

Faculty Performance Evaluation Steps Toward Achieving Goals and Being Promoted

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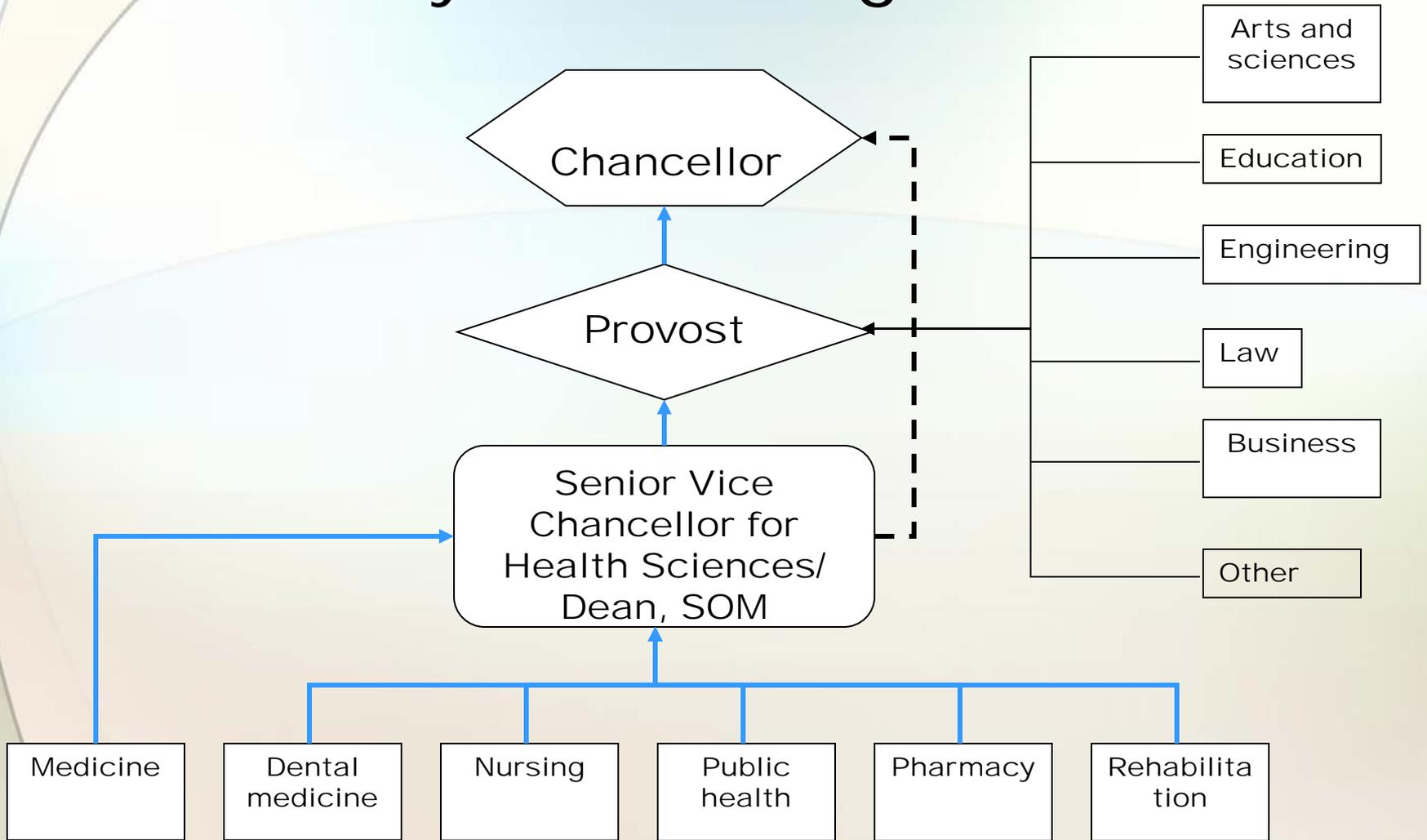
General recommendations

- 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

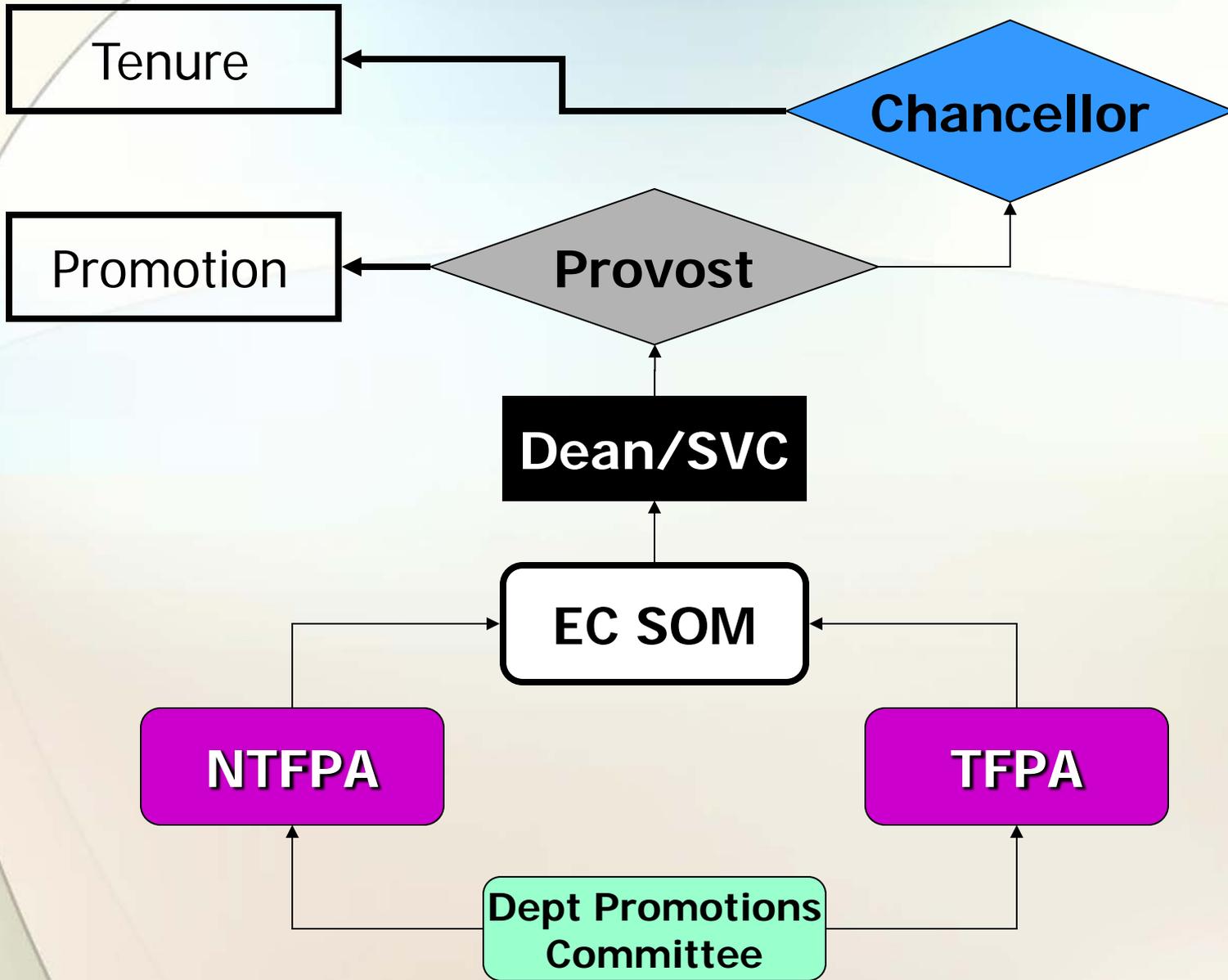
University of Pittsburgh structure



University of Pittsburgh School of Medicine

Pathways in the Tenure and Non-Tenure Tracks

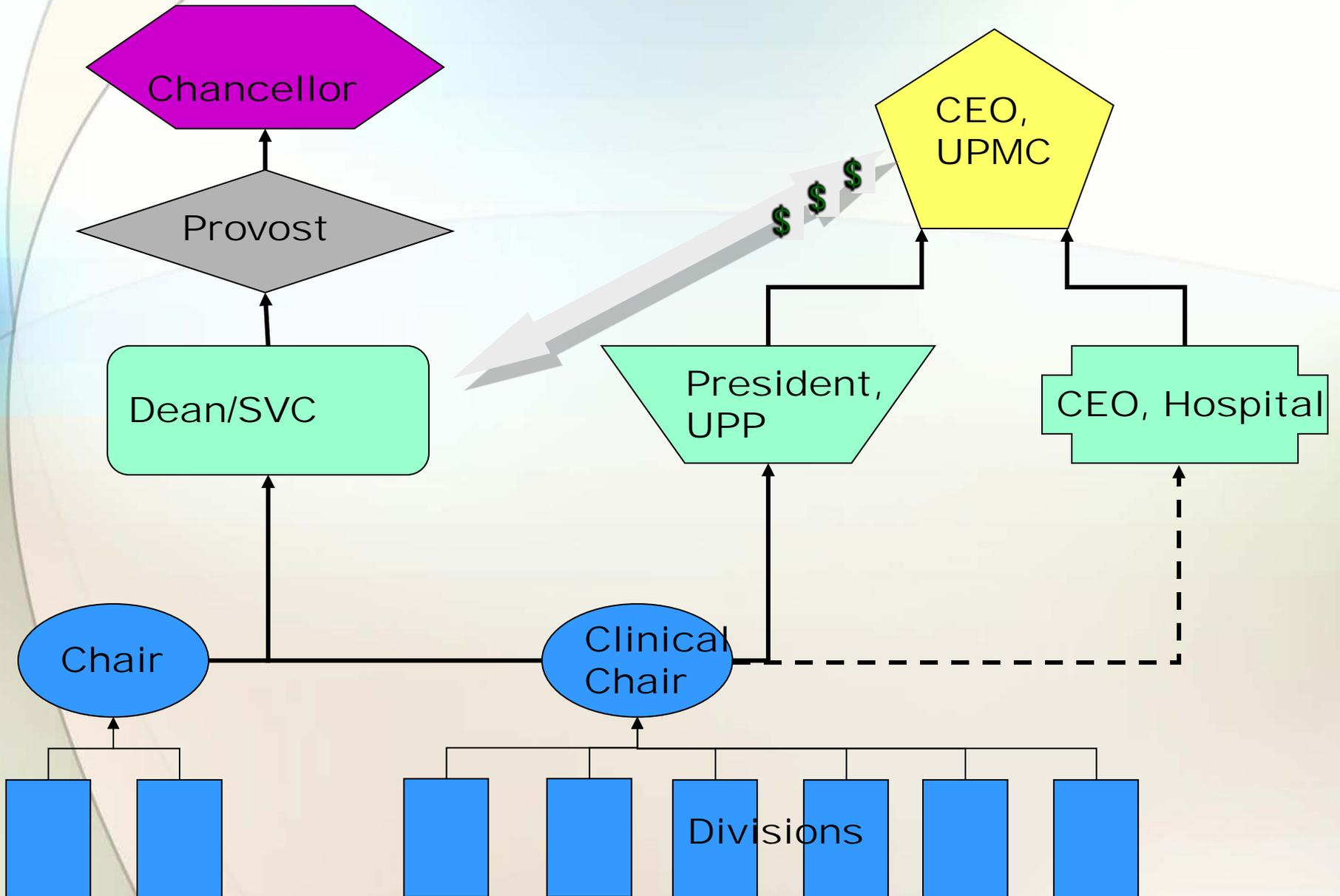
Clinical Prefix	Adjunct Prefix	Non-Tenure Track				Tenure Track / Tenure						
		Visiting Prefix	Research Prefix	PATHWAYS No Prefix		PATHWAYS No Prefix		PATHWAYS No Prefix				
Serves as a preceptor of students or trainees in clinical skills within the University or another setting; or provides clinical services to the health system. No University salary or benefits provided.	Primary employment outside an academic unit of the University. May participate in collaborative projects within the University setting. No University salary or benefits provided.	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	CLINICIAN	INVESTIGATOR - EDUCATOR	Professor	Associate Professor	Assistant Professor	Instructor	INVESTIGATOR - EDUCATOR	CLINICIAN - INVESTIGATOR	CLINICIAN - EDUCATOR
				CLINICIAN - EDUCATOR								



Tenure clock

- **Faculty without clinical responsibilities**
 - ≤ 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**
 - ≤ 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)

University and UPMC



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**

- **Office of Faculty Affairs**

- Ann E. Thompson, MD

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- Jennifer E. Woodward, PhD

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