

Table 3: Domains of Activity on the Clinician-Educator and HSC/Academic Tracks and Examples of Accomplishments

		Dimensions of Achievement and Examples of Contributions	
Domain	Scholarship	Recognition and Leadership	Professional Service*
Clinical Impact and Recognition	<ul style="list-style-type: none"> Development and implementation of clinical protocols and guidelines Development and implementation of innovative clinical programs or quality initiatives Unique expertise in clinical or consultative specialty Publication of case reports, reviews, editorials and book chapters 	<ul style="list-style-type: none"> Leadership activity in professional organizations Editorial activity for medical journals Recognition by community or peers as clinical leader Consultative positions in governmental or nongovernmental organizations Consistent outstanding evaluations as a clinician from residents and medical students Participation in the development of clinical guidelines, statements, and other expert opinion documents that form the basis for the national standard of patient care 	<ul style="list-style-type: none"> Provision of high-quality, evidence-based patient care Service contributions to the academic medical center, medical school, or university Community outreach Mentorship of junior faculty, fellows, and residents.
Teaching and Education	<ul style="list-style-type: none"> Novel contributions to education research and development Development of new approaches to teaching (e.g., audiovisual, web-based, texts, manuals, curriculum development, and student assessment and educational/programmatic evaluation) Collaborations with Searle Center for Teaching Excellence 	<ul style="list-style-type: none"> Receipt of teaching awards Recurring exceptional teaching effectiveness on evaluations Leadership activities in residency programs or medical student clerkships. Leadership activities in medical school or university education. Leadership in national organizations whose primary focus is education. Editorial activity for education journals. Visiting professorships, national presentations, and invited lectures. 	<ul style="list-style-type: none"> Teaching medical students in courses such as Problem Based Learning and Medical Decision Making is expected (http://www.feinberg.northwestern.edu/sites/fame/teaching-opportunities/index.html) Mentorship of junior faculty, fellows, and residents. Review activities for education journals. Development of systems that support teaching Participation in student/housestaff recruitment and selection
Original Research	<ul style="list-style-type: none"> Contribute to publications of innovative, original research as a PI or member of a research team Consistent receipt of extramural funding (e.g., governmental and nongovernmental) Principal investigator of multicenter studies or collaborations 	<ul style="list-style-type: none"> Editorial activities for journals Leader of scientific review committees Leadership activity in professional organizations Participation in scientific review for granting agencies Awards 	<ul style="list-style-type: none"> Review activities for journals. Teaching research methods through courses and seminars. Mentorship of junior faculty, fellows, and residents.
Health Services and Management	<ul style="list-style-type: none"> Scholarly evaluation of health care delivery with publication of findings regarding the effects of administrative interventions Development of physician leadership training programs (e.g., administrative fellowship with MBA at Kellogg) Development of innovative administrative programs 	<ul style="list-style-type: none"> Administrative leadership activity in the medical center, medical school, or university Department or division leadership activity (e.g., chair, vice chair, director) Leadership in faculty development. Leadership activity in professional organizations 	<ul style="list-style-type: none"> Demonstration of effective administration of health care delivery Participation in administration of medical school departments and centers Committee service (departmental, medical school, or university). Mentorship of junior faculty, fellows, and residents.

Dimensions of Achievement and Examples of Contributions		
Domain	Scholarship	Recognition and Leadership
<p>Community Engagement</p> <ul style="list-style-type: none"> • Contribute to community-engaged research activities and publication of the findings • Development of community-based clinical and/or educational programs • Development of training, learning opportunities, toolkits and related resources for community partners • Additional forms of scholarship, such as collaborative authorship contributions to community health needs or asset reports, evidence-based practice guidelines, and policy documents • Curricular design or leadership over educational or training programs that are developed, implemented, and evaluated in collaboration with community partners to respond to community-identified needs, concerns, or interests (e.g. service learning programs) 	<ul style="list-style-type: none"> • Receipt of awards for community-based activities and service • Leadership or co-leadership of community-based initiatives • Research leadership/innovation in strong partnership with community organizations, including serving as co-PI, PI, or co-investigator on externally funded community-based research projects with community organization investigators 	<p>Professional Service*</p> <ul style="list-style-type: none"> • Education about, and/or promotion of, clinical research in a community setting • Service on governance or advisory committees in a community organization • Mentoring community organization staff in research planning and/or funding proposals • Teaching activities conducted in community settings for Northwestern medical and/or graduate students/residents/clinical post-doctoral fellows/practitioners – lectures, courses, individual instruction • Teaching activities conducted in community settings for community residents, such as elementary or high school students, employees of community or faith organizations, or community residents served by sponsoring service organizations – workshops, lectures, courses, individual instruction

*Professional Service represents activities expected of faculty members for promotion by virtue of their faculty appointment and should be combined with activities that demonstrate Scholarship or Recognition and Leadership for successful promotion.