

Optimizing Your CV & Chances for Promotion

Frank G. Walter, MD,
FACEP, FACMT, FAACT
Chair, DEM P&T Committee

Sep. 9, 2011

Objectives

- Understand & build your promotion dossier
 - Sections I - VIII
- Understand & meet criteria for promotion from Assistant to Associate Professor in Clinical Scholar Track
 - Section III
- Understand & follow UA College of Medicine CV guidelines
 - Section IV

Promotion Dossier

■ How to

– You can't hit a target if you don't know what it is.

– http://facultyaffairs.arizona.edu/promotion#nontenure_eligible_fac

– http://facultyaffairs.med.arizona.edu/documents/2011.2012PTIInstructions.Guidesheets_001.pdf

■ Section I

– Summary data sheet

- Faculty service

- Dates, ranks, & years

- **Chronological order**

- **Data from CV**

- **Update CV quarterly**



Promotion Dossier

■ Section II

– Summary of candidate's workload assignments for

- Teaching (%)
- Research & scholarly/creative activity (%)
- Service/Outreach (%)

– **Chronological order**

– **Data from annual reviews**

■ **Keep track of these**

– http://facultyaffairs.med.arizona.edu/documents/WorkloadStatementTemplate2011_000.pdf

Promotion Dossier

■ Section III

– College & depart. P & T guidelines

- Summarize criteria for desired promotion for

- Teaching

- Research & scholarly/creative activity

- Service/Outreach

- **Data from official COM & historical DEM Guidelines**

- <http://facultyaffairs.med.arizona.edu/documents/COMPTGuidelines.FINAL051410.pdf>

Promotion Dossier Section III: College & Departmental P & T Guidelines

Category	Current (6/ 11/ 10) Official COM Guidelines for Assoc. Prof. Clinical Scholar Track	Historical (10/ 2/ 01) Unofficial DEM Guidelines for Assoc. Prof. Clinical Scholar Track
General	Board certified. Established & productive career. Known @ regional or national level.	Established, respected, senior faculty. 6-7 years as Assistant Professor.
Teaching	Teaches @ local or regional professional meetings	Accomplished master teacher to EM & other specialists

Promotion Dossier Section III : College & Departmental P & T Guidelines

Category	Current (6/ 11/ 10) Official COM Guidelines for Assoc. Prof. Clinical Scholar Track	Historical (10/ 2/ 01) Unofficial DEM Guidelines for Assoc. Prof. Clinical Scholar Track
<p style="text-align: center;">Research & Scholarly/ Creative Activity</p>	<p>Develop new: Courses Treatments Healthcare delivery systems Health promotion programs. Create health policy or treatment guidelines. Evaluate effectiveness of healthcare. Participate in research. Publish in peer- reviewed journals. Publish invited clinical reviews. National grant reviewer. External program reviewer.</p>	<p>Develop innovations in healthcare, healthcare delivery systems, or clinical teaching, leading to: ≥ 7 peer-reviewed, full- length publications with ≥ 4 as 1st author & Other scholarly publications, such as books, chapters, teaching videos, computer programs, etc.</p>

Promotion Dossier Section III: College & Departmental P & T Guidelines

Category	Current (6/ 11/ 10) Official COM Guidelines for Assoc. Prof. Clinical Scholar Track	Historical (10/ 2/ 01) Unofficial DEM Guidelines for Assoc. Prof. Clinical Scholar Track
Service / Outreach	Participate in professional organizations. Serve on COM committees. Lead departmental committees. Journal reviewer. Consult for government. Mentor junior faculty. Advise med students.	Significant participation in DEM & COM committees. Significant administrative responsibilities in DEM & COM. Participate in local & regional EM committees.

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

- Chronology of Education
- Chronology of Employment
- Honors & Awards
- Service/Outreach
- Publications/Creative Activity
- Work in Progress
- Media
- Scholarly Presentations
- Grants & Contracts
- List of Collaborators on Grants & Publications from Last 5 Years
- Signed Statement

– http://facultyaffairs.med.arizona.edu/documents/CV-SuggestedFormat-COMannotations_000.pdf

Promotion Dossier

- **Section IV**

- **Curriculum vitae (CV)**

- **Chronology of Education**

- **Chronological order**

- By month & year

- No lapses

- After college graduation

- Include family & medical leave, military service, etc.

- **All colleges & universities**

- Board certifications & medical licenses can go here

- Include complete dates (mo./day/year) for start & end of diplomate status & license(s)

Promotion Dossier

- **Section I V**

- **Curriculum vitae (CV)**

- **Chronology of Employment**

- **Chronological order**

- **By month & year**

- **No lapses**

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

• Honors & Awards

– Teaching awards

– FACEP

– FAAEM

– Board certifications & medical licenses can go here

- Include complete dates (mo./day/year) for start & end of diplomate status & license(s)

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

• Service/ Outreach

– Last 5 years or

– Period in rank

■ 2011 = only 2011

■ 2009-2011 = includes all years

■ 2011- = current activity = to present

Promotion Dossier

- **Section IV**

- **Curriculum vitae (CV)**

- **Service/ Outreach**

- Local/state outreach
 - National/international outreach
 - Departmental committees
 - College committees
 - University committees
 - Other committees

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

• Publications/ Creative Activity

– Peer-reviewed or refereed

– Published or accepted

■ Not submitted

– Chronological order

■ Numbered

■ Include all years

– Spell out abbreviations & journal names

■ Use *Index Medicus*

– **Name**

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

• Publications/ Creative Activity

– Scholarly books & monographs

- Scholarly work
- Textbook

– Chapters in scholarly books & monographs

- Scholarly work
 - Original research of candidate
- Textbook
 - Reviewing prior research & the state-of-the-field

Promotion Dossier

■ Section IV

– Curriculum vitae (CV)

• Publications/ Creative Activity

– Refereed journal articles

■ **Published**

■ **Accepted**

• http://facultyaffairs.med.arizona.edu/documents/CV-GuidelinesrePublications.CreativeActivity_000.pdf

– Electronic publications

– Refereed abstracts

• Publications/ Creative Activity Work in Progress

Promotion Dossier

■ Section I V

– Curriculum vitae (CV)

• Media

- Multimedia compact disc
- App
- Television appearance
 - Local, regional, national
 - Closed circuit
- Website, etc.

Promotion Dossier

- **Section IV**

- **Curriculum vitae (CV)**

- **Scholarly Presentations**

- Last 5 years or period in current rank

- **Invited**

- **Submitted**

- Refereed

- **Chronological order**

Promotion Dossier

- **Section IV**

- **Curriculum vitae (CV)**

- **Grants & Contracts**

- **Title**

- **Source**

- Federal
 - State
 - Industry
 - Private Foundation

- **Role**

- PI
 - Co-PI
 - Investigator

- **% effort**

- **Total \$ for life of grant**

- **Duration of grant (month & year – month & year)**

Promotion Dossier

- **Section IV**

- **Curriculum vitae (CV)**

- **List of Collaborators on Grants & Publications from Last 5 Years**

- Grant collaborators

- Publication collaborators

- Co-authors

- **Signed Statements by Candidate**

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Chair, DEM P&T Committee

Sep. 9, 2011

Office of the Associate Provost
for Faculty Affairs



512 Administration
P.O. Box 210066
Tucson, AZ 85721-0066
(520) 621-1856
FAX: (520) 621-9118

TO: Academic Deans, Directors, and Department Heads
FROM: Thomas Miller, Associate Provost for Faculty Affairs
SUBJECT: Promotion and Tenure 2011-2012
DATE: April 13, 2011

A workshop concerning the promotion and tenure/continuing status process and preparation of dossiers will be held as follows:

April 13, 2011
Ventana Room, Student Union
2:00-4:00 PM

This letter initiates the promotion and tenure review process for 2011-2012. The following information is provided to assist candidates with the preparation of their dossiers and as a guide for deans, directors, and department heads for evaluating and preparing final documents. To ensure that candidates are informed about the promotion and tenure process, department heads and directors must provide each candidate with a copy of this document when the process is initiated.

The University Advisory Committee on Promotion and Tenure is called upon each year to consider about one hundred dossiers. It is essential to provide adequate time for the Advisory Committee to conduct its review and provide timely notice of decisions to your offices and to the candidates.

Dates for submitting dossiers for college-level review vary among colleges. Please check with your dean's office for deadlines. Candidates, departments and colleges are required to submit dossiers for review according to established deadlines. This will be closely monitored by the Office of the Provost at the request of the University Advisory Committee on Promotion and Tenure.

An original hard copy dossier and an electronic copy on a CD of each dossier should be submitted by the deans to the Office of the Provost, no later than January 13, 2012.

The University Advisory Committee on Promotion and Tenure will deliberate from January 14 to April 13. Decisions will begin to be released about the last week in April.

Chapter 3 of the *University Handbook for Appointed Personnel (UHAP)* requires that candidates be given notice when the matter of their renewal, nonrenewal, tenure and/or promotion arises and that candidate be given the opportunity to furnish materials that they consider relevant to the decision to be made. It is requested that colleges complete the consideration of candidates for promotion and/or tenure before the beginning of spring semester. Bear in mind the time necessary to obtain letters from outside evaluators and to assemble all supporting materials. You should thus begin the process now for candidates to be considered for promotion and/or tenure during 2011-2012.

INSTRUCTIONS FOR DEANS, DIRECTORS AND DEPARTMENT HEADS

Criteria

Each department and college office has copies of the criteria used by each department and college in making its recommendations.

Copies of relevant parts of departmental and college promotion and tenure criteria should be summarized in a **one-page format** (see Appendix B) and submitted with each dossier to aid the members of the University Advisory Committee in their deliberations.

Standing Committees

Each college and department shall have a standing committee on faculty status to advise the dean and department head before recommendations are forwarded to higher administrative levels concerning all promotion and tenure matters.

- Each committee shall be composed of at least three tenured members of the faculty.
- The committees shall be constituted so that recommendations by committees shall be made only by faculty holding rank superior to the rank of the candidate being considered, except in the case of full professors where the committee members shall each be a full professor.
- In appointing departmental standing committees, please consider potential Affiliate Faculty status of candidate in Graduate Interdisciplinary Programs. In cases of significant participation in a GIDP, appointment of a GIDP faculty of appropriate rank on the standing committee may be advisable.
- In appointing standing committees, please consider potential conflicts of interest with regard to candidates coming forward for review. A committee member or administrator who has coauthored substantial publications or grants with a candidate must recuse himself or herself to avoid raising concerns about a potential conflict of interest. If recusing committee members is not feasible, for example because of the size of the department, the committee should address the concerns about conflicts of interest in its letter. Concerns about conflicts of interest may hurt a candidate by raising questions about the impartiality of evaluations, and such concerns may result in dossiers being sent back to be re-reviewed by departments and colleges. Individuals who collaborate closely in an ongoing way with a candidate should recuse themselves and provide separate letters of recommendation that include specific details on the independent contributions of the candidate.
- Individuals who serve concurrently on departmental, college and/or University promotion and tenure committees must recuse themselves from voting on any candidate on whose case they have already voted in a prior committee.

The judgment of review committees is to be independent of the judgment of the administrators to whom they report. Standing committees normally will meet without the administrator whom they advise (reference: UHAP 3.11.01). If the administrator meets with the committee, this meeting must be justified in the letter of recommendation from the administrator.

The Provost will appoint a University standing committee on faculty status (University Advisory Committee on Promotion and Tenure) composed of at least nine members, including individuals from diverse fields and backgrounds including Graduate Interdisciplinary Programs. The committee shall advise the provost in all promotion and tenure considerations. The committee shall carefully and systematically review, in accordance with university-level criteria, all pertinent materials provided by departments and colleges to ensure that high standards of accomplishment and professional performance are maintained (reference: UHAP 3.11.01).

Each year all promotion and tenure committees should discuss standards of expectations in research, teaching, and service at the beginning of their deliberations. They should then review these standards at the conclusion of the process. The standards must be consistent with departmental, college and university policy.

Notification to Candidates

Department heads are required by UHAP 3.15 to advise candidates in writing of their recommendations regarding renewal, nonrenewal, promotion, or tenure at the time the recommendations

are forwarded to the next reviewer.

Interdisciplinary Candidates

The University recognizes that interdisciplinary scholarship often occurs in areas of study that lie at the boundaries of academic departments. **Those faculty members who are involved in interdisciplinary activities should be recognized for their varied contributions when they are considered for promotion and/or tenure.** To ensure such recognition, reviews of candidates who are members of Graduate Interdisciplinary Programs must include the elements identified in the *Guidelines of Acknowledgment and Evaluation of Faculty Participation in Graduate Interdisciplinary Program Activities in the Promotion and Tenure Process* (Appendix C). Information describing the candidate's participation in interdisciplinary programs should appear in Section II, Summary of Candidate's Workload Assignment and in Section IV, Candidate's Statement (last item). Heads are required to request a written evaluation from the Director of any GIDP that a candidate is affiliated with. All standing committees should take this information into account when evaluating the candidate's contributions.

Shared Appointments

A shared appointment is an appointment of a faculty member whose budget line is split between two, or rarely more, units. Shared appointments must be defined and documented to specify the implications for the workload assignments and promotion and tenure expectations for candidates. When an appointment is shared, it is essential that the individual and the heads of the two units holding the line have a clear understanding of all aspects of the appointment (including teaching load, research, administration, service responsibilities, merit pay, peer evaluation, status and promotion, etc.). When applicable, the *Checklist for Shared Appointments* (Appendix A) should accompany the dossier.

Probationary (Retention) Reviews

The probationary (retention) reviews of tenure-eligible faculty members are carried out by the departmental standing committee and department head without college or university review unless college policy requires college review. These evaluations shall be expressed in writing to the faculty member, identifying any problem areas that may preclude the granting of tenure (reference: UHAP 3.12.04).

When a department head decides that he/she will recommend nonretention following a probationary review, a series of steps are to be initiated resulting in the preparation of a dossier containing the following elements: (1) an updated curriculum vitae; (2) a summary of the candidate's workload assignment prepared by the department head and candidate; (3) annual performance evaluations for all years the candidate has been associated with The University of Arizona as an assistant professor; (4) any previous probationary or retention reviews; (5) departmental and college promotion and tenure guidelines; (6) detailed critiques, prepared independently by the departmental standing committee and the department head, evaluating the quality of the candidate's contributions in teaching, research, and service/outreach; and (7) interpretations prepared by both the departmental standing committee and the department head describing the likelihood that the candidate would be recommended for promotion and tenure during a six-year review, given progress to date. This packet should include all components of a regular P&T packet except the external letters. These materials, combined with all other materials assembled, are to be forwarded by the department head to the dean and are to serve as the basis for evaluation by the college committee, the dean, the University Advisory Committee, and the provost. Letters from outside evaluators are not normally required.

Appeal Procedure

Candidates for promotion and/or tenure and candidates recommended for nonretention following a probationary review may appeal negative decisions to the president upon official notification of such decisions from the Office of the Provost (reference: UHAP 3.12.08).

Preparation of Dossiers

A copy of the guidelines/checklist to be used by the candidate, department, and college in preparing the promotion and tenure dossier is located at <http://facultyaffairs.arizona.edu/promotion>.

It is foremost the responsibility of each department and each candidate to ensure that the dossier

is prepared in full compliance with the attached guidelines. If the college committee or dean determines that the dossier is missing essential elements, the evaluation process should be halted until materials are secured. In some circumstances, a dean may have to re-initiate the department-level review. Likewise, if the University Advisory Committee on Promotion and Tenure finds that a candidate is disadvantaged because of a poorly prepared dossier, the committee may request that additional materials be added to the file. This action would re-initiate the review at the departmental level.

On rare occasions, substantial additional pertinent information regarding the candidate becomes available from second-party sources during the review process (for example, the candidate is awarded a significant grant, receives a major teaching award, or has a major piece accepted for publication). If a review committee or an administrative reviewer recommends that this information be added to the candidate's dossier, the relevant materials may be appended to the dossier. In such a case, the candidate must be informed of the nature of the materials to be added to the dossier, and the expanded dossier must be re-reviewed by all levels of reviewers. If the additional materials consist of factual information that might be deleterious to the candidate's case (for example, poor student evaluations from fall courses), the candidate shall be given the opportunity to add a response to the dossier. A request to append additional information must be received by the Office of the Provost by February 1, unless it is a request by the University Advisory Committee for additional information.

Workload Assignment

The Candidate's Workload Assignment should provide an overview of the candidate's duties. It should not evaluate the candidate's contributions. External reviewers are asked to provide independent assessments of candidates' work, and department heads should not use the Candidate's Workload Assignment to praise the candidate. Dossiers are returned to departments each year because of problems with the Candidate's Workload Assignment. For more information see the directions for Section II: Summary of Candidate's Workload Assignment (Appendix E).

Checklist

The dossier checklists Sections I – VIII are to be included in the dossier. The checklist provides clarification to candidates, departments, and colleges of the substance upon which the review is based. The checklist also helps a candidate, department, and college to assure completeness of the dossier before forwarding to the Office of the Provost. The checklist also helps to increase the efficiency and timeliness of the review by the University Advisory Committee. **The checklist provides the format for cover sheets that will subdivide the contents of each dossier, thus assuring uniformity of internal organization of the many dossiers submitted for review.**

The dossiers should be divided into sections as follows:

- Section I: Summary Data Sheet**
- Section II: Summary of Candidate's Workload Assignment**
- Section III: Departmental and College Promotion and Tenure Guidelines**
- Section IV: Curriculum Vitae Prepared by Candidate**
- Section V: Evaluation of Teaching and Advising**
- Section VI: Documentation for Interdisciplinary Candidates**
- Section VII: Letters from Outside Evaluators
Worksheet for Outside Evaluators**
- Section VIII: Recommendations for Promotion and/or Tenure**

Do **not** attach articles published, manuscripts or manuals.

You can find this document and these attachments on the Associate Provost's Promotion and Tenure webpage: <http://facultyaffairs.arizona.edu/promotion>.

PROMOTION AND TENURE PROCESS 2011-2012

SECTION I: SUMMARY DATA SHEET

EmplID# [redacted]

Date: [redacted]

Candidate: [redacted]

University Building, Room #: [redacted]

PO Box: [redacted]

Present Rank: [redacted]

College: [redacted]

Department: [redacted]

Terminal Degree: [redacted]

Month/Year of
Terminal Degree:
Other [redacted]

Check the appropriate box/s for which the candidate is being considered:

- Promotion to Associate Professor and Tenure
- Promotion to full Professor
- Tenure
- Reappointment in Rank
- Recommendation of termination
- Other [redacted]

NOTE RE GARDING TENURE-ELIGIBLE FACULTY: State final year candidate *must* come up for tenure [redacted]

NOTE REGARDING VOTES ON CANDIDATES FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR: If a candidate is being considered for tenure and promotion to associate professor, these issues shall not be separated in the vote or recommendation of reviewers.

Faculty Service Elsewhere After Terminal Degree

Institution	Dates*	Rank	Years*
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Faculty Service at the UA

Dept./School (include joint/shared appts.)	Dates*	Rank	Years*
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

*include present fiscal year and list any tenure clock delays or approved leaves of absence

SECTION II: SUMMARY OF CANDIDATE'S WORKLOAD ASSIGNMENT

One-page statement prepared by the department head summarizing the candidate's assigned workload. **This summary should describe the candidate's duties and not evaluate the candidate's contributions (see appendix E).** Department heads have other opportunities in the promotion and tenure process to evaluate the candidate's contributions.

- Explain candidate's workload, including importance and percentage of time devoted to teaching and advising, research and service/outreach. Specify what a figure such as "40% teaching" generally entails. If this workload assignment has changed over the course of the promotion and/or tenure period, you should specify those changes in a table such as this:

ACADEMIC YEAR	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
TEACHING								
RESEARCH								
SERVICE/OUTREACH								
OTHER (DESCRIBE ACTIVITY)								
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%

*if the candidate has received a **tenure-clock delay (TCD)** please indicate so by **writing TCD** in the appropriate *Academic Year's* column, in the row labeled **Other (describe activity)**. The maximum number of years you should have workload descriptions for is 6.

- Note any approved leaves or delays in the promotion and tenure timeline to ensure that they are not misunderstood by external reviewers and others involved in the tenure process. Delays in the timeline should be described, for example, by stating that "Tenure clock stoppage was approved for 2005-06." To preserve candidates' privacy rights, the dossier should not state reasons for delays but should only specify the approved timeline changes.
- Signature of candidate indicating agreement with the summary; **or, if a disagreement exists**, include an explanation of differences prepared and signed by the candidate.
- Signature of department head.
- The dated workload description that was sent to external reviewers should be included in the portfolio. If subsequent revisions in the workload description were made, a separate dated workload description may be included along with the one sent to reviewers.**

SECTION III: DEPARTMENTAL PROMOTION AND TENURE GUIDELINES

Include: *Relevant parts* of departmental *and* college promotion and tenure criteria summarized using the one-page format (see example in Appendix B) as an aid to the University Advisory Committee in its deliberations. (You may also include the full set of guidelines if you feel that would be helpful).

SECTION IV: CURRICULUM VITAE PREPARED BY CANDIDATE

Chronology of Education

- All colleges and universities attended
- Institutions, degrees and dates awarded
- Title of doctoral dissertation/master's thesis *and* name of director/advisor
- Major field(s)

Chronology of Employment

Honors and Awards

Service/Outreach (for last 5 years or period in current rank, whichever is shorter)

- Local/state outreach
- National/international outreach
- Departmental committee(s)
- College committee(s)
- University committee(s)
- Other committees (internal or external)

Publications/Creative Activity (Published or Accepted)

List the candidate's publications/creative activity in chronological order. For foreign publications, provide English translation of title. Place an * to left of title of any publication substantially based on work done as a graduate student. Clearly indicate non peer-reviewed publications. Only include pending and awarded grants and do not include unfunded grants.

- Scholarly books and monographs (distinguish scholarly works vs. textbooks)
- Chapters in scholarly books and monographs (distinguish scholarly works vs. textbooks; distinguish chapters presenting original research of candidate, not reported elsewhere, from chapters reporting prior research, reviewing the state of the field, etc.)
- Refereed journal articles, published or accepted in final form
- Electronic publication; peer-reviewed: yes no

Work in Progress

Media

- Performances
- Shows
- Exhibits
- Videotapes

Scholarly Presentations

(for last 5 years or period in current rank, whichever is shorter; distinguish invited vs. submitted presentations)

- Colloquia
- Seminars
- Symposia
- Conferences

Grants and Contracts

(list percent effort on grant; role [PI, co-PI]; source and amount)

- Federal
- State
- Industry
- Private foundation

SECTION IV: CURRICULUM VITAE (cont.)

List of Collaborators on Grants and Publications from Last Five Years

The promotion and tenure process looks to the conflict of interest principles set by such agencies as NSF and NIH. As noted under *Standing Committees* in the “Instructions for Deans Directors and Department Heads,” an individual who has coauthored substantial grants or publications with candidates within the last five years should not serve as an external reviewer. Collaborators are defined as individuals who have collaborated with the candidate within the sixty months preceding the submission of the dossier in coauthoring books, articles, abstracts, or papers; submitting grant proposals; or co-editing journals, compendia, or conference proceedings. Collaborators who have worked closely in an ongoing way with a candidate should generally recuse themselves from voting on the candidate when serving on department or college committees or serving as department heads or deans in the promotion and tenure process. If the candidate has not collaborated with anyone in these roles in the last five years, this point should be explicitly noted on the curriculum vitae under “List of Collaborators.”

Signed Statement by Candidate

The candidate's signature should appear on the last page of the curriculum vitae with the following statement:

This is a true and accurate statement of my activities and accomplishments. I understand that misrepresentation in securing promotion and tenure may lead to dismissal or suspension under ABOR Policy 6-201 J.1.b.

Candidate's Statement of Accomplishments and Objectives on Research, Teaching and Service/Outreach (3-5 pages)

This statement should describe how each area contributes to form a complete picture of the candidate's responsibilities and objectives as a faculty member. It should tie directly to Section II: with Section II being focused on **assignment** and this statement being focused on **results** with a holistic emphasis. Research is understood to include accomplishments and goals. The section on teaching should provide a succinct account of the candidate's philosophy on teaching and advising, what the rewards of teaching and advising are for the candidate, what problems may have been encountered and what improvements may have been made. Service/outreach should include internal and external activities. To the extent possible, the statement taken as a whole should show how the candidate integrates these three areas toward achieving his/her objectives.

SECTION V: EVALUATION OF TEACHING AND ADVISING

(Some items listed in this section may not apply in all cases.)

Note: Teaching should be interpreted to include activities both inside and outside the classroom, for example, mentoring graduate students as a key component of graduate education.

- Extent of Teaching** (prepared by candidate)
List of courses taught during last 5 years and enrollment
- Teaching Awards and Grants** (prepared by candidate)
- | | |
|---|--|
| <input type="checkbox"/> Department/college | <input type="checkbox"/> National/international |
| <input type="checkbox"/> University | <input type="checkbox"/> Grants for teaching innovations |
- Individual Student Contact** (prepared by candidate)
- | | |
|--|---|
| <input type="checkbox"/> Advising
(number of undergraduate advisees
and graduate advisees) | <input type="checkbox"/> Independent studies (in progress) |
| <input type="checkbox"/> Office hours | <input type="checkbox"/> Independent studies directed last
5 years |
| <input type="checkbox"/> Mentoring | <input type="checkbox"/> Theses in progress |
| <input type="checkbox"/> Career counseling | <input type="checkbox"/> Theses directed last 5 years |
| <input type="checkbox"/> Participation in honors program | <input type="checkbox"/> Dissertations in progress |
| <input type="checkbox"/> Faculty advisor of clubs | <input type="checkbox"/> Dissertations last 5 years |
| <input type="checkbox"/> Off-campus internships/observations | <input type="checkbox"/> Service on dissertation committees,
other than as advisor |
| <input type="checkbox"/> Clinical instruction | |
- Development and scholarly activity supporting teaching; use of technology; etc.**
(prepared by candidate)
- Evaluation of Teaching and Teaching Portfolio** (prepared by the department head or departmental committee) to include summaries of the following components.
- Student Evaluations of Teaching
 - Official TCE summary
 - Summary of students' comments provided by the departmental committee (3-page limit)
 - Feedback from graduates
 - Peer Review
 - Instructional preparation and planning (assessment of representative syllabi, tests, assignments, appropriateness and currency of course content)
 - Scholarly activity supporting teaching
 - Extent of teaching
 - Classroom visitation (assessment of, e.g., instructional delivery, student response)
 - Contributions to departmental and university teaching
 - Comparison to other faculty
 - Assessment of success of candidate's students

SECTION VI: DOCUMENTATION FOR CANDIDATES WITH MEMBERSHIP IN GRADUATE INTERDISCIPLINARY PROGRAMS

- Candidate's description of relevant activities in Graduate Interdisciplinary Programs (e.g., in curriculum vitae and statements on research and teaching).
- Written evaluation of candidate by chairperson of the relevant Graduate Interdisciplinary Programs, provided to departmental promotion and tenure committee, and included in dossier.
- Additional information (if appropriate) from the Faculty Director of Graduate Interdisciplinary Programs, provided to the departmental promotion and tenure committee and included in the dossier.

SECTION VII: LETTERS FROM OUTSIDE EVALUATORS

Note to candidate and to department head: The function of outside evaluators is to provide *independent* assessments of the candidate's work and professional standing. For this reason, it is essential that the candidate not influence, or attempt to influence, the assessments provided by outside evaluators. The candidate may submit names of possible evaluators to the department head; however, **no more than half of the total evaluators may be from the candidate's list.**

If the candidate has engaged in extensive collaboration, and the ability of the candidate to make independent contributions may be difficult to ascertain, it may be helpful to request letters from one or more of his/her collaborators describing the extent and nature of the candidate's contribution to the collaboration.

A sample letter to outside evaluators is included as Appendix D. Deviate from the wording of the sample letter only with the permission of your dean; however, changing the content of the questions must be approved by the Office of the Provost.

Include in the dossier:

- One sample copy of request letter sent by department head or head of department review committee**

- Summary of process used to select outside evaluators to be provided by department head**
 - Complete Worksheet for the Selection of Outside Evaluators pages 1 &2

- Brief statement on each evaluator's national or international standing**
(Identify those who can be judged as independent of the candidate. **Do not** include full CV.)

- Letters from Outside Evaluators (No more than 50% of letters should be from candidate)**
 - Three to eight signed letters from similar academic departments outside the University of Arizona dated within one year of the department committee's report
 - All letters must be from *independent*, outside evaluators who are not the candidate's major professor, co-author, dissertation advisor, or otherwise closely associated with candidate
 - All* letters received from outside evaluators must be included and signed

- Letters from Collaborators must be signed**
 - Letter(s) describing extent and nature of candidate's contribution to collaboration when candidate has engaged in extensive collaborative work

SECTION VIII: RECOMMENDATIONS FOR PROMOTION AND/OR TENURE

Note: If a candidate is being considered for tenure and promotion to associate professor, these issues shall not be separated in the vote or recommendation of reviewers. All members of the departmental and college committees should sign the committees' reports.

- Summary of Recommendations**
 - Recommendation of department committee (votes on tenure/promotion)
 - Recommendation of department head
 - Recommendation of college committee (votes on tenure/promotion)
 - Recommendation of dean

- Department Committee's Report**
 - Addressed to department head/director
 - Votes on tenure/promotion
 - Evaluation of candidate
 - Teaching and advising
 - Research, scholarship, creative activities
 - Service
 - Minority viewpoint if there was a split vote**

- Department Head's Recommendation**
 - Addressed to the dean
 - Recommendations on tenure/promotion
 - Own opinion, views and comments, including analysis of *impact* of candidate's professional activities and contributions
 - Teaching and advising
 - Research, scholarship, creative activities
 - Service

- College Committee's Report**
 - Addressed to the dean
 - Votes on tenure/promotion
 - Evaluation of candidate, including analysis of *impact* of candidate's professional activities and contributions
 - Teaching and advising
 - Research, scholarship, creative activities
 - Service
 - Minority view on split votes

- Dean's Recommendation**
 - Addressed to the provost
 - Recommendation on tenure/promotion
 - Own analysis and evaluation, including analysis of *impact* of candidate's professional activities and contributions
 - Teaching and advising
 - Research, scholarship, creative activities
 - Service



DOSSIER DOs AND DON'Ts

ADVICE FOR DEPARTMENT HEADS AND COMMITTEE MEMBERS

- **Provide a detailed workload summary without evaluative comments. See template.**
- **Outside letters should not be solicited from collaborators and others who have worked closely with the candidate.**
- **Administrators and committee members should recuse themselves if they have collaborated with the candidate in an ongoing way.**
- **Collaborator letters provide an alternative way to articulate the importance of the candidate's work. They should be solicited separately and do not replace independent reviews.**
- **No more than half of the outside letters can be from the candidate's list.**
- **Include the TCE summaries and have committee members draw up representative comments from students.**
- **If the candidate is active in a GIDP, an evaluation from the GIDP Chair should be included.**
- Work closely from the departmental and college criteria for promotion and tenure.
- Summarize candidate's contributions to the research, teaching, and service missions of the department/unit.
- The evaluations of research, teaching and service should be weighted according to the workload summary.
- Evidence of national and international scholarly recognition must be carefully documented.
- If appropriate, there can be citation indices and impact factors for peer-reviewed journal articles.
- Negative comments from outside reviewers must be addressed in departmental committees and/or department head's letters.
- Give rationale for recommendations. Include minority statements.
- Split votes and abstentions in committee votes need to be explained.

TIPS FOR THE PREPARATION OF DOSSIERS

Cover sheet

- Check the number of years in rank, including the current academic year in the count.
- Make sure the year of mandatory tenure review is mentioned for untenured candidates.
- Make sure promotion clock delays and/or approved leaves of absence are included.
- List joint appointments.

Workload statement

- **Should not be evaluative. See template.**
- Should explain what counts towards research, teaching, and service activities.
- Should match workload percentage with an average number of course units taught per year.
- Must be dated and signed by candidate and the department head.
- The copy sent to the external evaluators should be included in the dossier.

Curriculum vitae

- Organize the contents in the order prescribed by the guidelines.
- Include joint appointments.
- List publications in chronological order.
- Use numbered lists for publications, conferences, and grants.
- List **all** authors, title, journal, volume, page numbers, and years.
- Do not mix peer-reviewed publications with conference proceedings.
- Clearly indicate non peer-reviewed publications.
- Scholarly presentations should be limited to period in rank and last 5 years.
- Distinguish invited from submitted presentations.
- Only list pending or awarded grants.
- Organize grants according to source of funding (federal, state, industry, and private foundations).
- Make sure list of collaborators is accurate.
- Limit the statement of accomplishments to no more than 5 pages.

Teaching dossier

- List all courses taught in the last 5 years or in period in rank, whichever is shorter.
- Make sure number of courses taught is consistent with the workload statement.
- Include TCE summary page, not TCE reports for individual courses.
- Evaluation of teaching and compilation of student comments should be done by the department head or the P&T committee, not by the candidate.
- Classroom observations by faculty colleagues are useful and should be requested by the department head or the P&T committee.
- Do not include syllabi or course materials.

Outside reviewers

- **Must be independent of the candidate.**
- **Cannot collaborate or have collaborated on grants or publications.**
- Only head or committee chair should contact potential reviewers.
- **Dated** copies of letters or emails sent to external reviewers should be included in the dossier.
- **The dossier should contain 3 to 8 letters, no more than half of which are from reviewers on the candidate's list.**
- Document the selection process.
- Describe what was provided to the referees.
- Include all solicited letters.

Promotion and Tenure/Continuing Status - Useful Documents & Websites

COM Faculty Affairs Website: <http://facultyaffairs.med.arizona.edu/>

Criteria for Titles/Ranks and Explanation of Mandatory Reviews:

- College of Medicine P&T Guidelines:
<http://facultyaffairs.med.arizona.edu/documents/COMPTGuidelines.FINAL051410.pdf>
- College of Medicine CS&P Guidelines:
<http://facultyaffairs.med.arizona.edu/documents/GuidelinesforCS.PatCOM.doc>

P&T/CS Process & Timeline:

- Checklist for Tenure-Track Faculty Members Due for Required College of Medicine Promotion & Tenure Review:
http://facultyaffairs.med.arizona.edu/documents/DeptChecklistforMandatorReviews-TT.042611_000.pdf
- Checklist for Non-Tenure Eligible Faculty Members Due for Required College of Medicine Promotion/Retention Review:
http://facultyaffairs.med.arizona.edu/documents/DeptChecklistforMandatoryReviews-NT.042711_000.pdf

Preparation of P&T/CS Dossier:

Provost's P&T Guidelines & Dossier Guidesheets:

http://facultyaffairs.med.arizona.edu/documents/2011.2012PTInstructions.Guidesheets_001.pdf

Provost's CS&P Guidelines & Dossier Guidesheets:

<http://facultyaffairs.med.arizona.edu/documents/2011.2012CSPInstructions.Guidesheets.pdf>

DOSSIER DOs AND DON'Ts: http://facultyaffairs.med.arizona.edu/documents/DossierDosandDonts.2011_000.pdf

Workload Statement Template:

http://facultyaffairs.med.arizona.edu/documents/WorkloadStatementTemplate2011_000.pdf

Worksheet for Outside Evaluators:

http://facultyaffairs.med.arizona.edu/documents/WorksheetforOutsideEvaluators2011_000.pdf

CV Guidelines – COM Annotated Version:

http://facultyaffairs.med.arizona.edu/documents/CV-SuggestedFormat-COMAnnotations_000.pdf

CV Guidelines Regarding Publications:

http://facultyaffairs.med.arizona.edu/documents/CV-GuidelinesrePublications.CreativeActivity_000.pdf

Teaching/Advising Evaluation Guidelines – COM Annotated Version:

http://facultyaffairs.med.arizona.edu/documents/CV-GuidelinesrePublications.CreativeActivity_000.pdf

NIH Grant format: http://facultyaffairs.med.arizona.edu/documents/NIHGrantFormat.042611download_000.pdf

NON-TENURE TRACK FACULTY

DEPARTMENT CHECKLIST FOR MANDATORY REVIEWS (includes retention and promotion reviews)

Department Responsibilities/Recommended Timeline:

May Receive list of non-tenure track faculty due for mandatory review from Office of Faculty Affairs

Contact faculty due for mandatory review to initiate the process and determine whether the review will be for promotion or retention; ask other faculty not in a mandatory review year if they are seeking promotion this year

June - August - Solicit the following materials from the faculty member who is to be reviewed:

- ___ Summary Data Sheet*
- ___ Workload Assignment (prepared with department head based on annual evaluation)"
- ___ Updated CV in the Provost's format, including list of collaborators* from past five years
- ___ Statement of Accomplishments and Objectives in Research, Teaching and Service
- ___ Materials on teaching and advising, including evaluations*
- ___ Names of former students or housestaff to be solicited for letters of support*
- ___ Names of possible independent outside evaluators (2 or 3)*
- ___ Names of colleagues & collaborators who could provide letters of support*
- ___ Articles, slides, evaluations, etc. to be given to evaluators for review*

Reviews for retention may occur throughout the year but should be completed by June 30th. The review packet should be reviewed by the dept. P&T committee and the department head and **the results of the review should be sent to the faculty member**. A copy of the complete review packet should be forwarded to the Office of Faculty Affairs.

Aug-Oct. The department P&T coordinator, in collaboration with the department head and the chair of the department P&T committee, should provide/obtain the following for promotion reviews:

- ___ Appropriate College P&T guidelines
- ___ Summary of student interviews or comments on questionnaires
- ___ Letters of support from former students or housestaff
- ___ Names of possible independent outside evaluators (at least as many as provided by faculty member being reviewed)
- ___ List of all suggested independent outside evaluators, indicating which were solicited for letters and whether they responded
- ___ Brief statement on each evaluator's national or international standing
- ___ Letters from independent outside evaluators (use letter template provided in Appendix D and include representative set of articles, slides, teaching evaluations, etc.)
- ___ Letters of support from colleagues & collaborators

Nov. 1. Department P&T committee receives dossiers, reviews and provides letter of evaluation/support

Dec. Department head reviews dossiers and provides letters of evaluation and support

Jan. 16 Completed dossiers to COM Office of Faculty Affairs for College P&T review

*Not required for retention reviews. Department head actions highlighted; hard deadlines in bold.

Suggested Format for Curriculum Vitae

Use these exact headings and subheadings (in black) and follow all guidelines carefully.

Anything in red italics is specific to the College of Medicine, per Faculty Affairs.

This format is not required for initial hires—though desirable, and the sooner the prospective faculty member puts CV in this format & includes content, the better – used for all promotions, mandatory reviews, retention, special reviews, etc.

Chronology of Education

Put in chronological order w/month/year

No lapse of months/years from college graduation forward – include maternity leave, military, etc.

- All colleges and universities attended
- Institutions, degrees and dates awarded
- Title of doctoral dissertation/master's thesis and name of director/advisor
- *(This is a good place to add **Board Certifications (required)** - include month/year) and Licenses*

Chronology of Employment (month/year, no gaps)

Honors and Awards

*Awards **do not** include grants; do include Visiting Professorships, Teaching Awards, Patents, Honorary member of group: Fellow, American College of Cardiology, etc.*

Some people put Editorial Board membership here or below in "Other committees" – either is ok)

Service/Outreach (last 5 years or period in current rank)

For initial hires, include ALL years.

Format: Year "1998" means only member for that year, "1998 – 2002" means member for those years, "1998 – " dash means still active member

- Local/state outreach *Memberships on local/state committees, organizations*
- National/international outreach *Memberships on nat'l/internat'l committees, organizations*
- Departmental committee(s) *Example: Dept. of Medicine Executive Committee, etc.*
- College committee(s) *Example: College of Medicine Curriculum Committee, etc.*
- University committee(s) *Example: Ombuds, etc.*
- Other committees (internal or external) *(Editorial Boards), discussion groups, etc.*

Publications/Creative Activity (published or accepted)

List for ALL years (for both initial appts. and promotions)

Numbered, in Chronological order

Spell out acronyms – use Index Medicus

***Bold** candidate/faculty member's name.*

Refer to "Guidelines for CV: Publications/Creative Activity" for more details.

List publications/creative activity in chronological order. For foreign publications, provide English translation of the title. Place an asterisk to the left of the title of any publication substantially based on work done as a graduate student. Normally the curriculum vitae should not include abstracts, research reports, or conference proceedings unless peer-reviewed. *Ask faculty member to identify 'refereed' or 'peer-reviewed'.*

- Scholarly books and monographs (distinguish scholarly works vs. textbooks)
- Chapters in scholarly books and monographs (distinguish scholarly works vs. textbooks; distinguish chapters presenting original research of candidate, not reported elsewhere from chapters reporting prior research, reviewing the state of the field, etc.).

CV GUIDELINES: COM-ANNOTATED VERSION OF VICE PROVOST'S P&T GUIDELINES – 4/4/11

- Refereed journal articles, published or accepted in final form *Spell out acronyms in titles.*
- Electronic publication
- **Peer reviewed Abstracts should go here at end. They carry least amount of weight.**

Work in Progress *This references Publication/Creative Activity (previous section)*

Media

Performances, shows, exhibits, videotapes

Scholarly Presentations

(last 5 years or period in current rank; distinguish invited vs. submitted presentations)

Put in chronological order.

For each: Name/Title of group/meeting

Indicate "Invited or Submitted"

Presentation title, place (city/state), date (month/year)

Colloquia, seminars, symposia, conferences

Grants and Contracts (list percent of effort on grant [PI, co-PI]; source and amount)

(See NIH Template for sample of information required.

Website: <http://grants.nih.gov/grants/funding/2590/2590othersupport.pdf>)

Divide grants/contracts into categories: Federal, State, Industry, Private Foundation

Include title

Source: Ex: NIH, Pfizer Pharmaceutical, Flinn Foundation

Role [PI, Co-PI, Investigator, etc.]

List percent of effort or Person Months on grant – either is acceptable

Total \$ amount of grant for life of grant

Years of grant: Month/Year – Month/Year.

If title is non-descriptive, include 1 line description/purpose of grant.

Include "Pending Grants"

Federal, state, industry, private foundations

If you are preparing your CV for inclusion in the promotion dossier, the following information must also be included.

List of Collaborators on Grants and Publications from Last Five Years

The promotion and tenure process looks to the conflict of interest principles set by such agencies as NSF and NIH. As noted under *Standing Committees* in the "Instructions for Deans Directors and Department Heads," an individual who has coauthored substantial grants or publications with candidates within the last five years should not serve as an external reviewer. SECTION IV: CURRICULUM VITAE (cont.)

Collaborators are defined as individuals who have collaborated with the candidate within the sixty months preceding the submission of the dossier in coauthoring books, articles, abstracts, or papers; submitting grant proposals; or co-editing journals, compendia, or conference proceedings. Collaborators who have worked closely in an ongoing way with a candidate should generally recuse themselves from voting on the candidate when serving on department or college committees or serving as department heads or deans in the promotion and tenure process. If the candidate has not collaborated with anyone in these roles in the last five years, this point should be explicitly noted on the curriculum vitae under "List of Collaborators."

CV GUIDELINES: COM-ANNOTATED VERSION OF VICE PROVOST'S P&T GUIDELINES – 4/4/11

Signed Statement by Candidate

The candidate's signature should appear on the last page of the curriculum vitae with the following statement:
(copy/cut/paste to bottom of CV, and make sure candidate signs it! Just signature block is not acceptable.)

This is a true and accurate statement of my activities and accomplishments. I understand that misrepresentation in securing promotion and tenure may lead to dismissal or suspension under ABOR Policy 6-201 J.1.b.

Type your name here

See next page for instructions for your candidate's statement of accomplishments and objectives.

Candidate's Statement of Accomplishments and Objectives on Research, Teaching and Service/Outreach (3-5 pages)

(Accomplishments = past, Goals/Objectives = future. The last paragraph of each section or the last paragraph of the entire Statement should address future goals/objectives – this is the aspect most often left out.)

This statement should describe how each area contributes to form a complete picture of the candidate's responsibilities and objectives as a faculty member. It should tie directly to Section II: with Section II being focused on **assignment** and this statement being focused on **results** with a holistic emphasis. Research is understood to include accomplishments and goals. The section on teaching should provide a succinct account of the candidate's philosophy on teaching and advising, what the rewards of teaching and advising are for the candidate, what problems may have been encountered and what improvements may have been made. Service/outreach should include internal and external activities. To the extent possible, the statement taken as a whole should show how the candidate integrate

Guidelines for CV: Publications/Creative Activity

Index Medicus: <http://www2.bg.am.poznan.pl/czasopisma/medicus.php?lang=eng>

Reference in AHSL: American Medical Association (AMA) Manual of Style, 9th Edition (in reference section behind main desk) *Per Dave Piper, AHSL, underlining of titles is obsolete; *italicization* is preferred. Below guidelines were established for CoM Annual Report, not CVs in particular, but very similar.

Books (scholarly books and monographs, authored or edited, conference proceedings):

Author(s)/Editor(s)¹; Book title (published conference proceedings go here – include conference title, dates & location); Publisher; Place of publication; Year of publication; Other identifying info

Example – book/authors:

Alpert JS, Ewy GA; Manual of Cardiovascular Diagnosis and Therapy; Lippincott, Williams & Wilkins; Philadelphia, PA; 2002; 5th edition

Example – book/editors:

Becker RC, **Alpert JS**, eds; Cardiovascular Medicine – Practice and Management; Arnold Publishers; London, England; 2001

Chapters (chapters in scholarly books and monographs):

Author(s)¹; Chapter title; Pages³; Book title; Publisher; Place of publication; Year of publication²; (Other identifying info)

Example – Book chapter:

Alpert JS, Sabik JF, Cosgrove DM; Mitral valve disease; pp 483-508; In Textbook of Cardiovascular Medicine; Lippincott, Williams & Wilkins; Philadelphia, PA; 2002; Topol, EJ, ed.; 2nd edition

Example – Monograph:

Alpert JS; Recent advances in the management of patients with acute myocardial infarction; 76:81-172; Monograph published in Cardiology; Karger; Basel, Switzerland; 1989

Journal Article (refereed/peer-reviewed journal articles, published or in accepted final form, conf. papers):

Author(s)¹; Article title; Journal Title (full, unabbreviated); Year²; Volume; Issue Number; Pages³; other date or identifying info (i.e., Supplement; Special Issue; Conference title, date(s) & location)

Example – Journal Article:

Chatterjee K, De Marco T, **Alpert JS**; Pulmonary hypertension: hemodynamic diagnosis and management; Archives of Internal Medicine; 2002;162(3):1925-1933 (continue w/any special pagination information: supplement # if noted; special issue info if noted; if presented at a conference also: give conference title – example: American College of Cardiology Annual Conference; March 22-25, 2002; Atlanta, GA.)

Example w/all:

Chatterjee K, De Marco T, **Alpert JS**; Pulmonary hypertension: hemodynamic diagnosis and management; Archives of Internal Medicine; 2002;162(3) suppl 2; Special Issue: American College of Cardiology (ACC) Conference Proceedings; 1925-1933; American College of Cardiology Annual Conference; March 22-25, 2002; Atlanta, GA.

Meeting Abstracts (conference paper abstracts and poster abstracts):

Author(s)¹, Title of abstract; Journal/other title (if conference proceeding, include conference title, date(s) & location; Year²; Volume; Issue Number; Pages³; other identifying info (i.e., Supplement; Special Issue)

Example – Abstract:

(A99) Miller DD, **Alpert JS**; Supraventricular arrhythmias in the u.s. population: a rapidly accelerating epidemic in the elderly; Journal of American College of Cardiology; 2003;41:6(Suppl A):131A.

Other publications (book reviews, commentaries, editorials or other non-refereed scholarly material):

Author(s)¹; Title; Publishing information; Date information; Other identifying info

Example – book reviews:

Alpert JS, Mills Jr RM, Young JB; Practical approaches to the treatment of heart failure; In Clinical Cardiology; Williams & Wilkins; Baltimore, MD; 1998;21:698.

Example – editorial:

Alpert JS; The answer you get depends on the question you ask (editorial). Am J Med 2005; 118:693.
Web cite: doi:10.1016/j.amjmed.2005.02.001

Presentation (scholarly presentations & poster sessions not currently published):

Author(s)¹; Title of presentation; Meeting name, date(s) and location; Other identifying info

Example – scholarly presentation:

Alpert JS; Management of acute coronary syndromes in the elderly; poster round; 54th Annual Scientific Session, American College of Cardiology; March 8, 2005; Orlando, FL.

Software (computer programs or audiovisual programs such as videotapes):

Author(s)¹; Title of program; Format (computer program, videotape, etc.); Year of publication²; Other identifying info

Web Page/Site:

Author(s)¹; Title of page or site; Address (URL); Other identifying info

Example:

Bishop MC; End of life curriculum; www.CEPEC.arizona.edu; 2004

¹ **Author(s)/Editor(s):**

Format: **Smith JB**, Jones JL,

List author's names in order given in publication

List all authors up to five, then "et al"

Separate authors with comma: Smith JB, Harris PT, Duarte CA

Editors, note: one editor, put "ed." after name; multiple editors, put "eds." after name:

Smith JB, ed. or Smith JB, Harris PT, Duarte CA, eds.

² **Year:**

Use four digits: 1997, 1998, etc

3

Pages:

List beginning page and only the “unique” digits for concluding page:

101-2; 101-12; 1023-34; 1023-110; 990-1012

Include any special pagination information:

F15-9

DEPARTMENT OF _____
SUMMARY OF DR. _____'S WORKLOAD ASSIGNMENT

Academic Year	2005-5006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Teaching							
Research							
Service/Outreach							
Other (Describe Activity)							
Total		100%	100%	100%	100%	100%	100%

Dr. _____'s duties in the Department of _____ for the period 2006–2011 have been distributed as follows.

Teaching/educational duties include preparation and delivery of courses at the undergraduate and graduate levels, mentoring and advising of undergraduate, graduate, and postdoctoral students, direction of independent studies, as well as theses and dissertations. *[ADAPT AS NEEDED BASED ON DEPARTMENTAL CRITERIA]*

A ____% teaching/education load typically involves ____ course units per academic year.

Research duties include performing original and high quality work that is published in recognized journals in the field, participating in national and international conferences, participating in research seminars, writing grant proposals to sustain a vigorous research program. *[ADAPT AS NEEDED, BUT AVOID EVALUATING THE CANDIDATE'S CONTRIBUTIONS]*

Service and outreach duties include serving on departmental, college, and university committees, organizing conferences, colloquia, and seminar, acting as a reviewer for journals or funding agencies, giving public lectures, working with K-12 schools and teachers. *[ADAPT AS NEEDED]*

Approved tenure clock delays or leaves of absence:

Candidate's signature

Department Head's signature
Department Head's name

Date