

| Table 1. Health Care Delivery: Examples that Provide Evidence of Achievement at Each Level |
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| Entry Level |
| <p>Expertise in a clinical specialty, demonstrated by:</p> <ul style="list-style-type: none"> • <i>Local</i> recognition for contributions to health care delivery • Advanced degrees (e.g., MPH, MHA) and/or certification in clinical practice or related areas <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and middle author, case reports, book chapters, and/or reviews • Presentations at professional meetings |
| Established Level |
| <p>Excellence in a clinical specialty with <i>local/regional impact</i>, demonstrated by:</p> <ul style="list-style-type: none"> • Major responsibility for and/or leadership of a clinical program and/or quality initiative • A unique clinical program, diagnostic test, and/or intervention with documented outcomes • Innovative approaches that improve safety, quality, and/or efficacy of healthcare delivery • A defined role in patient-oriented or other area of research, including industry-supported clinical trials • Funding for innovations in health care delivery, clinical, and/or translational research as a principal investigator, co-investigator, or contributor to team projects • A defined role and/or leadership in team or multi-center projects in health care delivery • Identification by peers as a role model in clinical practice and professionalism <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and senior author, case reports, book chapters, and/or reviews, including publication of multidisciplinary studies as an author or a named member of an authorship group • Safety and quality studies, standards of care, policies, models of care coordination, guidelines, and/or protocols for patient treatment or delivery of care <p><i>Local/regional</i> recognition for clinical expertise and/or health care delivery, demonstrated by</p> <ul style="list-style-type: none"> • Clinical consulting and referrals • Honors and awards for clinical expertise and/or health care delivery • Invited presentations and presentations at professional meetings |
| Senior Level |
| <p>A sustained record of excellence in a clinical specialty with <i>regional/national impact</i>, demonstrated by:</p> <ul style="list-style-type: none"> • Leadership of a clinical program and/or quality initiative • A unique clinical program, diagnostic test, and/or intervention with documented outcomes • Innovative approaches that improve safety, quality and/or efficacy of healthcare delivery • Leading role, often as principal investigator, in patient-oriented or other area of research, including industry-supported clinical trials • Funding for innovations in health care delivery, clinical, and/or translational research, primarily as a principal investigator • Leadership and/or defined role in team or multi-center projects in health care delivery • Identification by peers as a role model in clinical practice and professionalism <p>A sustained record of exceptional scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as senior author, that have an impact on the field • Books, book chapters, reviews, and/or textbooks that are recognized as authoritative and are highly cited • Continuing record of publication, as a senior author or a named member of an authorship group, of multidisciplinary studies that have an impact on the field • Safety and quality studies, standards of care, policies, models of care coordination, guidelines, and/or protocols for patient treatment or delivery of care <p><i>National/international</i> recognition for clinical expertise and/or health care delivery, demonstrated by</p> <ul style="list-style-type: none"> • <i>National/international</i> honors and awards for clinical expertise and/or health care delivery • Invited presentations and presentations at <i>national/international</i> professional meetings • Leadership of <i>national/international</i> professional or disciplinary organizations |

| Table 2. Education: Examples that Provide Evidence of Achievement at Each Level |
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| <p>Entry Level</p> <p>Expertise in education, demonstrated by:</p> <ul style="list-style-type: none"> • <i>Local</i> recognition for contributions to education • Educational effectiveness (evaluated as defined in Section 2.4.b) • Mentoring of students and/or trainees • Advanced degrees and/or certification in education <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and middle author, case reports, book chapters, and/or reviews • Presentations at professional meetings |
| <p>Established Level</p> <p>Excellence in education with <i>local/regional</i> impact, demonstrated by:</p> <ul style="list-style-type: none"> • Educational effectiveness (evaluated as defined in Section 2.4.b) • Mentoring of students, trainees, and/or faculty • Leadership and service activities in education • Innovative courses, curricula, or other educational programs, materials, and resources • Defined role and/or leadership in educational research • Defined role and/or leadership in team or multi-center educational projects or programs • Advanced degrees and/or certification in education <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and senior author, book chapters, and/or reviews, including publication of multidisciplinary studies as an author or a named member of an authorship group • Educational materials published in print or other media such as syllabi, curricula, web-based training modules or courses, technologies (e.g., simulation), educational methods, policy statements, and/or assessment tools <p><i>Local/regional</i> recognition for education, demonstrated by</p> <ul style="list-style-type: none"> • Honors and awards for education • Invited presentations and presentations at professional meetings |
| <p>Senior Level</p> <p>A sustained record of excellence in education with <i>regional/national</i> impact, demonstrated by:</p> <ul style="list-style-type: none"> • Educational effectiveness (evaluated as defined in Section 2.4.b) • A sustained record of mentoring students, trainees, and/or faculty • Leadership and service activities in education • Innovative courses, curricula, or other educational programs, materials, and resources • Leading role in educational research preferably supported by funding • Leadership and/or defined role in team or multi-center educational projects or programs <p>A sustained record of exceptional scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as senior author, that have an impact on the field • Books, book chapters, reviews and/or textbooks that are recognized as authoritative and are highly cited • Continuing record of publication as a senior author or a named member of an authorship group of multidisciplinary studies that have an impact on the field • Textbooks or equivalent resources adopted by other institutions • Educational materials published in print or other media such as syllabi, curricula, web-based training modules or courses, technologies (e.g., simulation), educational methods, policy statements, and/or assessment tools <p><i>National/international</i> recognition for education, demonstrated by</p> <ul style="list-style-type: none"> • <i>National/international</i> honors and awards for education • Invited presentations and presentations at <i>national/international</i> professional meetings • Leadership of <i>national/international</i> professional or disciplinary organizations |

| Table 3. Investigation: Examples that Provide Evidence of Achievement at Each Level |
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| <p>Entry Level</p> <p>Expertise in an area of investigation (Section 2.2.c), demonstrated by <i>local</i> recognition for contributions to research A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and middle author, book chapters and/or reviews • Invited presentations and presentations at professional meetings |
| <p>Established Level</p> <p>Excellence in one or more areas of investigation (Section 2.2.c), demonstrated by:</p> <ul style="list-style-type: none"> • Funding for research primarily as a principal investigator on external and internal grants but may be a major contributor to funded team projects • Innovative methods, technologies or therapies, and/or novel applications of existing methods and technologies • Leadership of or major responsibility for research projects or a research core service • Defined role and/or leadership in team or multi-center research projects or programs <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and/or senior author, of original research and/or novel methods/technologies that advance the field, including publication of multidisciplinary studies as an author or a named member of an authorship group • Book chapters and/or reviews • Patents, new therapies and/or technologies <p><i>Regional/national</i> recognition for investigation, demonstrated by:</p> <ul style="list-style-type: none"> • Honors and awards for investigation • Invited presentations and presentations at professional meetings |
| <p>Senior Level</p> <p>A sustained record of excellence in research that has an impact in one or more areas of investigation (Section 2.2.c), demonstrated by:</p> <ul style="list-style-type: none"> • Consistent and sustained record of funding for research primarily as a principal investigator on external and internal grants but may be a major contributor to funded team projects • Development of innovative methods, technologies or therapies, and novel applications of existing methods and technologies that have been adopted by others • Sustained leadership of research projects or a research core service • Leadership and/or defined role in team or multi-center research programs or projects <p>A sustained record of exceptional scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as senior author, of original and innovative research that has an impact on the field, and/or of novel methods/technologies that advance the field • Books, book chapters, reviews and/or textbooks that are recognized as authoritative and are highly cited • Continuing record of publication, as an author or as a named member of an authorship group, of multidisciplinary research that has an impact on the field • Patents, new therapies, and/or technologies <p><i>National/international</i> recognition for investigation, demonstrated by</p> <ul style="list-style-type: none"> • <i>National and/or international</i> honors and awards for contributions to research • Invited presentations and presentations at professional meetings, <i>nationally/internationally</i> • Leadership of <i>national/international</i> professional or disciplinary organizations |

| Table 4. Population Health and Public Policy: Examples that Provide Evidence of Achievement at Each Level |
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| <p>Entry Level</p> <p>Expertise in population health and public policy, demonstrated by:</p> <ul style="list-style-type: none"> • <i>Local</i> recognition for contributions to population health and public policy • Advanced degrees and/or certification in public health and health policy <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and middle author, case reports, book chapters, and/or reviews • Presentations at professional meetings |
| <p>Established Level</p> <p>Excellence in population health and public policy with <i>local/regional</i> impact, demonstrated by:</p> <ul style="list-style-type: none"> • Development, analysis, implementation, and/or evaluation of one or more of the following: <ul style="list-style-type: none"> ○ programs that enhance community or population health ○ health or health care policy, ○ technology and analysis tools for community and population health, ○ initiatives in specific systems, such as the legal and criminal justice system • Leadership of, or major responsibility for, projects and programs in population health and public policy • Defined role and/or leadership in team or multi-center projects in population health and public policy • Development of a robust partnership with community members/organizations that contributes to shaping population and community health or health policy • Development, analysis, implementation, and/or evaluation of global health programs <p>A record of scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first and senior author, book chapters, and/or reviews, including publication of multidisciplinary studies as an author or a named member of an authorship group • Policy statements, white papers, legislative and/or legal advances with <i>regional</i> impact <p><i>Local/regional</i> recognition for population health and public policy demonstrated by:</p> <ul style="list-style-type: none"> • Honors and awards for population health and public policy • Invited presentations and presentations at professional meetings |
| <p>Senior Level</p> <p>A sustained record of excellence in population health and public policy with <i>national/international</i> impact, demonstrated by:</p> <ul style="list-style-type: none"> • Development, analysis, implementation, and/or evaluation of one or more of the following: <ul style="list-style-type: none"> ○ programs that enhance community or population health ○ health or health care policy, ○ technology and analysis tools for community and population health, ○ initiatives in specific systems, such as the legal and criminal justice system • Leadership of, or major responsibility for, projects and programs in population health and public policy • Leadership and/or defined role in team or multi-center projects in population health and public policy • Development of a robust partnership with community members/organizations that contributes to shaping population and community health or health policy • Analysis, implementation, and/or evaluation of expanded global health programs <p>A sustained record of exceptional scholarship that may include:</p> <ul style="list-style-type: none"> • Peer-reviewed publications, usually as first author, that have an impact on the field • Books, book chapters, reviews and/or textbooks that are recognized as authoritative and are highly cited • Continuing record of publication as an author or a named member of an authorship group of multidisciplinary research that has an impact on the field • Policy statements, white papers, legislative, and/or legal advances with <i>national/international</i> impact <p><i>National/international</i> recognition for contributions to population health and public policy</p> <ul style="list-style-type: none"> • <i>National/international</i> honors and awards for work in population health and public policy • Invited presentations and presentations at professional meetings, <i>nationally and/or internationally</i> • Leadership of <i>national/international</i> professional or disciplinary organizations |

| Table 5. Academic Service: Examples that Provide Evidence of Achievement at Each Level |
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| <p>Entry Level</p> <p>A record of academic service and related activities, demonstrated by:</p> <ul style="list-style-type: none"> • Participation in professional organizations • Peer reviewer for journals or granting agencies • Service on committees, task forces and other groups for the Department, Non-Department Unit, School, or UMMS • Advisor and/or sponsor of student or resident organizations |
| <p>Established Level</p> <p>A substantial record of academic service and related activities at the <i>local/regional</i> level, demonstrated by:</p> <ul style="list-style-type: none"> • Leadership positions, committee membership, and other service activities in professional organizations • Leadership and/or service in the organization of a professional meeting • Service on committees evaluating programs and/or developing guidelines and policies in area of expertise • Invitations to consult, review, or assess programs in other institutions and organizations • Membership, including <i>ad hoc</i> membership, of a grant review panel or equivalent committee • Peer reviewer and/or membership on editorial boards for journals • Substantial contributions to faculty governance and/or task forces, committees, and/or other groups of the School, UMMS and/or University of Massachusetts • Substantial administrative responsibilities for the Department, Non-Department Unit, School, and/or UMMS • Spokesperson for the School, UMMS, University of Massachusetts, and/or professional organization on areas of expertise, featured <i>locally/regionally</i> |
| <p>Senior Level</p> <p>A sustained, substantial record of academic service and related activities at the <i>national/international</i> level, demonstrated by:</p> <ul style="list-style-type: none"> • Leadership positions, committee membership, and other service activities in professional organizations • Leadership and/or service in the organization of a professional meeting • Service on committees evaluating programs and/or developing guidelines and policies in area of expertise • Invitations to consult, review, or assess programs in other institutions and organizations • Regular membership and/or leadership of a grant review panel or equivalent committee • Editor and/or membership on editorial boards for journals • Leadership position(s) and substantial contributions to faculty governance and/or task forces, committees, and other groups of the School, UMMS, and/or University of Massachusetts • Leadership position(s) and substantial administrative responsibilities for the Department, Non-Department Unit, School, and/or UMMS • Spokesperson for the School, UMMS, University of Massachusetts, and/or professional organization on areas of expertise, featured <i>nationally/internationally</i> |