)</p> <p>Measure outcomes</p> <p>Find who does this best in the country and connect with them then visit</p> <p>Meet with HCS leaders, let them know you're interested in working on a project with them</p> <p>Faculty development on leadership issues</p>	<p>Do workshop submission process A</p> <p>Implement and measure B</p> <p>Develop ideas and plan for new program</p> <p>Consider workshop on processes that you have worked on</p>	<p>Lead implementation of new program</p> <p>Measure outcomes</p> <p>Make programmatic improvements</p> <p>Begin to look to spread program to new sites or processes</p> <p>Speak to leadership issues within program</p>	<p>Implement new program in second site or new focus</p> <p>Measure outcomes</p> <p>Speak about leadership of development of this type of program</p>
<p>Invited presentations at local or regional meetings</p>	<p>Volunteer for 2 noon conferences</p> <p>Attend a workshop on speaking/presentations</p>	<p>Noon conference x2</p> <p>Give AHEC grand rounds</p> <p>Meet with NCPS planners</p> <p>Consider speaking</p>	<p>AHEC Grounds x2</p> <p>Noon conferences x2</p> <p>Reach out to others across country doing similar work, make connections</p>	<p>Submit workshop with others around country</p> <p>AHEC GR x2</p> <p>Reconnect with NCPS, ask to be asked to speak there</p>	<p>Ask colleagues from workshop submissions if you can come give a talk at their institution</p> <p>Connect with NC programs for regional talks</p> <p>AHEC talk</p>	<p>Give GR talk at other academic institution</p> <p>Give noon conference at other institution</p>

Teaching Excellence

All faculty must display:

1. Positive contributions to the teaching mission of the School of Medicine.
2. Good citizenship through service activities for the department, the School of Medicine, or the University. This also includes engagement with the communities. Examples include peer review and curriculum committees, other committees, educational or consultative service, or service in national organizations.

Additionally:

1. Documentation of substantial activity and productivity
2. Superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners. This evidence should include a teaching portfolio.
3. Excellent local reputation as an educator documented in letters of reference external to the department (can be within the institution).
4. A record of one or more of the following below (a-e).

Tips:

1. Document excellence in more than one of the following areas below.
2. Get at least some of the letters from outside of the institution.
- 3.

Timeline of How to Build a Record of Excellence in Teaching

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Innovation in education	Conduct needs assessment of current programs with preferred learner group	Consider formal casework in assessment Implement trial of program area technique with outcomes	Measure outcomes of program including all levels of educational scholarship triangle	Spread project to other site, help them start the program Measure outcomes of program	Spread theory of program to other areas Start work with people from other levels	Initiate a new program with other learners
Scholarship of teaching and workshops	Consider SR at educational program above	Submit SR abstract Publish SR in a journal Describe needs assessment	Submit abstract of program and outcomes Unite Develop 2nd project	Consider 2nd SR Publish SR #2 and send to editor of JGME or another journal Develop 3rd project	Publish #3 project outcomes Outcomes of your 1st project, spread to second site Develop 4th project	Publish #4 Develop 5th project scholarly project
External grant support	Complete above Attend grant writing course	Submit to a small local grant	Implement local grant program Resubmit to a grant Submit to regional funds	Submit for grant from funder #2 or from a foundation	Consider partnering with other site for larger submission	Submit larger multi-site grant
Leadership role in the development of teaching programs	Talk with division student services, project division, and vice dean for education in the School of Medicine	Volunteer for roles in education Start things	Lead program within education at the School of Medicine, relevant group, or other	Do work with second learner group Lead first	Get appointed to leadership role in department of the School of Medicine	
Invited presentations at local or regional meetings	Give noon conference on "teaching"	Give regional GR at AHEC Collaborate with local peers Contact UNC School of Medicine and Nursing CME for opportunities	Give AHEC Grand Rounds Organize workshop with senior people	Reconnect with NCPS, ask to be asked to speak there Invite others to present at UNC AHEC Grand Rounds Ask NC program to invite you to present	Do 1 talk for AHEC, 1 talk at outside institution, and 2 workshops	1 talk for outside institution, 1 talk for AHEC, and 1 Grand Round

Research Excellence

All faculty must display:

1. Positive contributions to the teaching mission of the School of Medicine.
2. Good citizenship through service activities for the department, the School of Medicine, or the University. This also includes engagement with the communities. Examples include peer review and curriculum committees, other committees, educational or consultative service, or service in national organizations.

