

Junior Faculty P&T Prep Series

Documenting Your Leadership/Administration/Service Efforts In a Way that Counts

Wendy L. Ward, PhD

And

Rachel Stafford, PharmD

How Important is
“Leadership & Administrative Service”?



What should I be doing during the first 3 years?

- Read the P&T Guidelines 2 to 3 times a year
 - <https://faculty.uams.edu/wp-content/uploads/sites/112/2017/06/2019-PT-Guidelines-procedural-revision.pdf>
- Keep necessary documentations such as teaching evaluations
- Have a thorough CV review
 - Department
 - WFDC Mentoring Program
 - <https://faculty.uams.edu/mentoring/#tab-1>
 - Individual Request: Renee Bornemeier, MD Associate Dean of Faculty Affairs, COM
 - BornemeierReneeA@uams.edu
- Go to P&T Workshops

* Leadership/Administrative/Service responsibilities are fundamental to the success of the College, and are fulfilled by faculty members who have established the foundations of their careers. Thus, newly appointed junior faculty may have little or no administrative service responsibilities. These duties will increase as their careers mature, including within the later years of appointment as Assistant Professor.

How much time are we expected
to spend on
“Leadership & Administrative Service”?

Table 1: Time and Effort Distribution on the Compensated Pathways

(In Percents)	Basic Scientist-TP		Basic Scientist-NTP		Clinical Scientist		Clinical Educator		Clinical Attending	
	Range	Typically	Range	Typically	Range	Typically	Range	Typically	Range	Typically
Teaching/Mentoring (Total)	10-35	30	0-30	5	5-10	7.5	10-50	25	0-30	20
Didactic Teaching					1-3	2.5	2-10	5	0-2	1
Bedside Teaching					2-10	5	10-40	20	0-30	20
Research	50-85	60	90-100	90	40-90	75	5-30	10	0-10	5
Clinical Service (Total)					10-50	20	40-80	80	70-100	90
Direct Patient Care					10-50	15	40-60	60	70-100	70
Bedside Teaching					2-10	5	10-40	20	0-30	20
Leadership/Admin. Service	0-35*	10	0-10*	5	0-10*	2.5	0-20*	5	0-10*	5

Typically 1 to 4 hours per week, but can range.

Birthday Cake



What kind of activities are typically expected?

Assistant to Associate

Activity	Basic Scientist	Clinical Scientist	Clinical Educator	Clinical Attending
Committee participation (department, college, university)	X	X		
Work in significant committees (local, regional, national)			X	X
Leadership in teaching (planning, implementing, evaluating)	X			
Successful and sustained leadership of training program			X	
Editorial boards (serving as a journal reviewer would count as well)	X	X	X	
Study sections	X	X		
Advocacy	X	X	X	X
Leadership role in section, department, hospital		X	X	
Participation in section, department, hospital				X
Service professional or lay community (education, consultation)			X	X

Other Activities

Associate to Full

- Leadership in department, institution
- Leadership, service or committee work for regional, national or international professional organizations
- Study section chair
- External advisory committee
- Long-standing leadership in major courses and/or leadership \geq college level
- Sustained community service that fosters health



How to document

Rachel Stafford, PharmD







Examples are available at

<https://promotiontenure.uams.edu/SampleMain.aspx?cid=2>



Keeping Track of Documents

- Virtual or actual folders for each section of packet
- Create now and update CVs quarterly
- Keep annual faculty reviews to pull information from

Name
>  Development
>  Kroger
>  Personal
>  Scholarship
>  Service
>  Teaching

Professional Memberships and Activities

[List these, in groupings by professional organization, in reverse chronological order, noting leadership positions and other positions held]

Years

Editorial Board Appointments

[List in reverse chronological order]

Include relevant dates

Committee Assignments and Administrative Services

[List in reverse chronological order, noting leadership positions held. Include university and non-university activities (e.g., work with NIH study groups).]

Years

Clinical / Quality Improvement Activities

[List clinical responsibilities and other clinical activities that include number of weeks, and percentage/time effort]

Educational Activities

<https://www.aamc.org/professional-development/affinity-groups/gfa/faculty-vitae/preparing-your-curriculum-vitae>



“The 3 C’s”

Clear, Concise, Complete

<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Interest in service to the academic institution, local or national organizations, and/or community organizations that foster health.	<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Participation in section, hospital or department administrationo Work on committees – local or regionalo Providing service to the professional or lay community through education, consultation and/or other roleso Active in the development and/or implementation of clinical practice guidelines and/or serving to help develop health care policyo Advocate for patient groups or health care policy	<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Demonstration of collegiality and leadership in arena of practice, department or institution.o Leadership role in provision of clinical care in department or hospitalo Active involvement in appropriate administrative committees in the affiliated hospitals and the College of Medicineo Leadership, service or committee work for local, regional, and/or national professional organizationso Sustained community service
<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Recognized interest in service to the academic institution, local or national organizations,	<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Leadership role in section, hospital, or department	<u>Leadership/Administrative Service</u> <ul style="list-style-type: none">o Demonstration of collegiality, professionalism, and leadership in department or institution
and/or community organizations that foster health	<ul style="list-style-type: none">o For Clinician Educators whose primary emphasis is education - successful and sustained leadership of a training program such as clerkship, residency or fellowship programo Work on significant committees – local, regional and/or nationalo Service on editorial boards and/or service as peer reviewer for journalso Providing service to the professional or lay community through education, consultation, and/or other roleso Advocacy for patient groups or health care	<ul style="list-style-type: none">o Leadership role in department or hospital, such as section or clinical division head, or medical staff representativeo Active involvement in appropriate administrative committees in the affiliated hospitals and the College, including serving as chair of some committeeso Leadership, service or committee work for regional, national or international professional organizationso Editor/editorial board of textbooks or journalso Sustained community service that fosters health



Outline vs. Paragraphs

Basic Scientist

Alan Tackett, PhD

LEADERSHIP/ADMINISTRATIVE SERVICE

A. Overview

Detailed below are Leadership/Administrative Services for Dr. Tackett that account for **10%** of his time/effort as faculty at UAMS. Highlights of this section include:

- Director UAMS Proteomics Facility (2007-present)
Ranked top campus core facility 2012
- Biochemistry Graduate Education Committee (2007-present)
Head of departmental recruiting (2011-2013)
Education/curriculum sub-committee (2007-2013)
GEC Chair and Director of Biochemistry Graduate Program (2013-present)
- INBRE Advisory and Steering Committee
- INBRE undergraduate faculty mentor (2 undergraduate faculty: Hendrix College & Lyon College)
- Interview medical school applicants
- IBS Admissions Committee
- Department of Biochemistry Faculty Search Committee
- Director of the Alan D. Elbein Award for Research Excellence and the Paul L. Day Award for Academic Achievement
- 4 hours/wk for Leadership/Administrative Service (40 hr/wk * 10% time/effort = 4 hr/wk)
2 hr/wk Proteomics Facility Director
1.5 hr/wk Director of Biochemistry Graduate Program
0.5 hr/wk other committees

B. Director UAMS Proteomics Facility

The UAMS Proteomics Facility provides the service of protein characterization by mass spectrometry. This includes identification of unknown proteins, quantitative comparison of proteins in biological samples, and mapping of posttranslational protein modifications. Biomedical research projects increasingly rely upon rapid and/or large-scale identification, quantification, and characterization of proteins and protein modifications. The proteomics core facility provides reliable and timely access to these capabilities for UAMS investigators. The availability of on-site instruments and expertise ensures that UAMS investigators will have the level of support required to conduct high-quality, proteomics-based research. It is typically necessary for an R01 applicant proposing proteomics-related research to demonstrate support from a researcher with a strong mass spectrometry background in addition to on-site instrument access. Dr. Tackett provides the expertise necessary to make this possible for UAMS investigators. Highlights of the facility while under the direction of Dr. Tackett include:

1. The UAMS Proteomics Facility was ranked the #1 UAMS core facility in 2012 by the TRI

Clinical Attending

Leadership and Administrative Services: (18%)

For the Department of Emergency Medicine I have served on numerous committees. Some of those committees include Billing and Coding, Indigent Care, EPIC EMR, Sunrise EMR, Psychiatric Efficiency Pilot Program, Clinical Competency, Clinical Readiness Council, Urology Chair Search, Capital Prioritization, and Emergency Preparedness committees. I have been the Sunrise EMR Physician Representative for multiple issues. I was involved in the customization and implementation of this process. I personally developed and customized standing orders for nurses, and orders sets for our department. The standing orders and order sets were developed to help standardize the treatment of patients and expedite that process. Developing those processes required a tremendous amount of time. Yearly, I review the standing orders and order sets to make necessary changes to fit our current plans.

I was also part of the EMR evaluation committee. I was part of a team of physicians and administrators involved with doing site visits across the country for EMR for our department. We evaluated multiple EMRs both at private hospitals (Carilion Roanoke, Baptist Little Rock) and academic hospitals (Johns Hopkins, Duke). Through this process we were able to eliminate many EMRs from our selection process. We were able to choose EPIC as a best performer for our academic environment. I was able to evaluate EPIC in use at one of the centers that had used it for over 5 years. Through this interest in EMRs, I was selected to represent our department as a Steering Committee member, Subject Matter Expert, Super User, Physician Advisory Committee, EMR Voice Recognition Evaluation Committee, and Physician Champion for EPIC-Uconnect. The process of evaluation and implementation continues to be very time consuming. I have been a part of this process for over 2.5 years. This will be an ongoing commitment for me until the entire campus and our clinics are utilizing EPIC. I have customized and edited over 140 order sets to reflect current evidence based medical practice in our department. I am the only physician in the department that is customizing and assisting the building process of our EMR from EPIC-Uconnect.

I have worked as the Billing and Compliance Officer for the department for a number of years. Part of this process is to evaluate and review our department's productivity and performance. I also give a Billing and Coding lectures yearly to update and educate both faculty and residents on this topic. As an outgrowth of this role I am also a part of the Indigent Care Committee and Psychiatric Efficiency Pilot Program. These committees meet frequently to discuss strategies for the treatment of patients that do not need to be seen in the emergent setting. Included discussions



Completeness

- Name of the activity
- Nature of the activity
- How you contribute to the activity
- How much time you spend on the activity

Table of Contents

Clinical Service Activities	163
Self-Evaluation.....	163
Direct Patient Care: Providing Clinical Services	163
Growth of Standard Clinical Services	164
Developing Provider Collaborations.....	167
Credentials, Certificates, and Awards	169
Academic Service Activities.....	169
Self-Evaluation.....	169
National Level Service	170
State Level Service.....	170
College Level Service	170
Department Level Service	171
Service at The Kroger Company	171
Miscellaneous Service Activities.....	171
Service Appendix.....	173
Appendix 1: MTM Training Course Workbook	173
Appendix 2: Travel Health Consultation Policies and Procedures.....	198
Appendix 3: Arkansas Kroger Summer Internship Program Curriculum	206
Appendix 4: Pilot Project Presentation to CHI Leadership	209

Organize your leadership/administrative/service section

- National/International
- Regional/State
- Institutional--UAMS
- College
- Department/Division
- Section/Unit/Team



Common Mistakes

Example 3: Not enough details describing committee work

University Service

Dissertation and Orals Committee:

Francis K. Kong, Master's degree thesis committee, 1995

Department Safety Committee:

1999

Injury and Illness Prevention Program Committee:

2002

UCSF Transfusion Quality Assurance Committee:

2002 to 2004

Department of Laboratory Medicine Residency Committee:

2002 to 2004

UAMS Transfusion Committee:

2004 to present

UAMS Dermatology Department Basic Science Search Committee:

2004 to present

UAMS Dermatology Department Residency Interview and Selection Committee:

2004 to present



Committees

- 2004-present UAMS Transfusion Committee (Dr. Nakagawa attends quarterly meetings in which audits for blood ordering practices and deviations, wastage of blood component, transfusion reaction work-ups, and adequacy of meeting patients' transfusion needs are reviewed.)
- 2005-present UAMS College of Medicine Applicant Interviews for the 2006, 2007, 2008, 2009, 2011, 2012 and 2013 Freshman Classes
- 2008-present UAMS Women's Faculty Development Caucus Research Committee (Dr. Nakagawa attends monthly committee meetings, helps plan and attends round table discussion sessions for graduate students/post-doctoral fellows. The committee also plans "Career Day for Biomedical Sciences", and is establishing a mentoring program for post-doctoral fellows.)
- 2009-present UAMS Women's Faculty Development Caucus Mentoring Committee (Dr. Nakagawa is serving as the chair of this committee since November 2013 which meets quarterly. She has developed forms that can be used for mentoring and self-assessment toward promotions which are now available on the UAMS Faculty Development website for all tracks and levels. She also participates in planning for monthly faculty development/mentoring discussion series by selecting topics and speakers. The committee also organizes networking events for faculty members with and without their young children.)
- 2010-present UAMS Women's Faculty Development Caucus Executive Committee (Dr. Nakagawa attends quarterly meetings in which annual events are planned and activities of the various committees are being overseen.)
- 2013-2019 American Society for Investigative Pathology, Committee on Career Development and Diversity (Dr. Nakagawa participates in bi-monthly conference calls in which workshops at annual meetings are planned. Effective June 2014, she has been heading a subcommittee which organizes one-on-one mentoring program for career development and grant preparation.)
- 2014-2015 Winthrop P. Rockefeller Cancer Institute Grand Rounds Curriculum Committee on "Cancer Immunology and Cancer Immunotherapy" (Dr. Nakagawa participates in selecting topics and speakers.)

How do I get involved in
Leadership/Administrative/Service?

Wendy L. Ward, PhD

Ask your Department Chair which committees would be appropriate to join

https://faculty.uams.edu/committees/

Committees | Center for Faculty Excellence

https://faculty.uams.edu/development/committees/

UAMS | Center for Faculty Excellence

UAMS Health Jobs Giving

Faculty Development Faculty Life Cycle Wellness Programs Resources Contact us

/ Center for Faculty Excellence / Faculty Development / Committees

COMMITTEES

Committees

- [College of Health Professions](#)
- [Executive Leadership – Chancellor's Cabinet](#)
- [Academic Senate](#)
- [Women's Faculty Development Caucus](#)



Search | UAMS

Academic Senate Committees |

+

https://academicsenate.uams.edu/academic-senate-committees/

UAMS

University of Arkansas
for Medical Sciences

UAMSHealth Jobs Giving

Sign in

Quick Links

DUTIES

MEMBERSHIP

COMMITTEES

OFFICERS

CONSTITUTION

POLICY 405.1

MEETINGS/MINUTES

SURVEYS

LINKS

BLOG

NEWS

UAMS Academic Senate

UAMS Academic Senate > Academic Senate Committees

Academic Senate Committees

Communications Committee

Research Committee

Faculty Affairs Committee

ACADEMIC SENATE BLOG

+

View Academic Senate full faculty meeting [video](#) (4/30/2019). Speakers: Lee Ann Macmillan-Crow & Dr. Mike Wyss

–Please voice your opinion to AcademicSenateCouncil@uams.edu

Academic Senate Committees

Communications Committee

Faculty Affairs Committee

Research Committee

WOMEN'S FACULTY DEVELOPMENT CAUCUS

The Women's Caucus was founded in 1989 as a professional development and mentoring program to help women advance their careers and assume leadership positions.

Faculty Development

Provides quarterly development series & social networking events

[Faculty Development Committee](#)

Mentoring

Pairing senior women faculty members with junior members

[Mentoring Committee](#)

Research

Hosting several activities each year for young women scientists

[Research Committee](#)

Mission

To inspire, encourage and enable women health providers and scientists to realize their professional and personal potential and goals.

Check P&T guidelines for your College:

<https://faculty.uams.edu/development/promotion-and-tenure/>

