DATE

NAME OF DEAN

Dean and Provost Southern Illinois University School of Medicine Springfield, IL 62794-9620

Dear Dean XXX,

It is my honor, as a member of the ad hoc Promotion and Tenure Committee which you appointed, to submit the dossier of Dr. XXX for consideration for promotion. Dr. XXX has my highest recommendation and the unanimous recommendation of the 3 faculty members on this committee for promotion to the rank of Professor of Clinical [Department] (alternate, non-tenure track) on the basis of **outstanding** performance in **Teaching, Service and Research.**

An honors graduate of XXX College in [major], Dr. XXX began medical training at XXX Medical College in [year]. She them resumed her training at the University of XXX where she received her medical degree in [year]. Subsequently, she remained at University of XXX for her residency - one year in [field], then 2 years in [fields] combined residency, and a final year as chief resident in [field] in [year] for reasons well outlined in her personal statement on pages 37-38.

Following residency, Dr. XXX remained at University of XXX as Assistant Medical Director of XXX prior to being recruited as the Program Director and Chair for a community-based residency partnering with the University of XXX System to build a medical school in [city]. During her 12 years in XXX, Dr. XXX became Chief Medical Officer and President of the XXX Institute, Vice President of Medical Affairs for the health system and a Chief Executive Officer for the physician practice plan. She was one of a handful of physicians that designed the medical school curriculum for the new medical school in XXX. In the role of Program Director and Chair of XXX, Dr. XXX led the growth and development of the XXX department to 2 Adult XXX Outpatient clinics, a XXX clinic, multiple embedded clinics, consult services to ten XXX Hospitals, Inpatient Services and XXX Department services. Under her leadership the faculty expanded from 3 FTE to 42 FTE. XXX Residency spots were increased from 12 to 25. XXX Residency positions increased from 4 to 8. She led development of fellowships in: [list of areas].

SIU School of Medicine was fortunate to recruit Dr. XXX in [date] to the role of Chair of the Department of XXX. In the relatively brief time that she has been here, Dr. XXX has again demonstrated her skills as a “builder” in growing and developing XXX health programs in collaboration with other departments, regional hospitals, community agencies and local and state government. Her voice has become a trusted resource in addressing XXX health needs within the state and our service region. Her vision is guiding the transformation of our system of care for XXX health services into a collaborative and integrative model.

The position descriptions, found on pages 61-81, detail Dr. XXX’s responsibility in administration, teaching, research and service. Her mean allocation has been 38% in service, 26% in teaching, 18% in administration and 18% in research and scholarly activity. Please note that virtually all of Dr. XXX’s time in administration has resulted in exemplary educational programs across the spectrum of students, residents and practicing physicians, and also led to extensive growth and development of programs that serve the patients at SIU, the region, the state of Illinois and the nation.

Dr. XXX’s **outstanding** performance in the **Scholarship of Teaching** is evidenced by:

**Excellence in Curriculum Delivery -** As one letter writer noted, Dr. XXX’s “teaching style is focused, evidence based and engaging. She has a strong grounding in educational theory and takes a hands on approach to curriculum.” (Page 83). The objective evaluations of Dr. XXX’s teaching, pages 52-56, are excellent. There are multiple ratings from medical students, resident physicians and peers attesting to Dr. XXX’s excellence in teaching. Her scores are consistently well above peer average. Multiple learners referred to Dr. XXX’s “attention to detail and critical feedback” noting that she “excels probably above all other faculty in giving specific targeted feedback no matter where the learner is along their learning trajectory”. In response to the question, *What does this faculty member do well?* one noted, “Everything!” Other learners noted Dr. XXX’s ability to “stimulate enquiry and motivate to do self-learning.” They also described her as “intelligent, resourceful, well read, approachable, supportive, compassionate towards patients and peers, professional and a clear communicator”. (Page 54)

**Excellence in Medical Education and Curriculum Development/Re-design**

*Year 3 and 4:* Dr. XXX serves as a 3rd Year Medical Student Advisor during clerkships and for the Professional Enrichment Period. She provides academic advising and mentorship. In addition, she is a 4th Year Medical Student Advisor for electives and also for career planning and residency applications. In [year], Dr. XXX worked with medical students to create a Resident Readiness elective for 4th year students entering XXX residencies.

*Resident Physicians:* Dr. XXX redesigned the entire XXX didactic curriculum as well as longitudinal curriculum in [areas listed] upon joining SIU. She also developed a XXX Clinical Curriculum and is designing a Professionalism as well as a Diversity, Equity, and Inclusion Curriculum. Dr. XXX teaches in all of these longitudinal curricula as well. She has been a co-course director in a Systems of Care series for PGY1 residents and also a Transition to Practice series for residents in XXX and XXX. Lastly, she created a Medical Educator Track for XXX and XXX residents.

*Peer Teaching:*  Dr. XXX provides career guidance to faculty and allied health professionals within the Department of XXX through formal and informal mentorship. She has also started a bimonthly XXX Faculty Development Series with topics that include: teaching skills, wellness, research skills and clinical consultations.

Dr. XXX created an ECHO program for the region focusing on Medication Assisted Therapy (MAT) and then another for those physicians who got their DATA Waiver (to prescribe suboxone and other meds for Opioid Use Disorder) to help them begin a MAT Clinic. The ECHO process is a virtual format for bringing together health care professionals across the region to gain knowledge using brief didactics and case-based learning.

Additionally, Dr. XXX is a highly sought-after presenter nationally, state-wide and regionally as noted by her multiple invited and peer reviewed presentations described further below.

Dr. XXX’s **outstanding** performance in **Service (Scholarship of Application/Integration)** is evidenced by the following:

**Excellence in Service to the SIU Department of Psychiatry/School of Medicine/SIU Medicine** – As per one of her internal letter writers: “Our School of Medicine has benefitted greatly from Dr. XXX’s time here. Her vision, compassion, and commitment are a role model for many.” Further, “She has a collaborative leadership style leading by example while encouraging others to share their ideas and build their commitment for improvement. Dr. XXX has great influence on those that report to her and other leaders of the medical school.” (Page 84) Dr. XXX has grown the Department of XXX at SIU from 14 to 24 faculty since [year[. She has grown the number of allied health professionals from 4 [type of worker] to 9, while also adding 5 [type of employees]. From an education perspective, she has grown the accredited size of the general XXX training program by 8 positions. (Page 59) In addition, from a clinical care perspective, Dr. XXX has created integrated clinics in XXX as well as XXX sites in Springfield and Carbondale. She has created a walk-in clinic for people with XXX illness who often miss scheduled appointments.

Dr. XXX’s service to SIU institutionally has been exceptional. She serves on the XXX Committee for the SIU System Office. She chairs the XXX Chapter of the SIU School of Medicine Strategic Plan. In addition, she serves on the Executive Committee and also the SIU Medicine Anti-Racism Taskforce, as well as its subcommittees for Curriculum and for Training. She is presently XXX of the SIU Healthcare Board and also on the Alliance for Women in Medicine and Science Advisory Board. She has served on several search committees for high level positions for the institution. On top of these roles, Dr. XXX is presently serving as the Interim Chair of XXX and Interim Executive Director of the XXX Institute at SIU while candidates are being recruited for these positions.

**Excellence in Medical Care** - Dr. XXX is a skilled and dedicated clinician. She sees patients in the clinic and hospital and also via telehealth. In addition, she consults for XXX health services for the XXX. Documentation of Dr. XXX’s clinical activity and visit volumes is summarized on page 60. Her clinical productivity as measured by RVUs averages approximately 1750 RVUs for 0.2 FTE on average annually. The AAMC benchmark for a 1.0 FTE XXX averages approximately 4000 RVUs. In comparison, this would be about 800 RVUS for a 0.2 FTE. She is obviously substantially and consistently higher than this and balances this with her multiple other roles in teaching, research and administrative/leadership responsibilities.

**Service at the State and National Level** - In addition to tremendous service to the department and School of Medicine (Telehealth, Rural Health, Strategic Planning, and Work Force Development), Dr. XXX serves as the XXX Director for the XXX Division of the Illinois Department of Healthcare and Family Services. Her ideas and expertise help to drive state policy with regard to XXX health services. One colleague noted, “Dr. XXX is able to lead others to practical implementation of programs that have meaningful impact. She is able to build consensus and drive change in a way that I have seen in few others.” (Page 85)

Dr. XXX has served on several national committees and in leadership roles for the American Association of Chairs of Departments of XXX and the American Association of Directors of XXX Residency Training. (Pages 5-6) In addition, she has served on the Illinois Regional Substance Use Disorder Leadership Center, on the Illinois Behavioral Health Workforce Education Task Force, and on the CMS XXX Expert Panel.

**Community Service** – From a community perspective, Dr. XXX serves as a board member for Helping Hands and also for Memorial XXX Health. She has developed new programs serving the SIU service region such as a new SIU Outpatient XXX Clinic in Jacksonville, and an XXX Clinic in Springfield, XXX Services to St. Mary’s Hospital in Decatur, and XXX to Illinois Department of Corrections in Pontiac and Logan facilities as well as to the Macon County Jail. In addition, she is presently working with XXX Shelter in Springfield on a clinic to serve people receiving services from the shelter. As one letter writer noted, “Dr. XXX has a deep commitment to the care of the XXX under-served.” (Page 82) Another external letter from a colleague at Yale notes, “I am most impressed by Dr. XXX’s work on issues relating to diversity, equity, and inclusion – she has been a powerful voice in this space for many years (far predating the modern crisis). In short, Dr. XXX is someone I have always looked up to: she is a powerful leader who is driven to pursue justice and is always advocating for underserved populations.” (Page 107) Another noted, “She always goes above and beyond to investigate potential solutions through a lens that is inclusive and executes initiatives with a spirit of collaboration that results in successful outcomes. The medical community knows her as a physician who dissolves siloes and builds bridges. Her ability to translate her medical expertise and passion into strategic partnerships has enhanced SIU’s equity footprint.” (Page 86)

**Dr. XXX’s** **outstanding** performance in the **Scholarship of Discovery**: With regard to scholarly activity, Dr. XXX has served as Principal Investigator, Co-PI or Subcontractor for approximately $6,000,000 in grants since joining SIU in [year]. Eight of these grants have led to the development of innovative education on the XXX disorder, and also led to increased training and support for new XXX providers. Her most recent, nearly $2,000,000 grant, is for development of a XXX Health Workforce Education Center.

**Publications/Presentations –** Dr. XXX has written 12 book chapters for peer reviewed publications since joining SIU. In addition, she has had 4 invited national presentations, 26 invited regional and local presentations, 3 invited grand rounds presentations, 22 national/international peer-reviewed presentations including workshops, and 23 non peer-reviewed abstracts/presentations during this time as well, which is extraordinary.

**Honors -** In [year], Dr. XXX was inducted into the national Alpha Omega Alpha Honor Society as an SIU School of Medicine faculty for her commitment to professionalism, leadership, scholarship, research, and community service. She was named a Distinguished Fellow of the American XXX Association in [year]. This is an award for excellence in at least five of the following areas: administration, teaching, scientific and scholarly publications, volunteering in XXX health and medical activities of social significance, community involvement, as well as for clinical excellence. Also, in [year], she was awarded Outstanding Achievement in XXX Health Advocacy by the Illinois XXX Society.

**Summary** - Dr. XXX is a visionary and “builder” who develops and grows new systems of care to meet health - and in particular - XXX health care needs. As one of her letter writers says it well: “She is a one-of-a-kind leader and human being – you (we) are fortunate to count her among your (our) faculty.” (Page 107) She is a mentor and educator to students, residents and peers. She has obtained numerous grants to further this work and has presented at the local, state and national level to disseminate her knowledge and vision. I most enthusiastically support Dr. XXX’s promotion to Professor of Clinical XXX. She has indeed demonstrated excellence in Teaching, Service, Research, Program Development and Leadership. Her impact on patients in our region has been through improved access and outcomes in a powerful and sustained way. She is indeed most deserving of this honor.

Sincerely, [NAME] MD Professor and Chair SIU Department of Family and Community Medicine