

Effective July 1, 2007

TUFT UNIVERSITY SCHOOL OF MEDICINE

CLINICAL FACULTY APPOINTMENT AND PROMOTION COMMITTEE
(CLINPAC)

GUIDELINES AS TO HOW THE COMMITTEE WILL FUNCTION

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(Revised, November 2005 by *ad hoc* subcommittee: Diana Bianchi, Paul Friedmann, Jeffrey Glassroth (Chair), Jerome Kassirer, Robert Kennison, William Mackey, Kenneth Noller, Stephen Pauker, David Schoetz)

I. **LOCATION AND FREQUENCY OF MEETINGS**

Ordinarily meetings will be held the 2nd Tuesday of the month, at 5:30PM in the Sackler Center for Health Communications (Rooms 829/830), 145 Harrison Avenue, Boston. Members of the committee not on the Boston campus may teleconference into the committee meeting and vote based on oral communication during such electronic communication, if such teleconferences can be conveniently arranged so as not to disrupt the work of the CLINPAC. Occasionally, when requests for appointments and promotions accumulate, it may be necessary to hold an additional meeting in order to avoid a backlog. When an insufficient number of requests are available for committee review, the scheduled meeting may be deferred.

II. **MEMBERSHIP**

All of the members of the committee will have been duly elected by a General Faculty ballot conducted by the Committee on Committees. According to the Medical School By-Laws of 2000, members will serve for three (3) years. The Chairperson of the Basic Science Faculty Appointment, Promotion and Tenure Committee is automatically a member of CLINPAC. The Chairperson of CLINPAC is a member of the Basic Science Faculty Appointment, Promotion and Tenure Committee. Members of the CLINPAC must be at the rank of associate professor or professor in the research or unmodified tracks of a clinical department or of a basic science department. CLINPAC elects its own chair at the start of each academic year. That chair must be at the rank of full professor in a clinical department.

III. **GUIDELINES FOR PROMOTIONS AND APPOINTMENTS**

As of [TBD], revised criteria for clinical appointments and promotions are in effect. These criteria were prepared by the *ad hoc* Committee on Appointments

and Promotions Process and Guidelines and were approved by the Faculty Senate; the General Faculty; and the Executive Council. These criteria define three tracks:

- 1) unmodified full-time
- 2) research full-time
- 3) clinical (full-time and part-time)

Within the unmodified full-time track, the ladders that were established in 2001 have been eliminated; **faculty in this track will now be judged on the aggregate of their clinical, research and educational achievements and other contributions.** Characteristics of faculty qualifying for appointment/promotion to various ranks within this track have been provided for guidance.

Each member of CLINPAC should have a copy of the elements to be employed for these three tracks.

IV. **RESPONSIBILITY OF CLINPAC**

The Clinical Faculty Appointment and Promotion Committee deals with promotions and appointments to the Associate or full Professor level on all 3 tracks. Appointments at the level of Lecturer, Instructor, and Assistant Professor, regardless of track, as well as all adjunct, visiting, and emeritus appointments, are processed directly by the Office of Academic Affairs and are not the concern of CLINPAC.

V. **SUMMARY OF STEPS FOLLOWED IN PROMOTIONS AND APPOINTMENTS**

1. The available processes for making a clinical faculty appointment at the rank of Associate/Full Professor of an individual being recruited from outside Tufts are summarized in Appendix 1.
2. The Department Chairperson sends a letter to the Dean of the Medical School recommending an appointment or promotion for the faculty member. If the appointment or promotion is for the unmodified full-time track, the letter of proposal must designate the candidate's anticipated or ongoing activities in addition to clinical practice and provide some description of the candidate's accomplishments to date in these areas and their perceived potential for future accomplishments. In the event that a key appointment or promotion is required and the department lacks a chairperson, or when a new department is being established, the Dean of the Medical School may initiate the request.

The dossier required to proceed with the consideration by CLINPAC is considered complete when it contains the following:

- a) Letter from the chairperson of the department (or the Dean).

- b) Letters from peers (from within and especially from outside of Tufts for the unmodified and research tracks; a majority of letters should be from referees external to Tufts). As a guideline, at least 5 such letters should be submitted for consideration of appointment/promotion to the rank associate professor and at least 9 for appointment promotion to the rank of professor in any of the three tracks. For the unmodified and research tracks most of such peer letters should be from individuals who can provide independent evaluations (e.g. neither students, mentors, collaborators, nor co-authors). For the clinical track, at least half of the letters should be from independent peers.
- c) The candidate's Curriculum Vitae, in the Tufts format.
- d) Letters of evaluation by trainees (medical students, graduate students, house officers, etc.) are essential when teaching/education are elements of the proposal. At least two such letters are encouraged.
- e) For all candidates in the unmodified track, a teaching portfolio is required.

For the research track, the chairperson's letter of proposal can emphasize the supervision of graduate students and/or research fellows to strengthen the dossier. Alternatively, a teaching portfolio can be submitted. If a candidate being considered for the research track has a substantial teaching record, the submission of a detailed teaching portfolio documenting those activities may be sufficient to qualify the candidate for consideration in the unmodified track.

For the clinical track, if a full teaching portfolio is not submitted, then the chairperson's letter or proposal must specifically address the teaching and/or university service activities of the candidate.

- f) For the research track and unmodified track proposals for candidates with substantial research involvement, reprints of four significant publications (within the past 5 years are especially important). For unmodified candidates not emphasizing research and for the clinical track, the submission of reprints, even if older, is encouraged (especially if the appointment or promotion is at the level of full professor), but is not required.
 - g) Clinical Non-Compensated Faculty Appointment Form or (PAF if candidate is employed by Tufts University).
3. The dossier is forwarded to the secretary of the Clinical Faculty Appointment and Promotion Committee in the Office of Faculty Affairs (Sackler 418).

4. The secretary informs the Chairperson of CLINPAC, who then assigns a member of CLINPAC to serve as chair of a subcommittee (see below).
5. For the unmodified and research tracks, the secretary of the CLINPAC forwards three copies of the dossier to the subcommittee chair for his/her review and for distribution to members of the subcommittee. For the clinical track, the secretary forwards two copies of the dossier to the subcommittee chair for his/her review and distribution to the other subcommittee member.
6. The subcommittee chair forwards a written report to the Secretary of the Clinical Faculty Appointment and Promotions Committee before the date of the meeting at which the case is to be discussed.
7. The case is discussed at a monthly meeting of the full committee.
8. The Chairperson of the Clinical Faculty Appointment and Promotion Committee sends a letter to the Dean summarizing the recommendation of the full committee. The recommendation of the full committee does not finalize the actual promotion or appointment. The final action rests with the Dean and the President/Provost of Tufts University.
9. The Dean makes the recommendation to the Tufts University Administration, which takes the final action in the appointment or promotion.
10. The Dean writes a letter of the final action to the Department Chair and to the candidate, with a copy to the chairperson of CLINPAC.

VI. **MATERIALS DISTRIBUTED TO COMMITTEE MEMBERS**

The Secretary of the CLINPAC will distribute the following materials to each of the committee members in advance of each meeting:

1. Agenda of the upcoming meeting.
2. Materials concerning appointments and promotions to be discussed at the upcoming meeting.

For each candidate, these materials will include:

- a) Letter from department head
- b) Supporting letters
- c) Curriculum vitae
- d) Teaching portfolio for unmodified track. For the research and clinical tracks, a teaching portfolio will be distributed, if one was submitted.
- e) Reprints and other material published by a candidate will be distributed only to members of the subcommittee assigned to the case. Any member of the

committee can request such reprints from the Office of Faculty Affairs if he or she deems it important to pass judgment on a case.

- f) A copy of the letter of report by the subcommittee chairperson. If such a letter is not available in advance, it may be distributed at the meeting.

Minutes of the previous meeting will be distributed at the CLINPAC meeting, because such minutes may contain the details of discussions and votes on candidates' cases and therefore require special confidentiality protections.

VII. **SUBCOMMITTEES**

With the guidance of the chairperson of CLINPAC, the Office of Faculty Affairs assigns subcommittee chairpersons on a rotating basis. A subcommittee chairperson will not be assigned from the same institutional department as that of the candidate (see below).

