

UNIVERSITY OF MISSOURI – KANSAS CITY
SCHOOL OF MEDICINE

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

The accompanying document and the committee that developed it were created in response to a request from Drs. Drees and Pettett asking for development of promotion guidelines for medical school faculty holding PhD and PharmD degrees. One impetus for creation of these new guidelines was to bring the school into compliance with LCME recommendations regarding promotion pathways and opportunities for non-MD doctoral faculty. This was done in recognition of the fact that the current School of Medicine non-tenure track promotion guidelines were developed for MD faculty. Since the responsibilities and contributions of MD and PhD/PharmD faculty vary, it seemed reasonable to develop separate guidelines recognizing the scholarly and service contributions of these important faculty members.

It is important to note that no attempt was made to dilute the promotion process: rather a great deal of thought was given to inclusion of substantial non-clinical activities produced by these faculty members, who are vital to the mission of the medical school and university.

The committee (appointed by Dr. Pettett) began meeting in May, and met approximately monthly since that time.

Committee members include:

Louise Arnold, PhD (chair)

Karen Brown

Tim Cole, PhD

John Foxworth, PharmD

Betty Herndon, PhD

Joan Knoll, PhD

Carrie Shue, PhD

We are grateful for suggestions made and advice given by Dr. Don Campbell, who worked with our committee, reviewed our documents, and attended two of our meetings.

We respectfully offer these guidelines for your consideration.

Thank you.

PROMOTION REVIEW PROCESS¹

1. Faculty members seeking promotion in the non-regular (non-tenure), non-MD and non-clinical MD 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 Appointment and Promotion Committee for non-regular (non-tenure), non-MD and non-clinical MD 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-MD and non-clinical MD faculty, plus the Chairman of the UMKC SOM Appointment and Promotion Committee for MD Faculty who shall serve ex officio and the school's faculty representative to the UMKC Promotion and Continuous Appointment Advisory Committee. The Dean shall appoint the Chairman from the non-regular (non-tenure), non-MD and non-clinical MD faculty. The Chairman shall serve for seven (7) years. Of the five Professor and Associate Professor members three shall be elected by their peers to serve for five (5) years and two 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 Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-MD and Non-Clinical MDs 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-MD and Non-Clinical MD Faculty Appointment and Promotion Committee's recommendations and determine the subsequent disposition for each candidate's request. Those with favorable recommendations by both the Committee and the Dean will be forwarded to the UMKC Promotion and Continuous Appointment Advisory Committee for further consideration. The final decision on promotion and announcement of said decisions will be made by the UMKC Chancellor following recommendations by the UMKC Chancellor's Promotion and Continuous Appointment Advisory Committee. All promotions will be effective as of September 1 of the following year.

¹ See Appendix A.

5. If a candidate's request for promotion is denied by either the SOM Faculty Appointment and Promotion Committee for Non-Regular (Non-Tenure), Non-MD and Non-Clinical MD Faculty or the SOM Dean, then the candidate along with the sponsoring Department's Promotion Committee, if there is one, the Department Chairman, Director, and 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 Chairman, 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 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 conferred by the Department Chairman and/or Associate Dean using the criteria listed below. 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-MD and Non-Clinical MD 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-MD and Non-Clinical MD Faculty and approval by the SOM Dean and the UMKC Chancellor.

INSTRUCTOR

- Post-doctoral fellow in one of the UMKC SOM affiliated or sponsored training programs or an educational background and experience in a field commensurate with his/her assigned duties.
- Clearly defined role in teaching, service, or research within the SOM.
- The candidate's credentials must be reviewed and approved by the Department Chairman, or Associate Dean of his/her affiliated institution.
- Appointment of Instructor may be made by the Department Chairman, or Associate Dean of an affiliated institution.

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 Chairman or Associate Dean of his/her affiliated institution.
- Appointment of Assistant Professor may be made by the Department Chairman or Associate Dean of an affiliated institution.

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 scholars 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. The candidate must have at least three (3) evaluation letters in his/her portfolio to submit to UMKC.
- The candidate must be reviewed and recommended for promotion by the Department Chairman, 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-MD and Non-Clinical MD faculty and approval by the SOM Dean and the UMKC Chancellor. 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 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 scholars 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. The candidate must have at least three (3) evaluation letters in his/her portfolio to submit to UMKC.
- The candidate must be reviewed and recommended for promotion by the Department Chairman, 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-MD and Non-Clinical MD Faculty and approval by the SOM Dean and the UMKC Chancellor. 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.

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-MD and non-clinical MD 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

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

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

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-MD and Non-Clinical MD 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 Chairman or Director, Associate Dean, if applicable, Department Promotion Committee Chairman, if applicable, and evaluation letters from external scholars concerning faculty promotions.

The evaluation of scholarly activities is a relatively subjective process. Some activities may be applicable to more than one (1) area of scholarship. **Appendix 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-MD and non-clinical MD 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-MD and non-clinical MD 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 Chairmen, 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

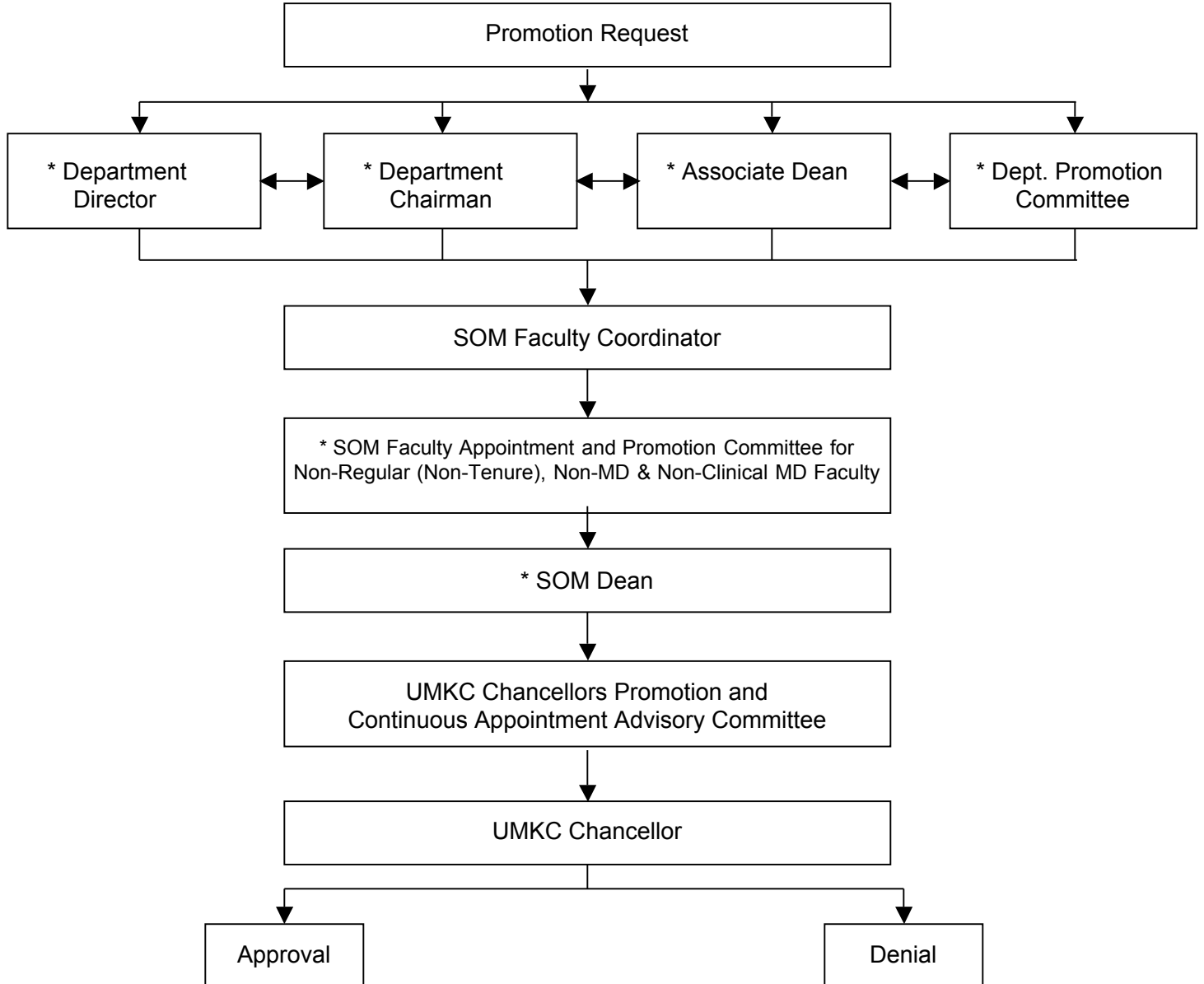
Candidates for faculty promotion may obtain an Application Forms' Packet³ from their Office Director, Department Chairman, Associate Dean or the SOM Faculty Coordinator. Faculty members will complete the Promotion Coversheet and Checklist/Part I, the Personal Information Sheet/Part I, the Self Appraisal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

The completed packet will then be submitted to the Department Chairman 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 Chairman 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 Chairman, Associate Dean at the affiliated institution and SOM Faculty Coordinator will review the application forms/Part I and the External Scholars List to ensure that it is complete before it is submitted to the SOM Faculty Appointment and Promotion Committee. Incomplete Promotion Application Forms Packets/Part I and the External Scholars List will be returned to the faculty member for completion and may delay the process of consideration and evaluation. The deadline for submission of a completed Application Forms Packet/Part I and External Scholars List to the SOM Faculty Coordinator is **the 1st of June**. 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 Scholars 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-MD AND NON-CLINICAL MD FACULTY
PROMOTION GUIDELINES PROCESS**



* This denotes that at this review level, the candidate has 10 to 14 days in which to submit additional information for reconsideration if promotion has been denied.