Additionally:

1. Documentation of substantial research activity and productivity.
2. Excellent local reputation as a researcher documented in letters of reference external to the department.
3. A record of one or more of the following listed below in the table.

Tips:

1. Document excellence in more than one of the following areas below.
2. Get at least some of the letters from outside of the institution.

Timeline of How to Build a Record of Excellence in Research

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Scholarship related to primary research area	<p>Finish previous projects</p> <p>Join one project in development (A)</p> <p>Try to get on an abstract</p> <p>Start small project B</p>	<p>Participate in paper with others on project A</p> <p>Submit your B project for presentation</p> <p>Finish paper and start new project C</p>	<p>Publish Paper B</p> <p>Start on new project</p> <p>Write abstract C</p> <p>Join group projects D,E, & F</p>	<p>Write abstract D, E, & F</p> <p>Work on paper C</p> <p>Start new project G</p> <p>Join group project H</p>	<p>Publish papers D, E, & F</p> <p>Write abstracts G & H</p> <p>Start individual new project I</p> <p>Join group projects J & K</p>	<p>Write abstracts I, J, & K</p> <p>Write papers G & H</p> <p>Start new project L</p> <p>Join group projects M & N</p>
Successful operation of a core/service facility	<p>Join research team</p>	<p>Seek out projects linking across campus</p>	<p>Meet with VC at research on future work</p> <p>Lead projects linking across campus</p> <p>Go to research centers and ask for projects there</p>	<p>Carry out projects at centers</p> <p>Seek out other center appointments</p> <p>Ask how to get a formal role at center</p>	<p>Discuss formal role at center</p>	<p>Develop leadership at centers</p> <p>Give talks about center</p>
External funding for a research program	<p>Finish previous projects</p> <p>Join one project in development (A)</p> <p>Try to get on an abstract</p> <p>Start small project B</p>	<p>Participate in paper with peers on A</p> <p>Submit your B project for presentation</p> <p>Finish paper and start new project C</p> <p>Apply for intramural grant x2</p> <p>Apply for institutional grant for project K</p>	<p>Write paper B</p> <p>Initiate new project D</p> <p>Write abstract C</p> <p>Join group projects E & F</p> <p>Apply for R03/R21 or similar</p>	<p>Write abstracts D, E, & F</p> <p>Write paper C</p> <p>Start new project G</p> <p>Join group project H</p> <p>Get R21</p> <p>Apply for individual grant K</p>	<p>Write papers D, E, & F</p> <p>Write abstracts G & H</p> <p>Join group projects J & K</p> <p>Apply for individual K</p>	<p>Apply to foundation group</p>
A key role in facilitating research activity of a department or a center	<p>Join research team</p>	<p>Seek out projects linking across campus</p>	<p>Meet with VC at research on future work</p> <p>Lead projects linking across campus</p> <p>Go to research centers and ask for projects there</p>	<p>Carry out projects at centers</p> <p>Seek out other center appointments</p> <p>Ask how to get a formal role at center</p>	<p>Discuss formal role at center</p>	<p>Develop leadership at centers</p> <p>Give talks about center</p>
Invited presentations at local or regional research meetings	<p>Volunteer for 2 noon conferences</p> <p>Attend a workshop on speaking</p>	<p>AHEC grand rounds</p> <p>Meet with NCPS planners</p> <p>Consider speaking at local research meeting</p>	<p>AHEC Grounds x 2</p> <p>Noon conferences x 2</p> <p>Do workshop with others</p>	<p>Submit workshop</p> <p>AHEC GR x 2</p> <p>Reconnect with WCPS, ask to be asked to speak there</p>	<p>Ask colleagues to invite you to give GR or talk</p>	<p>Ask colleague to tell others about talking and invite you to give talk</p>

Administrative Excellence

All faculty must display:

1. Positive contributions to the teaching mission of the School of Medicine.
2. Good citizenship through service activities for the department, the School of Medicine, or the University. This also includes engagement with the communities. Examples include peer review and curriculum committees, other committees, educational or consultative service, or service in national organizations.

Additionally:

1. Documentation of substantial administrative role and productivity.
2. Excellent local reputation as an administrator documented in letters of reference external to the department.
3. Documentation of one of the below contributions in the table.

Tips:

1. Try to demonstrate excellence in more than one of the areas below.
2. Get some of the reference letters from outside of the institution.
- 3.

Timeline of How to Build a Record of Excellence in Administration

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Novel and/or innovative program development	Use guidance from community, add leadership piece but use program or innovation in leadership					
Scholarly contributions to the administrative discipline	Involve with staff for comments	Try to attend APA leadership conference Write opinion piece or chapter	Seek out people you've met and propose workshop to present at ACPE/PAS/ regional meetings	Contact ACPE with ideas to authors with for ACPE Write article for ACPE Publish project 1	Write abstract of 2nd project Write 2 nd opinion piece	Write up 3rd piece
A leadership role in a department or a center	Volunteer for roles as asked Seek out meeting with key leaders, ask them to think of you if they need help with projects	Lead a committee or group Create group based on your interests or the department needs	Seek out HCS leaders and ask to help with projects Meet with DCM...to let them know of your talents	Get nominated for leadership training opportunities Seek out leadership opportunities Get on HCS committee	Seek out leadership program or role in division Establish leadership role - measure outcomes of leadership	Measure outcomes of leadership Prepare statements of leadership
Invited presentations at local or regional research meetings	Attend PAS and go to leadership sessions and introduce yourself Attend ACPE meetings	Connect with others in region who have similar interests programmatically Volunteer for AHEC ground rounds or leadership type UNC CME/ SOM/	Do 2 AHEC GR Seek out people you have met over the past few years and propose workshop together	Seek out friends to invite you to their places to talk Do AHEC, new place	Seek to talk to other disciplines Ask to do regional GR at other institution Meet with vice-president of AHEC	Do GR regionally again Present at AHEC

Community Professional Service

All faculty must display:

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Additionally:

1. Documentation that the candidate has had significant interaction and positive engagement with communities outside the traditional scholarly community.
2. Documentation of community professional service exceeding what most faculty do in their professional capacity, such as taking care of indigent patients, participating in local charities, or peer review of journals or grants.
3. An excellent local reputation for community professional service documented in letters of reference external to the department.
4. The packet should include evidence of excellence in at least one of the areas listed below in the table.

Tips:

1. Try to demonstrate excellence in more than one of the areas below.
2. Get some of the reference letters from outside of the institution.

Timeline of How to Build a Record of Excellence in Community Professional Service

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Novel and/or innovative service program development and implementation	Continue developed program <u>OR</u> Identify community stakeholders, conduct needs assessment, and identify needs	Implement trial of program <u>OR</u> Consider online course in community needs assessment and program development	Implement program with clear outcomes	Measure outcomes. If successful, implement in other settings, dramatic expansion of current	Re-measure long-term outcomes of first program and new outcomes at the new program	Consolidate programs for sustainability <u>OR</u> seek other programmatic opportunities or consider a new needs assessment
Acquisition of external funding in support of service programs	Partner with MPH student/faculty	Meet with university grant programs. Submit grant to partners of the university, local university, or other community sources.	Use funds for project	Submit to larger regional foundation grants Meet with deans and chancellors	Resubmit funding to other agencies	Attempt to solidify funding relationships
Scholarship related to community professional service	Consider systematic review of evidence on programs in area (A)	Submit A to APHA, PAS, Healthcare for the Underserved, or appropriate meeting Submit article to journal Wrap up community needs assessment process (B)	Submit to local meetings Submit to regional or specialized journal	Identify people at other institutions doing same type of work Submit workshops to appropriate meeting Write textbook chapter	Try to develop larger project to gather data	Consider new SR on possible program
Invited presentations at local or regional meetings		Volunteer for the regional GR on a medical issue on your needs assessment	Attend 2 regional GR Seek out opportunities to talk at the Schools of Social Work or Public Health or community agencies Check into UNC CME	Submit workshop to regional meeting Be invited back to talk at schools or community agencies Talk to colleagues about national opportunities Join leadership or planning groups at national level	Seek out national presentations Volunteer for panels or other speaking opportunities	Present at regional meetings Present results