A. **LEAD TIME:**

The subcommittee will be given a minimum of two (2) weeks to prepare its evaluation of the candidate and make its recommendation. When the subcommittee chairperson feels that additional time is required, he/she may contact the Office of Faculty Affairs (617) 636-6631 so that the case will be deferred from the agenda of the next meeting until the subcommittee report is ready. The secretary of the CLINPAC shall notify the chairperson of the CLINPAC of any such deferrals. In extraordinary circumstances, more than one such deferral could be requested, but these exceptions should be rare and should be discussed with the chairperson of the CLINPAC.

B. **COMPOSITION OF THE SUBCOMMITTEE:**

1. For the unmodified and research tracks, the chairperson should select two (2) other persons who are on the Tufts faculty and who are not members of the Clinical Faculty Appointment and Promotions Committee, for a subcommittee of three (3). For the clinical track, the chairperson should select one additional member of the clinical faculty, for a subcommittee of two (2).
2. These additional members must not be a member of the Clinical Faculty Appointment and Promotion Committee and shall not be a member of the same institutional department as the candidate. For example if the candidate is a member of the Department of Medicine at NEMC, none of the subcommittee members can be from the Department of Medicine at NEMC, but could, for example, be from the Department of Medicine at BayState. Further, none of the subcommittee members can be co-authors of any of the candidate's papers or co-investigators on any grants, present or past, held by the candidate.

3. All of the members should be at least at the rank of Associate Professor rank in the unmodified or research tracks of a clinical department or of a basic science department.
4. Members of the subcommittee shall have no conflict with respect to the candidate under review and shall have backgrounds that should reasonably permit them to render a knowledgeable assessment of the candidates work. Subcommittee referees may be drawn from a clinical or basic science department at the discretion of the chairperson of the subcommittee in consultation with the Chair of CLINPAC but at least one of the 3 subcommittee members must come from a clinical department.
5. In cases where the subcommittee chairperson cannot find members of the Tufts faculty who possess sufficient expertise, an additional person may be included in the subcommittee from the faculty of another university.

C. FUNCTIONS AND MODUS OPERANDI OF THE SUBCOMMITTEE:

The purpose of the subcommittee is to make an in-depth analysis of the credentials and performance of the candidate. As a result of this analysis, the chairperson of the subcommittee will prepare a report summarizing its recommendations and the reasons therefore, for consideration by the full committee. The full committee may or may not agree with the conclusions of the subcommittee, but hopefully will be guided by the careful analysis of the candidate and his/her work. A minority opinion, if indicated, should be included (anonymous).

The subcommittee is to remain anonymous. Any additional information to be requested of the submitting department chairperson or of the candidate **MUST** be made through the Secretary of the CLINPAC, who will either make such a request or ask that the chairperson of the CLINPAC make that request.

A careful evaluation by the subcommittee should include the following:

1. A careful evaluation of the teaching, research and scholarly achievements of the candidate.
2. The record of the candidate in service to the university should also be evaluated.
3. When appropriate, consultation with other experts within or outside of Tufts. However, such consultation must respect the anonymity of the subcommittee and the privacy of the candidate, as well as the privacy of any persons who have submitted letters on the candidate's behalf.

4. The evaluation of the candidate shall be based on the material in Tables 1-8 (as appropriate) in the report of the Committee on Redefining Criteria for Clinical Faculty Appointments and Promotions.
5. For the unmodified track, the subcommittee and the full CLINPAC may elect to consider the candidate against the criteria that best judge the aggregate of the candidate's accomplishments. Therefore it is important that the Department Chairperson making the proposal submit all potentially relevant information, irrespective of the criteria by which the Chairperson thinks the candidate may be evaluated. However, the CLINPAC may not take action on a track different from the track proposed by the departmental chairperson. In those cases in which the CLINPAC recommends against the proposed appointment or promotion in the submitted track, the CLINPAC may recommend to the departmental chairperson that the candidate be proposed in another track.

