

### **3. Expanded Areas that Contribute to Excellence in a Baylor College of Medicine Mission Area**

To address and recognize the rapidly changing nature of faculty contributions at Baylor and the medical and research fields, Baylor's Faculty Appointments and Promotions Committee will consider the contributions of a faculty member towards commercialization, innovation, device development; health care quality, patient safety, health and science policy; and academic administrative leadership or service as important factors in a faculty member's application for academic appointment or promotion. Contributions in these areas may help a faculty member achieve the required level of excellence in education, research, or patient care for appointment or promotion. Examples of contributions are given below by category.

#### **Contributions in the Area of Commercialization, Innovation and Device Development**

##### **Tenure Track**

Faculty member is an intellectual driver in the development of novel technologies, biologics, devices, software or analytical tools, services or procedures that will serve a broad group of academic, clinical or non-profit, commercial users with a national and/or international scope.

##### **Non-tenure Track**

Faculty member has a key role in the evaluation, testing, and development of new technologies, biologics, devices, software or analytical tools, services or procedures that will serve either a broad or limited group of academic, clinical or non-profit, commercial users with a local, national and/or international scope.

##### **Evidence of Contributions**

###### **Tenure Track**

- Patent applications or patents.
- License agreements.
- CSO or other similar distinction in a company.
- Baylor investment.
- Venture capital.
- STTR/SBIR grants.
- Earnings/royalties.
- Acquisition of developed company.
- Dissemination of technology or procedure through training in national/international courses.
- Dissemination of developed technology, biologics, device, service or procedure by others nationally/internationally.
- Innovation awards.
- Letters of intent with agencies (e.g., governmental, NGO, non-profit).
- Developmental funding through philanthropy or other non-federal funding sources.

###### **Non-tenure Track**

- Any subset of above criteria.
- Dissemination of developed technology, device, software or analytical tool, service or procedure to others locally, nationally or internationally.
- Outside funds received for evaluation/testing.

- Research business development opportunities such as invention disclosures, patent applications and awards, commercialization-based grants, licensing agreements, and start-up companies.
- Dissemination of technology or procedure through training in local, national, international courses.
- Management/oversight of individual processes related to innovative technologies, biologics, devices, services or procedures.
- Essential team member of innovative group.
- Key role in assurance/regulatory processes applied to innovations.

### **Contributions in the Area of Health Care Quality, Patient Safety and Health and Science Policy**

#### **Tenure Track**

Faculty member plays a key role in original research, development, evaluation, implementation, or dissemination of innovative tools, strategies, approaches, or health and science policies related to diagnosis, treatment, quality improvement, patient safety, prevention of disease and disability, or models of care delivery. National or international dissemination or substantial refinement that enhances implementation and dissemination of evidence-based tools, strategies, approaches, or policies may also fulfill criteria for tenure.

#### **Non-tenure Track**

Faculty member plays a key role in the adaptation, testing, implementation, or local/regional dissemination of established (evidence-based) tools, strategies, approaches, or health and science policies related to diagnosis, treatment, quality improvement, patient safety, prevention of disease and disability, or model of care delivery.

#### **Examples of Contributions**

- Innovation of a clinical care model, strategy, device, or tools.
- Development or modification of practice guidelines that improve standard of care.
- Innovative application of an existing technology or development of novel technology or tools.
- Creation of a novel interdisciplinary clinical service.
- Role in development and implementation of guidelines for quality improvement or prevention of medical errors.
- Evaluation of the effectiveness of care (quality, outcomes, patient safety, utilization, access, cost).
- Contribution to development of institutional, regional, state, or federal policies.

#### **Evidence of Contributions**

##### **Tenure Track**

- Generalizability of contributions outside of home institution.
- Sustained institutional or external support for original research, proof-of-concept, development, and implementation, of innovative tools, strategies, health and science policy-based projects related to diagnosis, treatment, quality improvement, patient safety, disease and disability prevention and model cares of care delivery.
- Receipt of institutional or venture capital investment in tool, strategy, innovation, or policy program.
- Publications and national presentations demonstrating innovation and/or impact.
- Regional, national, international teaching, training, or educational roles related to quality improvement, patient safety or health and science policy.

- Regional, national, international adoption and sustainability of products.
- Participation in policy panels or guidelines development committees.
- Participation in national safety or quality committees.
- Work referenced in national practice guidelines or policy.
- Testimony or invited brief to policy-making bodies.
- National awards for quality improvement or practice change (e.g., National Quality Forum, Joint Commission).
- Invited consultant or educator/trainer to other institutions.
- Written attestation regarding effect of influence outside of institution.

**Non-tenure Track: Mostly Local Influence**

- Sustained local implementation as demonstrated by a quality improvement/patient safety (standards-driven) portfolio.
- Local education roles in patient safety, quality improvement, or systems-based care with sustained impact, such as demonstrated with Faculty Educational Excellence Award.
- Local leadership roles in patient safety, quality improvement, systems-based care, or policy development.
- Local awards.
- Local letters of support.
- Published essays, correspondence, or opinions in nationally recognized popular media or health science journal.

**Additional Evidence Related to the Research Mission Area.** Grant funding or institutional investment in research and development of health care quality, patient safety or health and science policy; and peer-reviewed publications and national presentations demonstrating impact of the innovation, tool, strategy, program, or policy.

**Additional Evidence Related to the Education Mission Area.** Specific aspects of health care quality, patient safety and health and science policy education, training, and scholarship should be included in appropriate sections of the education portfolio submitted with other supporting materials for promotion.

**Contributions in the Area of Academic Administrative Leadership**

**Key Role Definition:** Administrative leadership positions or roles contributing to academics that include, but are not limited to:

- Committee or Senate membership with significant contributions or leadership within the entity;
- Course director;
- Committee chair;
- Faculty Senate officer;
- Program director;
- Core director;
- Director of an administrative unit;
- Principal investigator of a program project or consortium grant (P, U, or other equivalents – CPRIT MIRA) or contract;
- Associate or assistant dean, or dean; and/or
- Vice Chair or Chair.

### **Tenure Track**

Key role in leadership in the development, evaluation, implementation of strategies or approaches to academics, scholarly work, quality improvement, and/or administrative leadership. National or international dissemination or substantial refinement that enhances implementation and dissemination of evidence-based tools, strategies, or approaches may also fulfill criteria for tenure.

### **Non-tenure Track**

Key role in leadership or service in the development, evaluation, implementation of strategies or approaches to academics, scholarly work, quality improvement, and/or administrative leadership.

### **Examples of Contributions**

- Development of a modified or new program to meet institutional or market needs.
- Creation or modification of academic operations to improve efficiency or effectiveness of the areas under the control of the administrative leader.
- Innovative application of an existing technology or development of novel technology or tools to support an academic enterprise.
- Excellence in preparing and managing unit budget, facilities, faculty and staff.
- Creation of a vision, goals, and planning to support the mission of the area.
- Implementation of interdisciplinary academic offerings/programs.
- Refinement or development of revised curriculum.
- Role in development and implementation of guidelines for quality improvement.
- High quality leadership and/or service on Baylor or hospital-based committees.
- Evaluation and improvement of operational outcomes (quality, scholarly work, cost).

### **Evidence of Contribution**

#### **Tenure-track**

- Generalizability of academic administrative leadership practices outside of home institution.
- Leadership in conducting federal or non-governmental grant funded project.
- Publications and national presentations demonstrating academic leadership.
- Regional, national, and international teaching, training, or educational roles related to academic leadership.
- Regional, national, and international adoption and sustainability.
- Participation in panels or guidelines development committees.
- Participation in national educational or academic committees.
- Work referenced in national practice guidelines or policy.
- National awards for quality improvement or practice change.
- Invited consultant or educator/trainer to other institutions or organizations.
- Written attestation regarding effect of influence outside of institution.

#### **Non-tenure Track—Mostly Local Influence**

- Personal Statement documenting excellence as an academic administrative leader.
- Sustained local implementation as demonstrated by an administrative leadership portfolio.
- Evidence of quality demonstrated by number of positions held; duration of positions held (years); and total time commitment.
- Local academic administrative leadership roles in quality improvement, policy and process development, accreditation, technology development and utilization.
- Documentation of efforts demonstrating operational excellence (e.g., planning and goals documents, budgets, outcomes measures, procedures).

- Local awards, including Norton Rose Fulbright Educational Leadership Award.
- Local letters of support concerning academic administrative leadership including supervisors, as well as peers.
- High quality (role, attendance, and participation) leadership and/or service on a Baylor committee; faculty sponsor of an organization; or membership on Faculty Senate committees, subcommittees, or workgroups, or the equivalent, taking into account the level of the committee as well as the number of committees in which the faculty member is participating.
- Administrative evaluation by supervisor.