



Polishing Your Portfolio for P & T

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2

Topics

- P&T information - Website
- P&T Timeline
- What's in your Portfolio
 - Formatting your CV for P&T
 - Personal Statement
 - Reference Letters
 - Areas of Excellence: Documentation in the Portfolio
 - Clinical Care
 - Research
 - Education (Teaching Portfolio)
 - Scholarship
- Summary and advice

3

Everything you need to know about P&T is on the website:

<https://faculty.med.virginia.edu/facultyaffairs/advancement/pandt/>

Promotion and Tenure

The Office of Faculty Affairs manages all promotion and tenure actions at the School level for both regular cycle actions and expedited reviews for retention purposes.

The promotion and tenure process begins in March with the dissemination of the list of eligible faculty, and concludes 15 months later with the promotion of all recommended faculty on July 1.

For more information about the P&T process, please contact:
Cathy Broadus, Faculty Affairs Administrator, 434-982-3353 / ck8@virginia.edu
Dr. Robert Nakamoto, SoM Coordinator of Academic Achievement, rkn3c@virginia.edu

Collab | The Advancement App is now live and ready for candidates.

Menu

- ABOUT
- FACULTY LIFE CYCLE
- FACULTY AFFAIRS
 - 2018 Faculty Annual Reviews
 - Promotion And Tenure
 - Promotion And Tenure Task Force Report
 - Current P&T Policy
 - Faculty Tracks
 - P&T Forms
 - P&T Resources
 - Frequently Asked Questions
 - Committees
 - Endowed Chairs
- POLICIES/GOVERNANCE
- PROFESSIONAL DEVELOPMENT

4

P&T Resources

Getting Oriented

- [2018-19 timeline](#)
- [Current P&T CME Courses](#)
- [Slides from "Polishing the Portfolio"](#)
- [Slides from "P&T for Junior and New Faculty"](#)
- [Slides from "Preparing your P&T CV"](#)
- [Guidelines for department P&T committees](#)

Building a Portfolio

- [Portfolio content guide \(updated 15 May 2017\)](#)
- [CV format guide \(updated 19 April 2016\)](#)
- [Criteria for Selecting Referees](#)
- [Job Description Summary](#)
- [Sample personal statements](#)
- [Documentation of Excellence: Teaching/Education](#)

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- ABOUT
- FACULTY LIFE CYCLE
- FACULTY AFFAIRS
 - 2018 Faculty Annual Reviews
 - Promotion And Tenure
 - Promotion And Tenure Task Force Report
 - Current P&T Policy
 - Faculty Tracks
 - P&T Forms
 - P&T Resources
 - Department Committees
 - Personal Statements
 - Frequently Asked Questions
 - Committees
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- POLICIES/GOVERNANCE
- PROFESSIONAL DEVELOPMENT

2018-2019 Promotion and Tenure Timeline

April, 2018	<p>Dean's Office emails Promotion Eligibility Lists to department chairs</p> <ul style="list-style-type: none"> - End of Eligibility List (sent April 1) indicates tenure-eligible faculty whose probationary period for promotion to associate professor or for the award of tenure ends June 30, 2019. - Advancement Eligible List (sent April 15) indicates tenure-eligible faculty whose probationary period ends after July 1, 2019, tenured faculty, and tenure-ineligible faculty. Academic non-tenure-track faculty who hold professorial rank at the level of assistant professor or above are eligible for promotion upon completing the sixth year of their appointment
April, 2018	Departments review Promotion Eligibility Lists and schedule performance reviews
May, 2018	<p><u>Departments conduct performance reviews with all faculty</u>, update job description/effort allocation if necessary, work with candidates to draw up list of <u>appropriate referees</u>, and assist each candidate in the preparation of their CV and personal statement.</p> <p><u>Track changes or off-the-clock requests for faculty members whose probationary period ends June 30, 2019 should be submitted by the end of May to Cathy Broaddus.</u></p>
No later than: June 11, 2018	<p><u>Departments add all candidates, personal statements, CVs, and referee information to the Advancement App.</u></p> <p>Note that as of the 18-19 cycle, personal statements are required for the June deadline.</p>
June – August, 2018	Departments select and orient their P&T committee. Faculty develop their portfolios.
August 31, 2018	Dean's Office provides departments access to referee letters for department P&T committee review. Referee letters are confidential and must not be shared with candidates.

September, 2018	Department P&T committees meet to review portfolios, vote, and prepare <i>Department P&T Recommendation Form</i> for each candidate. Department committees report vote counts and recommendations to chairs for final departmental decision. Chairs write letters of nomination for approved candidates detailing how candidate meets the requirements for advancement; department P&T contacts request letters of support from candidates' joint appointments.
October 1, 2018	<u>Departments upload portfolios to the Advancement App</u>
October – Dec., 2018	SoM P&T Committee meets to review portfolios.
December, 2018	Chairs of candidates who were not recommended for advancement will be notified no later than December 14 .
January 8, 2019	Departments submit appeal packages via email to uvasompt@virginia.edu . <i>NOTE: Appeals may only be based on new information not already included in the portfolio.</i>
By February 1, 2019	Dean's Office notifies department chairs of the outcomes of appeals.
February, 2019	Dean's Office submits SoM recommendations to Provost.
May – July, 2019	Provost P&T committee meets and makes recommendations to Board of Visitors, who meet in late May or early June of 2019, and sends notification letters to candidates. All approved promotions are effective July 1, 2019.

General Advice

- Seek advice from mentors, including members of the P&T Committee
- Record keeping – collect information that provides evidence for *excellence*
 - awards, invited talks, grateful patient letters, student evaluations, etc.
- Be aware of your faculty track and the criteria for each level of promotion
- Be certain what you do *fits with your track* and your job description – confer with Division Chief/Chair
 - If you want to argue for excellence in a domain, your % effort in the domain should be sufficient

Criteria for promotion: tenure-eligible tracks (AI, CE, CI)

- **Key words** = EXCELLENCE and TRAJECTORY
 - **Assistant to Associate** – excellence in *one* domain (*clinical care, medical education, research*) and local & regional reputation
 - **Associate to Tenure** – excellence in *two* domains plus continuing scholarship with a regional and emerging national reputation
 - *Note that you are only allowed to apply for tenure one time, i.e. the tenure decision is “up-or-out”.*
 - **Tenured Associate to Professor** – sustained excellence in *two* domains plus significant sustained scholarship and national & international reputation
- Same criteria apply to non-tenure tracks, but generally excellence is expected in only one domain
- The track criteria are found at:
 - <https://faculty.med.virginia.edu/facultyaffairs/advancement/pandt/faculty-tracks/>

What's in your Portfolio

Your portfolio is submitted electronically as PDFs

- Nominating letter from:
 - Chair and Division Chief (if applicable)
 - Secondary Dept. Chair (if applicable)
 - Dept. committee letter with their vote tally
- Candidate Information
 - Job description summary
 - [Curriculum vitae](#)
 - [Personal statement](#)
- Referee Letters ([list of 20 possible references](#))
- Documentation of excellence in 1^o and 2^o area(s) of excellence ([clinical, research, teaching portfolios](#))
- Documentation of scholarship
 - [3 publications \(pdf files\) or books](#)

C.V.

See the "CV format guide" on P&T website:
P&T Resources /Building a Portfolio

(Not every category applies to everyone)

C.V. Pointers

- **Content not context**
- **Be accurate and avoid sloppiness**
 - Your C.V. tells us who you are
 - Keep simultaneous “P&T version” of C.V.
 - Much more information than normal
- **Check out additional pointers at the AAMC webpage:**
 - https://www.aamc.org/members/gfa/faculty_vitae/150036/cv_cv_tips.html

Curriculum Vitae - Tips and Strategies

Tips

- **Font:** sizes - 12-18 point font for name (the largest font size you use); 12-14 point font for headings; 10-12 point font for text; sans-serif fonts read most easily (those lacking flourishes on the letters); pick one font and use it throughout;
- **Format:** be consistent and concise; include a page number, name header, date of last revision on all pages;
- ➔ • **Don'ts:** include SSN, age, gender, race, religion, political affiliation, marital/parental status, disability or national origin, DEA numbers; explain why you're leaving your present job; include salary history;
- ➔ • **Proofread** (read backwards) and spell check;
- Use **active voice**, not passive voice;
- **Avoid using the first person** ("I", "my");
- Because we read left to right, avoid placing dates on the left margin to avoid emphasis on the date as opposed to the activity;
- ➔ • **Be honest**
- Keep your external CV current; you don't know when you may be asked to apply for or see a posting for a unique opportunity.
- ➔ • **Strategies for keeping current - update your materials on a regular basis**
- **Collect things in real time** - as they happen
- **Use holding files** with folders (electronic or paper-based) for each of the sections - publications as submitted, in press, and published (keep the same system for your teaching portfolio)

CV Pointers

- Reverse chronological order
 - Present position is listed first
 - Same for honors
 - Publications can be in chronological order, but reverse is better
- Helpful to distinguish activities that were:
 - Done while at UVA
 - Since last promotion action
 - Especially relevant to publications, invited talks, grants, etc.
- Careful with names, titles and abbreviations
 - Should be stand-alone
 - You want the reviewers to find the correct information
 - Provide short explanations/definitions

C.V. Subheadings

Reverse Chronological Order

- Personal Data
- Education
- Post-Graduate Education
- Academic Appointments
- Other Pertinent Employment
- Certification and Licensure
- Honors and Awards
- Professional Affiliations (list years)

C.V. Subheadings (cont.)

- Areas of Research Interest
 - Be concise
- Current Projects
 - Be concise
- Teaching Activities
 - This need not be as exhaustive as the Teaching Portfolio

Teaching Activities in the C.V.

- Classroom teaching – give year, course number and # of lectures, % responsibility
- Clinical teaching – give years
- Teaching Activities other than classroom or clinical
 - Grand Rounds, Journal Clubs
 - Committees related to teaching
 - Classes taken to improve teaching skills
 - Development of new curriculum, teaching materials, etc.

C.V. (cont.)

- Boards, Editorships, list of journals you review for
- Clinical Activities
 - Inpatient
 - Outpatient
- National, State, University, SOM, Department Committees and Councils
 - NIH study sections, Society service, Dept. service, etc.
- Grants and contracts
 - Title, Agency, Grant number, period of funding, \$ amounts for your part of the project, *your role* (PI, co-PI, etc.), and concisely describe your role.

C.V. (cont.)

- Facilities (applies to laboratory only)
- Personnel currently supervised
- Undergraduate, Master's, Ph.D. and postdoctoral trainees supervised (*We do not want to see every name of every resident your Dept has trained*)
- Papers published
 - Peer-reviewed articles
 - Books, Chapters, Reviews (indicate which are peer-reviewed)
 - Enduring materials (videos, software, websites.)
 - Short Communications (editorials, commentaries, articles)
 - Abstracts (distinguish if abstracts are reviewed)

How to list journal articles on your C.V. for P&T: citation analysis, journal rankings, and author contribution:

- You should provide the following information for all papers:

- (1) # of times cited
- (2) The Impact Factor (IF) of the journal
- (3) The rank of that journal (ranked by IF) in its field

The ISI "Web of Science" website from HSC Library Homepage (NOT Google - #'s may be different), can be used to get the citations to any of your published papers and the journal IFs and rankings

For help, contact Andrea Denton, andrea@virginia.edu, in HSL

- (4) If you are neither the first author nor the corresponding author, state briefly your contributions to the paper

➤ Use other indicies at your discretion (H-factors, Altmetrics, etc.)

Examples of publication citations:

Read, P. W., Liu, X., Longenecker, K., DiPierro, C. G., Walker, L. A., Somlyo, A. V., Somlyo, A. P. and Nakamoto, R. K.* (2000) Human RhoA/RhoGDI complex expressed in yeast: GTP exchange is sufficient for translocation of RhoA to liposomes. *Prot. Science*. 9, 376-386. PMID: PMC2144558. Cited 14 times. IF=2.85. Rank 136/290

Ketchum, C. J. and Nakamoto, R. K.* (1998) A mutation in the *Escherichia coli* F₀F₁ ATP synthase rotor, γ E208K, perturbs conformational coupling between transport and catalysis. *J. Biol. Chem.* 272, 22292-22297. Cited 20 times. IF=7.20. Rank 61/290.

Caviston, T. L., Ketchum, C. J., Sorgen, P. L., Nakamoto, R. K. and Cain, B. D.* (1998) Identification of an uncoupling mutation affecting the *b* subunit of F₁F₀ ATP synthase in *Escherichia coli*. *FEBS Lett.* 429, 210-206. Cited 29 times. IF=3.58. Rank 112/290.

Ketchum and Nakamoto carried out the thermodynamic analyses of the new *b* subunit mutations, which was essential to characterizing the uncoupling phenotype. Nakamoto contributed to preparation and editing of the manuscript.

Wu, X., Haystead, T. A. J., Nakamoto, R. K., Somlyo, A. V. and Somlyo, A. P.* (1998) Acceleration of regulatory myosin light chain dephosphorylation and relaxation of smooth muscle by telokin and cyclic GMP. *J. Biol. Chem.* 273, 11362-11369. Cited 112 times. IF=7.20. Rank 61/290.

Nakamoto generated the telokin mutations and mutant proteins for the *in vivo* and *in vitro* kinase assays. Nakamoto contributed to preparation and editing of the manuscript.

- Underline co-authors who are your trainees
- Identify the senior/corresponding author with an asterisk
- When you are neither the first nor the corresponding author, briefly state your contribution to the paper.

C.V. (cont.)

- Technology Transfer Activity
 - Inventions
 - Patents applied for and awarded
 - Registered copyright material
 - Trademarks for university-owned intellectual properties
 - License agreements
- Invited Lectures and Symposia
 - Distinguish from meetings attended or submitted abstracts
- Community Outreach

PERSONAL STATEMENT

Personal Statement or *Tell us your story*

- Use **active voice**, not passive voice.
- Try to limit this to one page.
- Think about the audience. This document will be read by a range of clinicians/scientists.
- Cover the highpoints, don't go into too much detail on any one point.
- How do you define yourself? Start with the most important part of your job and end with a short summary.
- See examples on P&T website, under *Resources for Faculty/ Building Your Portfolio*

REFEREE LETTERS

Selecting Your Referees Letters

- Candidate and Chair make list of up to 20 potential referees
 - At least 7 must be “independent external” (recommend ~half)
 - Cannot be former advisor/mentor, institutional colleague, or collaborator
 - Rest are combination of internal and external (25% each)
 - It is recommended that half the referee list be suggested by the Chair/Chief, and half by the candidate.
- ***Do not contact the referees***
- Potential referees will only receive your CV, personal statement and the criteria for promotion or tenure

25

26

Questions asked of each referee:

Have you had any prior work or collaborative history with the candidate?

If you have had a prior work or collaborative history with the candidate, please describe it briefly.

Do you feel the candidate would be awarded advancement on an equivalent rank/track at your own institution?

Referees: Collaborative or Team Science

- **Team Science: Referees** for candidates that participate in interdisciplinary team science should address the candidate's contribution in the overall activities of this program including factors such as originality, creativity, indispensability, and unique abilities.
- The **candidate** is expected to include in the promotion packet a description of his/her role in the overall activities of the team.
- **Chair person's letter** should include considerable detail outlining collaborations of the interdisciplinary science program.

28

AREAS OF EXCELLENCE

A. Clinical Care

Clinical skills, innovations, research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes. Recognition through formal awards. Documentation of performance metrics should be provided.

Criteria for Clinical Excellence: (Examples)

- Requires at least 20% time
- Patient care:
 - “Clinical skills, innovations, research and/or programs that are locally and/or regionally distinctive; programs that measurably improve patient outcomes. Recognition through formal awards. Documentation of performance metrics should be provided.”
- Productivity
 - RVU - important to normalize for your % effort and relative to national benchmarks, UHC etc, are the most commonly used.
 - Strive for top 50%.
- Consistent adherence to practice-related standards
- Patient Satisfaction Scores
 - Press Ganey data for prior 5 years in appropriate format.

Other Possible Measures

- Specialty-specific outcome measures
 - Examples are mortality rates, readmission rates, case complexity.
- Clinical practice improvement activities
- Scholarly activity applicable to the candidate's clinical activity is expected.
 - This may include peer-reviewed publications, participation in clinical trials, etc.

You can include letters from grateful patients in the Clinical Portfolio, but do NOT directly solicit letters from patients to support promotion

AREAS OF EXCELLENCE

B. Research

Excellence may be achieved as an independent investigator (1); and/or a team/collaborative scientist (2)

- 1. National/international recognition by peers as premier investigator; continuation of original investigation, as evidenced by sustained external funding.*
- 2. Substantial and critical contributions in team or collaborative science projects (with funded effort on multiple external grants) and development of intellectual property and participation or leadership in clinical trials are also recognized*

Research Statement

- Be concise, but this is your chance to tell your research story.
- General description so all members can understand what you do and why it is important (significance and impact).
- Refer to the important publications that illustrate the points (not all of them) in the statement.
- **Emphasize progress since the last promotion action.**
- **Emphasize your important contributions to Team Science Projects or collaborations.**
- **Where is the work going and future plans.**

Research Activities

- Grant support (past, present and pending)
- Publications (with the annotations)
- Review activities – journals and study sections
- Presentations at meetings (international and national), and other institutions
 - Posters vs. oral presentations (reviewed and selected abstracts)
 - Indicate whether presentations were invited
 - Workshops – shows you are the expert in the field

AREAS OF EXCELLENCE

C. Education

Excellence in training, teaching, and advising of undergraduate, medical or graduate students, residents, clinical or postdoctoral research fellows, or colleagues; as evidenced by teaching evaluations and recognition through formal awards, election to honorary educational societies, invited lectures and symposia, and participation in workshops, professional society programs and Continuing Medical Education courses.

Teaching Portfolio

The Teaching Portfolio is a companion to the more traditional CV

The Teaching Portfolio has three parts:

- A short introductory statement (one page or less) that summarizes your teaching activities
- A main body that gives detailed information about your contributions as an educator.
- Teaching evaluations

Teaching Portfolio

- Use the Academy of Distinguished Educator Teaching Portfolio format:
 - Format is found in P&T Resources page, "[Documentation of Excellence: Teaching/Education](https://faculty.med.virginia.edu/facultyaffairs/files/2015/05/Teaching-portfolio-19April-2013.pdf)"
<https://faculty.med.virginia.edu/facultyaffairs/files/2015/05/Teaching-portfolio-19April-2013.pdf>
 - If over 30 pages,
 - it is helpful to summarize teaching evaluation data
 - highlight selected anecdotal comments by students and trainees
 - Do not include syllabi (unless you created it), class notes, web-based materials, lab manuals, or clinical cases (these can be summarized)

Teaching Portfolio Do(s) and Don't(s)

- **Do not** include PowerPoint slides of your lectures unless this is something really novel.
- **Do** include student evaluations, quantification of your performance as compared with other instructors (against the course or department medium)
- **Ask** the course directors if they are collecting this information and if not tell them it is important for your next promotion.
- Your postdocs, fellows, residents, med and graduate students in the lab are a reflection of your teaching ability.
 - Include current positions of former trainees (outcomes)

SCHOLARSHIP

40

Selecting Your Publications

You must select three (3) publications ONLY

In 1-2 sentences tell us why you chose the 3 examples, for example, why is the paper significant and impactful of your field.

This is very helpful for a reviewer who is likely not in the field.

- The emphasis should be on work at UVA, particularly the work since your last promotion.
- If you have many to select from, you may include one overview paper (review; book chapter) that will give the P&T Committee a good summary of how your work fits into the field.
- High-impact papers are better.
- Papers from your laboratory that demonstrate independence (corresponding/senior author)

Scholarship of Application

- As an alternative to traditional research, *applying knowledge to solve problems*:
 - a physician may establish a new field or a new school of thinking in clinical medicine,
 - adapt a major application of new knowledge to the clinical setting,
 - develop or improve a diagnostic or therapeutic technique,
 - design or implement a new program of patient care and/or education,
 - develop patient education materials,
 - pursue health services research,
 - create a new and innovative mode of health care delivery.
- *Scholarship of application should result in peer-reviewed publications and presentations at regional or national meetings and other institutions.*

41

Scholarship of Application, cont.

- **If your major work(s) of scholarship are in the form of books or videos or software, you should provide the committee with copies or access.**
 - Who and how many are using the materials
 - What are your contributions
 - What are the studies and/or publications supporting the book
 - We will not allow demonstrations of software. You must explain the value and impact of the work.
 - We will return the materials after review.

42

Collaborations in Research

- Collaborations are good (Team Science), but you must demonstrate your own original and scholarly contributions
- If your research is inherently collaborative, important to indicate your roles and contributions:
 - Multi-PI vs Co-I grants
 - Independent publications in your specialty or area of scholarship
 - Indicate clearly your contributions to projects
- If all your research is with a senior colleague:
 - Independent funding
 - Independent publications, or senior/corresponding authorship
 - Independent invitations establishing your own reputation
- Independent referee letters will help establish your reputation in the field.
- Letters from collaborators should emphasize the “unique, invaluable, innovative contributions” to the success of the projects

43

Evaluating publications

- Peer reviewed publications are the currency
- More weight is given to first- and senior/corresponding author papers
- Must demonstrate independence *or your significant and impactful role in team science projects.*
- Quality is more important than quantity (but numbers of publications are noted)
 - The quality of journals/publishers is an indicator of impact but the quality of the paper is most important
 - We realize Impact Factors are flawed and often used incorrectly.
- Special attention is paid to the papers published at UVa or since the last promotion (helpful to indicate pubs since last promotion action)
 - If you move to UVa from another faculty position, achievements at the prior institution are considered

