			PROGRAM CONTENT				HUMAN CAPITAL DEVELOPMENT		
			Significance / Quality /Impact of scholarly activity	**Professional Competence/Reputation**	**Leadership**	**Funding**	**Service**	**Mentoring**	**Collaboration**
		Description	*Biomedical discoveries, new clinical procedures, new and better ways to teach*	*Assessment about the work and stature of a scholar by those who have themselves met those standards,*		*Obtain external support for research, education innovation, or clinical program development*	*University service committees, participation in system-wide activities , professional society committees, editorial boards, National review panels*	*Assisting others to be successful. Providing guidance, support, and direction*	*Significant Inter- and intra-professional associations*
Scholarship			**Scientific peer-reviewed publications/journals either general or disipline specific,** sustained record of publication. Patents, licenses and progression to first-in-man studies.	**Letters acknowledging excellence from leaders in field,** visiting professorships, invited presentations, Keynote addresses at national meetings, scholarly society membership, invited publications (chapters, reviews, symposium reports), editorial services, grant application reviewership (NIH, NSF, other) and honors, awards, fellowships, or honorary degrees.	Leadership positions in local, regional or national organizations,NIH study sections, scholarly societies, speciality groups, governing bodies, licensing groups, editorial boards, state and local organizations (including NGO's in specific area of interest).Development of programs.	**Government competive grants(NIH, DOD, NSF),** National Foundation grants, Industry support, national and local organizational support, scientific society support, professional organizational grants, PI or Co PI role.	IRB committee, departmental committees, University committees, SOM committees, NIH study section, editorial reviewer, professional society leadership, Set up core facilities and cross disciplinary prodecures	Mentor reference letters from mentees (field or track will dictate the number and type of letters); letters from colleagues who are in a position to comment on the mentoring ability of the faculty member. Success of mentees as directly related by mentee in mentor reference letter, joint publications of mentee/mentor.	Publications and presentations involving two or more individuals or disciplines, or within collaborative/translational journals and societies. Addressing scientific or clinical questions that could not be undertaken by an individual or lab; Sharing of knowledge and training between research entities that results in greater productivity within a scientific domain or the combining of funding across interdisciplinary programs that facilitate mutually beneficial research programs.Participates substantively in the development, implementation, analysis, or sissemination of multidisciplinary studies
	Research	**Discovery** *Contribute to new knowledge gained through research*	Extension of work performed by other investigators (providing a new discovery platform), follow-on research conducted by outside investigators, extension of discovery to T1.		Organization of a lab group; Development of training or curricula that enhances existing courses or the sharing of scientific platforms or approaches				Run a core/common facility; implement and manage programs that cross traditional disciplinary or professional boundaries
		R1 - Traditional *move a basic discovery into a candidate health application .*	Creating Infrastructure for future studies, sufficient pilot study documentation to support larger trials, potential major advances in clinical therapeutics; Integrating analytical, biostatistical or computational teams into a research program. Movement of ideas into larger scale clinical trials. Success of Therapeutic approaches in creating novel treatments (movement from T1 to T3). Pharmacotoxicology in animal models, dose ranging studies that may apply to Phase I trials, efficacy assessments in animal models	Ability to engage other organizations in participating in the optimization of potential T1 applications; Development of investigator initiated protocols that are widely received as high credible.				Consults on research projects of other faculty	
		R2 - Trials *Assess the value of T1 application for health practice leading to the development of evidence-based guidelines*	Adoption/adaptation in other settings. Conduct or participation in Phase II and III clinical studies as a site or PI. Development and conduct of investigator initiated studies. Implementation of a Ph II or III trial that leads to progression of FDA submission or modification of trial parameters for the conduct of future trials. Creating Infrastructure for future studies, sufficient preclinical documentation to support clinical trials, potential major advances in clinical therapeutics; Integrating analytical, biostatistical or computational teams into a research program.		Principal Investigator of a National Clinical Trial, PI of Data Collection/analysis Center, PI of Reading center, Executive Committee member of National Study. Conduct or participation in Phase II and III clinical studies as a site or PI.				