VIII. RECOMMENATIONS BY THE FULL COMMITTEE

Each request for promotion or appointment is discussed by the CLINPAC at a meeting during which at least eight (8) members are present. The Subcommittee chairperson or his/her designee presents the subcommittee's report. If the subcommittee chairperson is unable to attend and if the candidate's case may be adversely affected by such an absence, the case may be deferred.

During the discussion, a motion may be made to table the case, detailing the reasons. Typically, cases are tabled for additional information. The details of the logic for the request to table shall be recorded and transmitted in writing to the proposing chairperson.

The vote is recorded in terms of the number of members in favor of, opposed to, or abstaining from voting on the proposal. The ballot shall be anonymous.

The various forms that the report of the full Committee may take are based on the vote and include the following:

- a) Recommendation in favor of the requested promotion or appointment.
- b) Recommendation against the requested promotion or appointment
- c) Recommendation to table the request and the reasons therefore.

In those unusual cases in which the Full Committee finds it difficult to arrive at a consensus, the CLINPAC may request that the Department Chairperson meet with the Committee at a subsequent meeting to clarify the information submitted in support of the promotion or appointment. The request for appearance must be based on a motion of the Full Committee and not on a request by the submitting

departmental chairperson. During such an appearance, the identity of the subcommittee (including its chairperson) shall be kept anonymous and no votes or motions shall be made or taken until the appearing departmental chairperson has left the meeting.

The business of the CLINPAC is private. Any actions taken by the CLINPAC on any specific proposal shall be communicated to the requesting departmental chairperson in writing by the chairperson of the CLINPAC in a note drafted and sent by the Secretary of the CLINPAC. No member of the CLINPAC shall communicate the actions of the CLINPAC in reference to any proposed appointment or promotion directly to any person not a member of the CLINPAC.

IX. Appeals Process

Chairs who disagree with a promotion/appointment recommendation of CLINPAC regarding a member of their department, and who wish to appeal the decision will take the following steps to address their concerns:

1. Meet with the Vice Dean to attempt to resolve the situation. Further appeal requires approval of the Vice Dean before going forward. The Vice Dean's decision will be on the basis of the merits of the case.
2. If the Vice Dean agrees that reconsideration of the action of CLINPAC is appropriate, the chair will make a formal written appeal to CLINPAC to reconsider the issue. The Vice Dean's decision and/or the appeal will be copied to the Dean for information.
3. CLINPAC will consider the appeal and any additional information as may be available, and render its final recommendation to the Dean.
4. The Dean, using all available information including the above, will be responsible for making the final decision regarding the recommendation or action under appeal.

X. Reappointments After an Absence

When a candidate returns to the faculty after an absence, the appointment process can sometimes be abbreviated. If the candidate is proposed to be reappointed to the same rank and track or to the clinical track, the chair may submit the candidate's current CV and a detailed letter explaining what the candidate has done in the interim and how the candidate's new role justifies the proposed appointment.

The CLINPAC will review that material, and if they believe the re-appointment is appropriate, vote on the proposal. If they find the submitted material insufficient, they will recommend to the Dean (with prejudice, that a full, formal process (including peer letters be undertaken.)

XI. Rapid Appointments

Goals

Because the current Tufts system provides academic appointment for clinical hires/recruits after the clinical selection is complete, the process can be delayed and can sometimes engender some surprises in that a candidate and a chair may assume that a proposed appointment will be “a formality” while the appointment might be rejected by the promotions committee that has not been “in the loop.”

A new alternative is available that may shorten the time to finalize the academic appointment, avoid embarrassment, and avoid duplication of effort, while ensuring quality and academically responsible decisions.

Because the new process we propose will require medical school committee involvement during the recruiting process and will require the public solicitation of peer and student letters before a job offer is made, the new appointment pathway (NAP) is optional at the chair’s and the candidate’s discretion. The current appointment pathway (CAP) still be available, at least for the immediate future. The NAP will apply only to new recruits at the proposed rank of Associate or Full Professor (in any Track or Ladder), and not to promotions from within the Tufts faculty.

