

February 3, 2009

[REDACTED]
Department of [REDACTED]
University of Iowa Hospitals

Dear [REDACTED]

It was a pleasure to meet with you today to discuss your academic and professional progress. As we discussed, the evaluation of probationary faculty in our department consists of:

1. Consultation with faculty members familiar with your clinical practice, teaching and scholarly activity as well as your service to the Department, College, Hospital and University.
2. Review of your clinical activity as measured by number of type of clinic patients and operative procedures.
3. Standard departmental measures of quality of care including faculty and resident evaluations and departmental reviews of quality of care including morbidity and mortality and standard measures of outcomes.
4. Medical student and resident evaluations of teaching.
5. Publications, presentations, grants, and research plans.

As we discussed, your clinical practice has been continuing to develop. It is good that we have been able to identify two days a week for [REDACTED] to help you decrease the lag between when you see patients and when you can provide [REDACTED] care. We need to continue to strive to improve the efficiency of [REDACTED] care in the clinics and the operating rooms. Certainly making use of your time more efficiently will improve patient flow as allow you more time to pursue your academic program. You provide outstanding care for patients with very complex [REDACTED] problems. Your plan to eventually further develop your [REDACTED] practice fits well with the medium and long term departmental plans as well as the needs of our institution. I am excited about the possibility of defining a program for our

care. I think this will serve patients well as well as help the institution to further develop our clinical practice.

I am very pleased, as we discussed, that you have devoted so much time and have been so active in medical student teaching. It is great that you gain great satisfaction from teaching the medical student small groups and the clinician mentorship program and physical examination program. You have certainly received excellent comments concerning your medical student teaching. Resident evaluations of your teaching are excellent. The residents find you to be a thoughtful and skilled clinician and appreciate the time you take to provide them with improved knowledge and skills in as well as a spectrum of practice. Your service in providing call and coverage at the VA is also very valuable to the department clinical programs as well as our teaching.

You have done an outstanding job at further developing the research program at the Oakdale laboratories. Your work has led to a very large and impressive number of regional, national and international presentations. You have 13 peer reviewed publications including a randomized prospective multicenter trial. You have another paper in press for the journal and another paper recently submitted to the Journal . In addition, you have 8 papers in preparation and 7 book chapters and a number of electronic publications.

As we discussed, I think it will be important as you develop your curriculum vitae to annotate your peer reviewed publications to indicate your role in each of these publications and how it relates to advancing the care of patients with disorders. Particular strengths of your work are in the area of translational research and it will be important to clarify how the work you are doing will lead to improved clinical practice. In addition, I want to recognize the very large amount of funding you have been able to gather for your work, now approaching 3 million dollars with current and pending grant contracts. I am pleased you are also working on an OREF grant for one of the resident research projects for a resident you are mentoring and I urge you to consider seeking OREF funding for other aspects of your work as well. I also see that you have applied as a Co-PI for an NIH R01 grant with

In terms of your future career development, Drs. are very pleased to help guide your involvement in national orthopaedic organizations. I will plan to meet with you in approximately 3 months and we will arrange to meet 3 to 4 times a year to continue to develop your national and regional involvement. As we discussed today, you will be inducted into the American Academy this year. I would like to join with either Dr. in sponsoring you for membership in the Association within the next year. In addition, I would like you to consider applying for the Traveling Fellowship within the next cycle for this fellowship and then the Traveling Fellowship either in the next cycle or the cycle following the present one. As we discussed, it would be helpful in addition to the people who are serving as mentors for you here to have mentors who are leaders in surgery, and in particular, cervical spine surgery. I think the plan to involve Dr. from West Virginia, Dr. from Rush and Dr. from Case Western and Dr. from Emory will be an excellent program

to help guide your further national development in [REDACTED], and in particular [REDACTED]

I also want to recognize your intensive service to the Department, College and the Hospital. In addition to these commitments I would like to arrange appointments for you to Academy Committees, possibly either the Exams Committee or one of the research committees. As always, it is a great pleasure to work with you and I look forward to your continuing efforts on behalf of the Department, College and Hospital and to the very exciting developments in your clinical and academic career.

I have been informed of the results of this review and given the opportunity to respond: