Faculty Performance Evaluation
Steps Toward Achieving Goals and Being Promoted

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General recommendations

• Know the system you’re in (or about to be)
• Be explicit about your goals (at least to yourself)
• Clarify expectations: What goals matter to your chief?
• Find (and use) good mentors
• Take advantage of faculty (hospital staff) evaluation systems
General recommendations

• Keep your own records (portfolio)
  • Use annually for FPE
  • Update CV annually at least
• Negotiate what you need
• Be a good citizen and colleague
• Maintain some balance (buy help)
• Give yourself the freedom to make changes
# University of Pittsburgh School of Medicine

## Pathways in the Tenure and Non-Tenure Tracks

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**Tenure Track**
- Professor
- Associate Professor
- Assistant Professor
- Instructor
- CLINICIAN - INVESTIGATOR
- CLINICIAN - EDUCATOR

**Non-Tenure Track**
- Temporary appointment, usually for not more than one academic year
- Primarily research activities, minimal to no teaching responsibilities, collaborative and/or supportive role in research projects

*Updated Nov. 29, 2001*
Tenure clock

• **Faculty without clinical responsibilities**
  - $\leq 7$ years in tenure stream
  - Annual evaluations to chart progress
  - Department decision to support tenure by end of 5th year
  - Notified of termination by end of 6th year

• **Faculty with clinical responsibilities**
  - $\leq 10$ years in tenure stream
  - Mid-course review by end of 5th year
  - Department decision to support tenure by end of 8th year
  - Notified of termination by end of 9th year

• **Removal from tenure stream**
  - Type A (temporary) and B (permanent)
The bar is rising:
More prominent School and Health System
Changing national health care environment

• Clinical
  • Greater productivity demanded
  • Improved service, rapid access
  • Individual P&L statements

• Research
  • More funding expected
  • Greater competition for fewer funds
  • Originality, impact

• Teaching
  • Often under recognized (or at least compensated)
  • Opportunity for innovation
  • Absolutely essential
Clarify expectations along the way: FPE is an excellent opportunity to check-in

• What’s my clinical commitment?
  • Am I hitting my target?
  • Is there a need for change?

• What are the criteria for promotion in my track/pathway?
  • Am I on track if I keep doing what I’m doing?

• What income must I generate?
  • How much research funding?
  • Clinical RVUs?

• What teaching expectations/opportunities are there?

• What kind of research productivity is expected?

• If things are not going as well as expected, what would be the best (most valued) modification or tradeoff?
Maintaining a portfolio

• What?
  • Descriptions of faculty member’s projects, programs, initiatives
  • Include statement of goals, methods, results, presentations, reflective critique brought to these efforts
  • Treat teaching contributions, clinical programs, administrative accomplishments as scholarship in manner similar to a research project
Teaching

• Absolutely essential for promotion at any level
  • Medical and graduate students
  • Residents/fellows
  • Post-docs
  • Other trainees
• Wide range of settings
  • Classroom Seminars
  • Bedside Clinic OR
  • Laboratory
• Keep track of every last lecture, workshop, etc
• Think “programmatic”
Service

• Primarily as evidence of
  • Recognition by peers
  • Collegiality

• Take your share of your unit’s obligations (but don’t overdue it)

• Volunteer for efforts that serve your goals as much as possible

• Ask for sponsorship for national opportunities
Annual FPE and Objectives

- Opportunity to discuss progress with chief and/or chair
- Clarify expectations
- Mileposts toward promotion
- Signals re being on track or off
- Are your goals aligned with your unit?

Mid-Course Review

- Clinicians in the tenure stream
  - 3-5 years into process
• If the FPE review leaves you with questions
  • Schedule another meeting SOON
  • Discuss with your mentor (you have one, right?)
  • Send the chief an email with your questions or proposed actions and see if they’re on target
  • Consider asking for an interim review
Take a seat at the table
(Don’t mutter on the sidelines)

• Identify opportunities and problems
• Offer solutions
• Try not to oppose change just because…
• Recognize that you’re part of a system and others have legitimate interests
• Participate in the “fix”
How Can You be Valuable? Remember it isn’t all about you

- Increase the visibility of your unit
- Bring in funding
- Contribute to department responsibilities
- Align your activities with your department’s goals and strategic directions
- Be collegial and professional
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