Summary of Current Process

<u>CAP</u>
Chair Searches for a Candidate
Due Diligence
Chair Negotiates With Candidate
Candidate Is Told the He/She Will Be Recommended for an Appointment But That He/She CANNOT Use The Proposed Title Until Recommended by CLINPAC, The Dean and, If Appropriate, the Provost.
Candidate Agrees
Candidate Arrives
Candidate Given Temporary Appointment (lecturer?)
Chair Seeks Letters from Peers and Students (long delay)
Chair Prepares Dossier for CLINPAC (CV, Proposal Letter, Teaching Profile)
Submit Dossier to CLINPAC
Assign to Sub-Committee
Sub-Committee Reports to CLINPAC
CLINPAC Acts and Reports to Dean
Dean Acts and for Full Professor Reports to Provost
Provost Acts for Full Professor

New Appointment Process

Dossiers

The documentation standards for new process be no less strict than for the standard process, i.e., that independent peer letters, letters from students/trainees, a teaching profile, a Tufts standard form CV, and a detailed letter of proposal be submitted to the evaluation committee. The CV should include grant numbers, amounts, dates and roles, and the candidate's publications should be separated by class (e.g. original articles, review articles, editorial, case reports, books and chapters, and letters). Proposed appointments at a rank higher than the candidate's current rank (at current institution) require more letters than an appointment at the same rank. The letter of proposal must make a strong case based on the TUSM criteria for appointment, not based on the recruiting department's needs.

Evaluation Committee

The Evaluation Committee for Rapid Appointments is a standing committee (which should overlap membership with CLINPAC). Its members should all be at the rank of full professor, it shall have membership from several departments, it shall include a basic scientist (primary appointment in a basic science department). In general, the Evaluation Committee meet face-to-face among themselves to discuss the candidate. The Evaluation Committee's actions shall be documented in writing to summarize the candidate, the letters received, and its discussion. The written report should be submitted to the Dean, and for Full Professors will be forwarded to the Provost, in place of a report from CLINPAC. Essentially the evaluation committee is a combination of a CLINPAC Sub-Committee and the CLINPAC itself, but evaluates similar evidence and produces similar reports.

For the process to be efficient, the evaluation committee must be committed to doing their work within a prescribed time frame, typically two or four weeks. The evaluation committee may choose to assign the detailed evaluation to one of its members for detailed analysis and report preparation. That assigned member cannot be a member of the proposing department. To gain broader perspective, an option might be for the Evaluation Committee to add an ad-hoc (voting or non-voting) member as they consider a specific candidate or for an ad-hoc member to be invited for off-line discussion with the member of the Evaluation Committee assigned to conduct a detailed evaluation. In any case, such an ad-hoc addition cannot be from the proposing department.

Criteria

The evaluation criteria should utilize the same criteria for appointments and the same tracks and ladders as is used by CLINPAC, based on the approved criteria of the faculty. However, if the evaluation committee is unable to endorse the proposed appointment, rather than simply saying “No,” the evaluation committee should engage the proposing department chair in a discussion as to what rank and track might be appropriate and/or what additional documentation might be required. Thus, the Evaluation Committee cannot be anonymous.

<u>NAP</u>
Chair Searches
Due Diligence and Get Letters (Peer and Student/Trainee)
Chair Submits Letters, CV, Teaching Profile and Letter of Proposal to Evaluation Committee
Evaluation Committee Makes Recommendation to Chair
Chair Negotiates with Candidate
Candidate Agrees
Evaluation Committee Prepares Report for Dean
Dean Acts and for Full Professor Reports to Provost
Provost Acts for Full Professor

Rapid Opinion Option

Because the proposed requirement for peer and student letters and the turn around at the Evaluation Committee may not meet the recruiting needs of some chairs, we propose an alternative more rapid, but less certain option. Under this option (NAP-ROO), the chair may submit just a CV (in any reasonable format), a letter of proposal, and whatever peer letters the Chair already has in hand to the Evaluation Committee. The Evaluation Committee will then within a one to two week cycle provide non-binding advice to the chair about the likelihood of the proposed appointment’s succeeding. The Chair may then negotiate with and make an offer to the candidate. At the point the Chair then requests peer and student letters and provides a complete dossier. That dossier may then be evaluated by either the Evaluation Committee or by the full CLINPAC (which also gets a copy of the Evaluation Committee’s original letter of advice).