		R3 - HSR **A**ttempts to move evidence-based guidelines into health practice, through delivery, dissemination, and diffusion research.	Follow-on research conducted by outside investigators. Projects initiated at Duke and translated into new policies, standards of care. Creating Infrastructure for future studies, identification of gaps in care, sufficient pilot clinical documentation to support clinical trials to reduce gaps, potential major advances in improving health care use or quality; Integrating analytical, biostatistical or computational teams into a research program. Significant contributions and seminal contributions can be made by team members. .	Service on national and international boards and committees charged with developing research agendas or policy recommendations	Principal Investigator of a National Clinical Trial, PI of Data Collection/analysis Center, PI of Reading center, Executive Committee member of National Study.	Funds raised from NGO's and private foundations for HSR projects and pilot projects (PI and Co-PI and originator / rainmaker)	Service on boards of NGO's and community organizations dedicated to improvement of health or health outcomes.		Run a common resource, such as data core, statistical core, coordinating center.
		R4 - Policy / Community **S**eeks to evaluate the "real world" health outcomes of a T1 application in practice.	Adoption/adaptation in Duke or other settings. Policy options used by policymakers and organizations; Implementation of policy options suggestedNumber of projects initiatied, completed. Engagement of communities, documented by the total numbers of members involved, and/or the % of the target population engaged.	Service on national and international boards and committees charged with policy recommendations or action items. Service on governmental entities to review or alter governmental policy	Leaderhip on a demonstration project to change delivery in the community setting.	Funds raised from NGO's and private foundations for demonstration projects and community implementation (eg, Milennium Fund)	Community organizations dedicated to improvement of health or health outcomes.	Statement of impact of mentoring from NGO and governmental partners.	Developing relationships with NGO and governmental entities to further Duke relationships and work.
	INTEGRATION *Interpret the use of knowledge across disciplines*		Comprehensive literature reviews, chapters in textbooks, writing a textbook. Creation of information and data sharing mechanisms that integrate discovery with translational science. Develop theories or perspectives that are adopted across disciplines, which provide a coherent understanding of previously disparate observations, publish in review articles, multidisiplinary journals/		Develop new cross-disciplinary teams or work groups, up to and including new school or university level centers or institutes.		Service on Executive Committees or Advisory Boards of University or School Centers or Institutes.		Editing textbooks or sections in books. Developing guidelines for patient care across professional boundaries. Assisting professional colleagues in best evidence based care.
	APPLICATION *Aid society and profession in addressing problems*		Develop new programs such as new admissions programs, faculty development programs. Service as consultant to government, NGO's, or industry , Community service in leadership capacity with novel features	Programs used as exemplar to help similar programs at other institutions	Leadership position within Duke University or appropriate school such as Director of Lab or Academic program				

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EDUCATION	Develop new courses, assessments, learning activites. Design and deliver a core course in collaboration with colleagues, Advance learning through classroom research, develop and test instructional materials, design and implement a teaching assessment Publications in educational or displine specific journals. Adoption of ideas into curricular change locally and/or nationally. Improvement in education metrics as a result of curricular improvements. Develop new programs such as new admissions programs, faculty development programs	Participation in local, regional, national educational meetings/think tanks/conferences. Leadership positions in local, regional, national education groups. Letters acknowledging excellence from leaders in field; visiting professorships, invited presentations at national meetings, invited publications, and honors and awards. Programs used as exemplar to help similar programs at other institutions.	Internal education administration positions (Assist., Assoc. Dean), leadership positions in national education organizations, accrediation groups, scholarly societies and local education committees. Develop new programs such as new admissions programs, faculty development programs	Obtain external funding for innovative educational program development .Government competive grants(NIH, DOD, NSF), National Foundation grants, Industry support, national and local organizational support, scientific society support, professional organizational grants,play important role in securing funding for multiple investigators. PI role still most favored.	School leadership position(Assist, Assoc., Vice Dean), Course/clerkship director, admissions committee, curriculum committee, SOM committees, department committees, leadership in educational organizations (AAMC).	Faculty develop for educators around education and/or assessment. One-on-one mentoring for faculty interested in developing education and/or assessment skills. Success of mentors in developing/implanting/researching/validating new courses, pedagogies, and/or assessment methods	Addressing education needs that could not be undertaken by an individual course; Sharing of knowledge and training between disciplines within and between schools of learners. Obtain funding across interdisciplinary programs that facilitate mutually beneficial educational programs. Run a multidisiplinary educational program that cross traditional disciplinary or professional boundaries
Students _Medical, graduate, PA, DPT, Path Assistant, ophthalmic tech, undergraduate_	Improvement in education metrics as a result of curricular improvements. Improve learning environment, develop innovate traing programs, adopt new pedagogy		Course director, Clerkship director, interdisiplinary course director	Local funding for education projects	Provide significant educational content.		
Post-grad Post doctoral, fellows,	Improvement in education metrics as a result of curricular improvements. Improve learning environment, develop innovate traing programs, adopt new pedagogyResidency director, new GME program, curriculum development	Member of national standards committee such as the ACGME or RRC	Residency director, fellowship director, department education leadership (Vice chair, etc.), SOM leadership (GME director, etc.). Leadership position in national governing committee or Board		Particpate extensively in resident or fellow education, major content or training provider		
Faculty/ Community MD Practicing physicans	CME programs, skills development, MOC educational programs, practice enhancement. Develop new programs to update practicing practitioners to speed up adoption of innovations; to increase quality of care; increase patient-centeredness of care; to increase cross-disciplinary team care	Member of ABMS Board, Education Committee National Society/Organization	State, regional, or national leadership position in professional organization or society educational committee		Participate in national, state or, regional professional organization or society. Participate in CME programs		
Community / Non-MD	Improve health by educating society, dissemination of new health practices. Develop new programs to update practicing practitioners to speed up adoption of innovations; to increase quality of care; increase patient-centeredness of care; to increase cross-disciplinary team care	Creation of new approaches / models adopted by other organizations	Leadership in community service organization to improve health of patients or populations.		Work with community service organization to improve health of patients or populations.		
ADMINISTRATION _Develop effective processes structure and procedures to facilitate and improve organization al effectiveness._	Develop effective processes to facilitate and improve organizational effectiveness. Improve health care systems, innovative delivery care models, improve efficiency . Develop new strategies to manage health care organizations to improve health care delivery.More efficent, cost effective delivery of health care as measured by national metrics. Development of better health care strucutres or processes that improve outcomes and systems performance.	Participation in local, regional, national administrative meetings/think tanks/conferences. Leadership positions in local, regional, national administrative groups. Letters acknowledging excellence from leaders in field; visiting professorships, invited presentations at national meetings, invited presentations, and honors and awards. Programs used as exemplar to help similar efforts at other institutions.	Leadership positions in local, regional or national organizations such as speciality groups, governing bodies, licensing groups, editorial boards, state and local organizations (including NGO's in specific area of interest). Leadership position within Duke Medicine such as Divison Chief, Director of Lab or Academic enitity	Demonstrate positive ROI from implementation decisions, as measured by prospective metrics (including non-financial).	University Committees, Task force, Search Committees	Development and implementation of succession planning. Statement of mentoring activity. Mentor reference letters from mentees (field or track will dictate the number and type of letters); letters from colleagues who are in a position to comment on the mentoring ability of the faculty member . Success of mentees only as directly related by mentee in mentor reference letter, joint publications of mentee/mentor	Addressing management questions that could not be undertaken by an individual unit or hospital or clinic; Sharing of knowledge and training between programs that results in greater productivity. Development of programs including multiple disciplines and entities within and between units.. Obtain funding across interdisciplinary programs that facilitate mutually beneficial programs.
CLINICAL CARE _Develop best practices, innovative treaments, new techniques, innovations in safety and quality_	Conduct or participation in clinical studies as a site or PI. Development and conduct of investigator initiated studies. Design of programs, participation in guideline development, innovative methods of care. Integrate teaching into clinical care in innovative and novel ways, create or develop clinical care programs that are exemplars for others at Duke or elsewhere.	Letters acknowledging excellence from leaders in field, visiting professorships, invited presentations at national meetings, scholarly society membership, invited publications (chapters, reviews, symposium reports), editorial services, grant application reviewership (NIH, NSF, other) and Honors and awards (fellowships or honorary degrees). Programs used as exemplar to help similar programs at other institutions. Growth of specific practice on national level for care.	Leadership positions in local, regional or national organizations such as speciality groups, governing bodies, licensing groups, editorial boards, state and local organizations (including NGO's in specific area of interest). Leadership position within Duke Medicine	Obtain external funding for innovative clinical program development.	State, regional, or national leadership position of professional organization or society. Leadership in community service organization to improve health of patients or populations.	Statement of mentoring activity. Mentor reference letters from mentees (field or track will dictate the number and type of letters); letters from colleagues who are in a position to comment on the mentoring ability of the faculty member	Addressing clinical care questions that could not be undertaken by an individual unit or hospital or clinic; Sharing of knowledge and training between programs that results in greater productivity. Development of programs including multiple disciplines and entities within and between units.. Obtain funding across interdisciplinary programs that facilitate mutually beneficial programs.