

## University of Massachusetts Medical School Academic Personnel Policy

### Guidelines for Preparation of a Narrative Statement

Candidates for promotion are strongly encouraged to submit a narrative statement. The narrative statement provides the opportunity to describe your activities and achievements in the context of your overall goals as a faculty member at UMMS and to make your case for promotion.

The narrative statement tells your academic story. Use it to highlight the significance of your contributions and accomplishments. Define your role within the organization and the expectations for you as a faculty member. Explain any changes in career direction. Do not reiterate everything in your CV—use the narrative statement to emphasize your major achievements and describe them more meaningfully than in your CV. Focus on the time period since your last promotion or since your appointment, whichever is more recent. The members of the DPAC and PAC who review your CV may not be in your field—therefore it is particularly important to explain the issues, approach, and impact or outcome of your work using language that will be understandable to a general academic medicine audience.

The narrative statement should be 2–3 pages, single-spaced—*no longer*—and can be written in the first person (it's fine to say “I did . . .”). Title the statement with your name, current rank and department. Divide your statement into sections with headings. Most candidates will have sections on their primary Area of Distinction, on Education, and on Academic Service.

#### Introduction

Begin with a one paragraph overview of who you are as a faculty member:

- Describe the mission or goals that have guided your work. For example: providing care for a specific patient population, integrating teaching with clinical care, or addressing a research problem.
- Describe the expectations for you when you were hired and the expectations now. Describe how you have fulfilled those expectations.
- Identify themes or passions that link your activities into a coherent whole. Help reviewers understand why you undertook particular projects to work toward your stated goals.

#### Primary Area of Distinction

Describe your achievements in your primary Area of Distinction using the guidelines for specific Areas below. You will be evaluated for your activities, your scholarship, and your academic reputation in the Area of Distinction. Help the reviewer understand your achievements in each of these:

- Describe your **activities** in the Area of Distinction and the impact on your field, on practice or on the community. Highlight notable achievements. If you are a member of a team, describe the expertise that you contribute to team projects.
- Describe your **scholarship** and its impact. You might select specific scholarly works and describe their outcomes.
- Describe the activities that support your **academic reputation** at the local (within UMMS/UMMHC and affiliated organizations), regional (New England), national and/or international level.

#### Education (*unless Education is your primary Area of Distinction*)

Describe your educational activities and how they relate to your other activities, particularly in your primary Area of Distinction. Describe any important achievements as an educator. *Optional*: describe your educational philosophy or approach.

#### Additional Areas of Distinction

Describe your activities and achievements in any other Area of Distinction, as described above.

## Academic Service

Describe the key focus or foci of your service activities and any outcomes at the local, regional, national or international level that result from your service activities. Describe how your service activities relate to your primary Area of Distinction and other activities.

## Summary

Conclude with a single paragraph summarizing your major accomplishments. Refer to the personal mission and goals you defined in the introduction. Comment on the direction of your career and what you hope to accomplish in the future.

## Guidelines for each Area of Distinction

### Health Care Delivery

- What is the focus of your activities in health care delivery?
- What innovations, guidelines, protocols, or improvements in patient safety and quality have you implemented? What are the outcomes?

### Education

- What is the focus of your activities in education?
- Describe your teaching philosophy or primary goals for education.
- What innovations, courses, curricula, or educational resources have you developed. Implemented and evaluated? What are the outcomes?
- Describe your mentoring activities and any outcomes (e.g., papers and presentations) that demonstrate the effectiveness of your mentoring.

### Investigation

- What is the focus of your activities in investigation?
- What are the research problems that you are addressing? Why are these problems important?
- What are the outcomes of your research?

### Public Policy and Population Health

- What is the focus of your activities in public policy and/or population health?
- What innovations, policies, or programs have you implemented or influenced? What are the outcomes?

## Starting Your Narrative Statement

Many faculty find it challenging to write a narrative statement. **PAR Statements (Problem-Action-Result)** are a good framework to describe your activities and achievements:

- List your major achievements: e.g., “ We reduced readmission rates of geriatric patients by 25%.”
- For each achievement (the **Result**) define the **Problem** that needed to be solved: e.g., “The care of elderly patients with chronic conditions at UMMS was poorly coordinated.”
- Describe the **Action** that you took to address the problem: e.g., “I designed and implemented a patient-centered model for geriatric patients.”
- Polish and add details, particularly any scholarship that resulted: e.g., “We recently published a report on this innovation and the model has been extended to three other clinics in the health system.”