To: Chairs and Chiefs of Service

Enclosed you will find guidelines for the submission of applications for promotion to the rank of Associate Professor and Professor in the clinical departments of Tufts University School of Medicine. The purpose of these guidelines is to ensure that all information needed by the Clinical Faculty Appointment and Promotion Committee in the evaluation of candidates is provided in the initial dossier. Adherence to this format should minimize delays in the committee's review of a candidate's dossier so that consideration of applications can be completed in a more timely manner.

Effective July 1, 2007

TUFTS UNIVERSITY SCHOOL OF MEDICINE

CLINICAL FACULTY APPOINTMENT AND PROMOTION COMMITTEE

GUIDELINES AND PROCEDURES FOR SUBMITTING DOSSIERS

The Clinical Faculty Appointment and Promotion Committee is charged with evaluating the dossiers of candidates for promotion to the rank of associate professor and professor within the clinical departments of the medical school. A copy of the criteria for these ranks, as revised and approved by all governing bodies in 2006, is enclosed.

Please note that the new criteria for the unmodified full-time track, emphasize consideration of candidates' collective or aggregate academic accomplishments and contributions. Examples of activities and accomplishments qualifying for promotion are provided. Candidates whose careers to date do not meet a sufficient standard of academic accomplishments may be appropriate for consideration in the clinical track, if the departmental chair elects to submit the candidate in that track.

In addition, specifics are provided about promotion within the *research track* and the *clinical track*. Also note that candidates for promotion in the *clinical track* must now come before the Clinical Faculty Appointment and Promotion Committee.

The distinction between the clinical track and the unmodified track for individuals emphasizing education and clinical service hinges upon the candidate's role and responsibilities for teaching. Ordinarily, faculty members whose primary role in teaching occurs on the wards and in one-to-one and small group settings would be appropriate candidates for the clinical track. On the other hand, faculty members having major on-going teaching responsibilities, e.g., clerkship directors, course directors, major figures in teaching and training programs (see pp7 ff. of Criteria for Clinical Faculty Appointments and Promotions), would be appropriate candidates consideration in of the unmodified track.

Recognizing that the interests of a worthy candidate are best served when the committee is able to review the candidate's qualifications accurately and thoroughly, the candidate's department chairperson should provide the following information with the dossier.

1. DEPARTMENT CHAIR'S LETTER OF RECOMMENDATION: The department chair should write a detailed letter to the Dean, describing clearly the candidate's achievements in the areas of investigation, teaching and clinical service, administration and the professional recognition achieved. Because individual candidates vary in their professional emphasis in the unmodified track, the chair might best serve the candidate by indicating how a candidate for promotion in the

full-time unmodified track is a best seen and what areas they have made their major contributions but should also point out other significant accomplishments so the candidate's aggregate achievements may be fairly assessed. The chair should indicate why, based upon his or her achievements, the candidate merits promotion to the proposed academic rank. A clear accounting of the value of a candidate's contributions within his/her own department and within his/her field at large is important.

The Departmental chairperson should craft his or her letter of proposal with reference to the appropriate table from among Tables 1-10 in the Clinical Faculty Appointment and Promotions Document.

The chair should comment specifically on:

- The candidate's field(s) of interest/expertise
- Individual or collaborative role and recognition in investigative efforts
- Grants or program support (if relevant). It is suggested that the CV specify the amount and dates of the grant, the funding agency, and the kind of grant (eg, R01, K08, K23, etc).
- Contributions as a teacher (to students, residents, fellows, post-docs, etc.)
- Recognition and contributions in clinical service
- Administrative responsibilities (hospital, school, national societies, government)
- Reputation as an opinion leader (invited lectures, national and international meetings and societies, etc.)
- Bibliography (distinguish between refereed papers, invited papers, editorials, chapters, etc). Do NOT include any material which has been "submitted" or which is "in preparation." If the information is available, it would be helpful for the departmental chairperson's letter to address the candidate's role in the key papers in his or her bibliography and the candidate's independence from his or her mentors, especially if the proposed rank is full professor.

2. OUTSIDE LETTERS OF SUPPORT: These should be solicited from colleagues and others from within and from outside the medical school and Boston community, particularly for the unmodified track and the research track. The letters should be from people who are in a position to judge the candidate's accomplishments, reputation, and worthiness for promotion. It is important to include letters from colleagues who can give an informed opinion that is not influenced by a present or prior relationship as mentor, student, or close associate of the candidate. Letters for candidates for the clinical track may be primarily from local or regional sources, but again they should be independent evaluations, and not from friends and close colleagues. In general the dossier should contain 6 peer letters (most of which are from independent peers) for candidates proposed as associate professor and 8 letters for candidates proposed at the rank of professor. For the clinical track at least half the letters should be from independent peers.

Although the candidate may provide a list of potential referees to the department chair, the chair should solicit the letters directly.

3. DOCUMENTATION OF EXCELLENCE AS A TEACHER AND MENTOR.

For the unmodified track, this should include an actual “teaching portfolio” in the format approved by the Faculty Senate, January 1997 and the Executive Council, June 1997 (required format is attached). Objective evaluation of course instruction should be provided, when available. In addition, letters of support or teaching evaluations from students, residents, or fellows should be included. The teaching portfolio and other evidence of teaching excellence (evaluations, awards, etc) are especially important for those candidates proposed in the unmodified track whose career’s emphasize teaching and education as a major commitment.

The teaching portfolio is not required of candidates in the clinical track, but if one is not submitted, the chairperson's letter should address the candidate's teaching duties (or other service to the university) directly. Objective evaluation of course instruction and any awards for teaching should again be provided, if available.

For candidates proposed in the research track, a full teaching portfolio is not required, but if one is not submitted, the departmental chairperson’s letter should address the candidate’s teaching activities. If those activities are substantial and can be documented in a teaching portfolio, the departmental chairperson may wish to consider submitting the proposal in the unmodified track.

For candidates proposed in the research track and with an emphasis on research in the unmodified track, it would be helpful to list trainees mentored by the candidate.

In all cases, the candidate may provide the department chair a list of names to contact but the solicitations should be made by the departmental chairperson.

4. A CURRENT AND DATED CURRICULUM VITAE in the format approved by the Executive Council, May 1991 (format attached).

Make every effort to clarify for the committee:

- Specific teaching responsibilities
- Specific research and/or clinical interests
- Specific administrative roles and responsibilities
- Bibliography (articles published or “in-press” only)

Organize the bibliography as follows:

- Refereed, peer-reviewed original work (not including letters, abstracts or editorials)
- Other papers presenting primary data
- Book chapters and invited reviews
- Editorials
- Case reports (where appropriate)
- Letters to the editor
- Books edited or authored

- Theses (where appropriate)
- Published abstracts (optional)
- Invited lectures (limit to the last 3 years)
- Non-print publications (films, videos, etc.)

5. **REPRESENTATIVE PUBLICATIONS.** For the research track and faculty emphasizing research in the unmodified track, reprints of four representative articles (from the past 5 years only) must be submitted.

For others in the unmodified track, older publications may be included, but are not required to be submitted. However, submitting them is strongly encouraged, as they may substantially strengthen the candidate's dossier, especially if the proposed promotion/appointment is at the rank of full professor.

For the clinical track, publications may be omitted at the associate professor level, but are encouraged to be submitted if the candidate is proposed for appointment/promotion to the level of full professor. Even at the level of associate professor, however, the submission of representative publications may make the case for promotion or appointment stronger.

6. **TUFTS UNIVERSITY CLINICAL NON-COMPENSATED FACULTY APPOINTMENT FORM**

7. **TUFTS UNIVERSITY PERSONNEL ACTION FORM (PAF) for employees.**

Dossiers submitted without the requested documents, with insufficient information in the CV or without a departmental chairperson's letter containing sufficient justification for the promotion or appointment will be returned for completion, delaying final evaluation and recommendation for or against appointment or promotion by the committee.

Submit 1 original dossier (**no staples and one sided**) and 4 additional copies fully collated.