44

Evaluating publications (cont)

- Citations to the candidate's papers tell us the impact the candidate's publications have on her/his field. We know that publications in some fields garner more citations than others
- Un-refereed publications (chapters, invited articles) are also considered but are given less weight
- Avoid publishing (or serving on editorial boards) in open access journals that are not on the Web of Science or lack impact factor. They may pretend to be peer reviewed but if we can't find any information about the journal, the articles will not have much weight

45

46

Scholarship (for the clinician)

- Write review papers, book chapters, books
- Try to get invitations to contribute reviews
- Clinical projects, including drug company studies on which you are a co-PI or site PI
- Contributions to society white papers on best practices

What do I need to get promoted or tenured?

- There is **no** specification of # of papers or grant \$ required for promotion or tenure
 - [there is a requirement for continued funding at a national (NIH or equivalent) level for research tracks].
- Demonstrating the ability to carry out and lead scholarly activities independently is important.
- If you participate in Team Science, you must document your significant and impactful roles in the projects.

Indicators of Regional/ National/ International Reputation

- Service on a study section or grant review panel of a regional or national agency
- Membership on editorial boards of major journals
- Invited reviews and articles
- Invited talks at regional/national/ international symposia and at other institutions; visiting professorships
- Officer, chair, or member of a committee of regional or national professional or scientific society
- *Your reference letters are also important indicators of reputation*

Before you submit your portfolio, you are *encouraged* to consult P&T Committee members

We want you to understand the P&T guidelines, know the criteria for P&T for your particular track, and learn how to construct your best possible portfolio.

Current P&T Committee Members

Frances Shen, Chair, Orthopaedic Surgery
Jeff Smith, Vice Chair, Biochem Mol Genetics

Zygmunt Derewenda, Physiology	Thomas Cropley, Dermatology
Linda Duska, Ob/Gyn	Maryellen Gusic, MedEd
Julia Iezzoni, Pathology	Wendy Novicoff, PHS
Kim Kelly, BME	
Norbert Leitinger, Pharmacology	
Ed Nemergut, Anesthesiology	
Bettina Winckler, Cell Biology	
Zhiyi Zuo, Anesthesiology	

Other Able Consultants

Veterans of the SOM P&T Committee

Stuart Berr, Radiology
Bob Bloodgood, Cell Biology
Bill Brady, Em Med
Ken Brayman, Surgery
John Bushweller, Physiology
Jim Casanova, Cell Biology
Brent French, BME
Adam Goldfarb, Pathology
Lou Hammarskjöld, Microbiology
Lin Harrison, Neurology
Jennifer Harvey, Radiology
Fern Hauck, Fam Med
Lee Jensen, Radiology
Jaideep Kapur, Neurology
Bea Lopes, Pathology
Paul Matherne, Pediatrics
Vicky Norwood, Pediatrics
Mark Okusa, Medicine
Kim Penberthy, Psych & NBS
Joann Pinkerton, OB/GYN
BJ Purow, Neurology
Jason Sheehan, Neuro Surgery
Lois Shepherd, PHS
Elizabeth Warren, Psych & NBS

Susan Pollart, Senior Associate Dean
Bob Nakamoto, P&T Coordinator
Cathy Broaddus, Faculty Advancement
Administrator

Summary

- It's not as intimidating as you may think
- Work with your Chair and Dept. If they do a good job, there should be a 100% “pass rate”
- Don't pass us a sloppy or quickly done portfolio
 - Please make the portfolio accessible and do not use too many acronyms and abbreviations
- **Check out the website for the criteria, timeline, formatting and instructions** - READ and BELIEVE the information
- Not everyone will fill in every line of the standardized C.V.
 - Promotion decision is qualitative – not points for each activity/triumph

Summary (Cont'd)

- First thing is to get your C.V. prepared and generate the list of referees.
 - Pay careful attention to the independent “at-arm's length” references
- Start now to collect teaching and clinical evaluations, if you haven't started already.
 - If the course did not have formal evaluations, ask the course director to get anecdotal comments from students
- Please feel free to contact any of us
- P&T Committee members in your department or with whom you work will recuse themselves and not be in the room during discussion. Don't be afraid to ask their advice and help
- Most applicants are successful (~95%)