COD PROMOTION WORKSHOP

Tenure Track/ Research Non-tenure Track
April 29, 2019

Presented by Wendy Cerny
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312-355-2662
Outline

A. COD
  • Faculty Ranks and Tracks
  • Norms and Guidelines – Criteria for promotion specific to COD

B. Process & Timelines

C. Dossier Overview
  • Sections
  • Statements
  • External Letters
# Table of Tracks, Sub-tracks and Ranks within the College of Dentistry

<table>
<thead>
<tr>
<th>Track</th>
<th>Sub-Track</th>
<th>Acronym</th>
<th>Tenure status</th>
<th>Faculty Titles/Ranks</th>
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<tbody>
<tr>
<td><strong>Academic Track</strong></td>
<td>Academic Track – Research Subtrack</td>
<td>AT-R</td>
<td>Tenure eligible /tenured</td>
<td>Assistant Professor&lt;br&gt;Associate Professor&lt;br&gt;Professor</td>
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<td>Academic Track – Clinical/Educational Subtrack</td>
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<td><strong>Clinical/Educational Track</strong></td>
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<td>Non-tenure</td>
<td>Clinical Instructor&lt;br&gt;Clinical Assistant Professor&lt;br&gt;Clinical Associate Professor&lt;br&gt;Clinical Professor</td>
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<td><strong>Research Track</strong></td>
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<td>NT-R</td>
<td>Non-tenure</td>
<td>Research Assistant Professor&lt;br&gt;Research Associate Professor&lt;br&gt;Research Professor</td>
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Timeline – Tenure Track

**Probationary**
- Assistant Professor
- Mid-probationary Review Completed
- Promotion Packet Submitted
- Campus Decision

**Indefinite Tenure**
- Associate Professor
- Promotion Packet Submitted*
- Professor

*Timing variable, dependent upon accomplishments

If negative decision,
Terminal contract
Year 7
WHAT DO I NEED TO DO IN ORDER TO BE PROMOTED?

College of Dentistry GUIDELINES and NORMS:
“CRITERIA AND GUIDELINES FOR APPOINTMENT, PROMOTION AND/OR TENURE OF FACULTY”

• SECTION I. Introduction

• SECTION II. Academic Ranks – Defines eligibility and credentials

• SECTION III. Faculty Tracks / Norms, Standards and Expectations for Academic Rank
  Qualifications expected for appointment and promotion at each rank
  (This section is sent to external reviewers to provide context for candidate’s activities.)

• SECTION IV. Documentation of Qualifications
  Examples of activities

• SECTION V. Procedures for Appointment and Promotion

  Can be found on “Promotion and Tenure” page of the COD OFA website
The 3 “Pillars” of Promotion

PROMOTION

TEACHING  RESEARCH  SERVICE
“S. I. T.”

- Signature
- Impact
- Trajectory
 Associate Professor (Academic Track – Research) with tenure

A faculty member at this rank should have established a **productive independent research program**, should be **contributing significant new information to the scientific literature**, should show **promise of becoming a leader in his/her field**. This rank signifies a high level of professional accomplishment and a significant commitment by the faculty member to the College and University programs. Promotion to or appointment as an Associate Professor (Academic Track – Research) is recommended when the candidate has achieved the following **norms**:

- Continued **growth in peer reviewed publications**, which may include reviews and book chapters;
- A quality and **quantity of published work** that would be deemed adequate when reviewed by reasonable peers;
- Evidence of **independent research funding**, preferably from federal but also including non-federal sources, to support a nationally recognized research program; and
- Demonstrated **evidence of excellence in educating students** and/or activities directed at student learning.

In addition, the candidate should have **evidence of**:

- **Invited seminars** at outside institutions;
- Participation in **scientific meetings**, both national and international;
- **Supervision and mentoring** of graduate or post-doctoral students;
- **Participation in College and/or University governance**;
- Active **membership in appropriate professional organization(s)**;
- **Service as a reviewer** of manuscripts for peer-reviewed journals; and
- Participation in **service activities** consistent with Departmental, College, and University missions.
Promotion to **Professor**

Promotion or appointment as a Professor (Academic Track – Research) is recommended when the candidate has **added to previous achievements in each of the above-listed areas** as described for Associate Professors (Academic Track – Research), above. Faculty at this rank must demonstrate continuing excellence in research and should have shown significant innovation in his/her work. The faculty member must have documented evidence of successful educational activity and service. **Potential for future growth is also important.** This rank signifies an extremely high level of professional accomplishment.

In terms of reputation, the candidate should have become a leader in his/her field and should have **attained national and/or international peer recognition**, indicated, for example, by invitations to speak at national and international meetings. Candidates **must continue to attract research funding, enhance graduate programs, mentor researchers, and be active in curriculum development**. Candidates are expected to be **active in faculty governance** at College and University levels. Candidates are expected to be **active in professional organization(s)**. