This guide was developed for faculty anticipating promotion to associate professor or professor with Distinction in Healthcare Delivery (HCD). The 2024 Standards and Criteria Policy for Appointment, Rank, Promotion, and Tenure offers additional information and comprehensive guidance.

**Standards:**

* The minimum time in rank for promotion to Associate Professor is generally 6 years as Assistant Professor, with preparation of materials in the 5th year. The minimum expected time in rank of Associate Professors, prior to promotion to Professor, is seven years. The review process typically begins in the sixth year. Longer and shorter times are acceptable depending upon the candidate’s accomplishments.
* A terminal degree is required (PhD, Md, DO, EdD, and others)
* Specialty board certification is required for clinicians.

**Proficiency:**

All areas of distinction require meeting proficiency in teaching and service.

* Teaching: Learner evaluations should be reviewed at the annual AAE discussion with a supervisor, where proficiency is documented. To meet requirements for each Area of Distinction, faculty must demonstrate effective teaching and/or mentoring in support of their primary Area of Distinction.
* Service: Voluntary service on committees or activities for healthcare delivery commonly include service on committees related to their area of clinical or healthcare delivery expertise, such as quality improvement, relevant regional or national healthcare committees. However, service may also include other voluntary service roles, such as membership of an admissions committee, faculty governance, service on national professional society committees, or other community or Upstate activities.

**Criteria for Promotion to Associate Professor:**

Excellence and expertise in HCD are most often demonstrated by an established clinical reputation coupled with a clinical leadership role. Established reputations in HCD are typically demonstrated by local and regional expertise and recognition for efforts. Excellence in HCD includes novel faculty contributions to healthcare, including organization, management, implementation of healthcare services, and clinical care and expertise. Excellence may be demonstrated by quality improvement with improved patient outcomes, interprofessional collaborative care, programs for community engagement and outreach, public health, health policy, and consultative services, such as in ethics, or other specialties. Not all candidates for Distinction in Healthcare Delivery have the same academic expectations and, except where noted, this non-exhaustive list of examples is provided as a guideline.

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| **Excellence in Scholarship** is demonstrated by accomplishments in advancement of knowledge, dissemination, and impact/recognition. Dissemination beyond the home institution is expected. See below for a non-exhaustive list of examples of scholarship and Appendix A for more examples. See Section IV.D.b for tenure criteria. All candidates are required to submit a HCD Portfolio describing excellence in scholarship and leadership. See below under required documentation.  |
| **Scholarship**  | **Non-exhaustive List of Examples**  |
| Advancement of Knowledge | Tangible evidence of clinical innovation that improves patient care or offers a new technique/service.Responsibility for building a clinical program or service, development of a diagnostic test, and/or intervention with evidence of improved outcomes. Development of regional consulting services with evidence of growth.Development, analysis, implementation, and/or evaluation of global health programs.Development of an advocacy initiative such as through community engagement, service learning, and professional societies to improve the health and healthcare of populations (including DEIA initiatives).Successful quality improvement initiatives. |
| Dissemination | Publication of peer reviewed research articles, case reports, briefs, manuals, guidelines, and white papers published in print or electronic formats.Presentation of abstracts at regional and national meetings.Novel therapies, technologies, or other patient care innovations shared beyond the home institution.Internet based publications such as blogs, interactive websites, maintenance of certification or other faculty created online modules, Apps to improve health/wellbeing. Other evidence of dissemination beyond the home institution with a non-exhaustive list of examples as per Appendix A. |
| Impact/Recognition | For impact, the quality of the dissemination method will be considered along with quantity.Evidence-based products such as regional or national policy statements, safety and quality studies, innovations in patient care and clinical guidelines utilized beyond the home institution. Regular requests to be a spokesperson, such as for the media, regarding areas of expertise.Invitations to speak, beyond of the home institution.Statewide or national policy statements, safety and quality studies, innovations in patient care and clinical guidelines utilized beyond the home institution.Publication metrics, as appropriate to the discipline, including but not limited to number of citations, journal impact factor, or altmetrics, may be used to support effectiveness of dissemination and impact as appropriate to a particular field. Recognitions may include: Honors, awards, or other acknowledgment for outstanding clinical or related work.  |
| **Excellence in Leadership** is a requirement for promotion to Associate Professor rank. Leadership service in HCD is expected to be established at the local and regional level. Excellence in leadership may be demonstrated by *one* or more of the following examples: |
| A major responsibility for a clinical and/or healthcare delivery initiative or service  | Division or service chief, program leader of a healthcare initiative. |
| Defined role and/or leadership in team or multi-center projects in healthcare delivery | Leadership role within a major regional professional organization related to healthcare delivery or patient care.Leadership of a partnership with community members/organizations that contributes to shaping population and community health or health policy. Leadership of multi-center projects in population health and public policy for a local or regional initiative.Leadership within a collaborative quality improvement initiative. |
| Evidence of an expanding patient base or foundation grants | Principal investigator on local or regional grants for service, studies in population health, pilot projects for local advocacy efforts.Evidence of growth of clinical base and referral streams. |
| Other leadership role that supports HCD | Professional society leadership on program committees, nominating committees, or other executive board/officer functions.Leadership at regional or national conferences, organizing plenary sessions, abstract review, or other leadership role.Leadership on a State or regional task force that develops, promotes, and/or monitors healthcare practices. |

**Criteria for Promotion to Professor:**

Promotion to Professor based on excellence in leadership and scholarship with Distinction in Healthcare Delivery requires evidence of extra-university leadership and continued scholarship or other significant recognition as a national/international expert. The non-exhaustive list below provides examples of how extra-university leadership, and a continued record of excellent scholarship may be demonstrated for promotion to Professor rank. A more complete list of examples of scholarship may be found in Appendix A and should be reviewed with attention to level of reputation (national/international).

* Participation in extramural clinical initiatives such as election to national medical association or professional society committees or boards, or participation in national guideline development.
* Invitations to be a visiting professor for health care expertise.
* Participation in subspecialty board review.
* Invitation to provide accreditation committee support at a national level.
* Documentation supporting service in these capacities may be requested by Promotion Committees, the Chair, or the Dean as evidence of this level of national involvement.

**Required Documentation for Promotion with Distinction in Healthcare Delivery**

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|  **Document** | **Purpose and Rationale**  |
| Curriculum Vitae | The curriculum vitae (CV) provides an outline of faculty work, categorized by area of activity and organized by year of accomplishment. The CV outlines scholarship and leadership roles. See [template](https://www.upstate.edu/facultydev/promotion-tenure/promotion-templates.php).  |
| Annual Academic Expectations | Provide current expectations as agreed upon by the candidate and the chair/supervisor. Should include documentation regarding proficiency in teaching. |
| Healthcare Delivery Portfolio | Used to further describe professional goals and accomplishments in HCD. Provides deeper understanding of the candidate’s career trajectory through narrative and explanations of career highlights. [Template](https://www.upstate.edu/facultydev/promotion-tenure/promotion-templates.php) available.  |
| Personal Statement Narrative | Narratives provide a summary, in your own words, of how you meet criteria for proficiency and Distinction in HCD. It is a 2-page description of your candidate’s career, briefly describing how you achieved proficiency and excellence in leadership and scholarship in education. Include career goals. See the [Upstate Narrative Statement Guidelines](https://www.upstate.edu/facultydev/promotion-tenure/promotion-templates.php) for more information. |
| Letters of Support | Letters of support provide documentation from colleagues and others who know the candidate well and could attest to the candidate’s expertise in their field, collegiality, and importance of their work. Letters of support are optional but those pursuing distinction in HCD may want to include letters from colleagues who have collaborated regarding clinical care of patients (referral sources or consultants), understand your role in HCD such as supervisors (division chief) and/or who are working in a similar field but do not qualify as external reviewers. Mentored learners or junior faculty may also provide letters of support. In most departments, requests for letters of support originate with the candidate. |
| Secondary/Joint Appointment Letters | Letters from the chair of department(s) where you may have a secondary appointment are recommended and provide further promotion support. |
| External Evaluator Letters (three required for NCOM)\* | These letters provide external review and validation that your work is significant to your field and recognized at the expected level for rank. You may be asked to provide a list of potential letter writers to your chair. It is the chair’s responsibility to collect these letters. NCOMFAPC requires 3 external letters of evaluation. \*Please check with your department, some departments require more. Letters cannot be from a mentor, nor anyone who worked with you on published scholarship within the last 3 years. See [here](https://www.upstate.edu/facultydev/promotion-tenure/faculty-promotion-guide.php) for more information under the tab, “Requesting Letters for your Promotion.” |
| Department P&T Committee Letter | This letter demonstrates the support of departmental colleagues who most closely understand the faculty member role and have reviewed and deliberated on the candidate’s qualifications for promotion.  |
| Department Chair Letter | The support of the chair is integral to the appointment and promotion of the faculty candidate and should follow the recommended template, including key points, indicating strong support.  |
| Tenure Requirements | If you are on a tenure eligible track, these additional documents will support strong scholarship for your tenure application: * 4 representative publications (required)
* Author link to PubMed (required)
* Annotated bibliography (recommended)
* Notes from primary, senior, or corresponding authors (recommended)
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**Please contact Kelly Donovan,** **DonovaKe@upstate.edu****, for the schedule of upcoming Path to Promotion Workshops.**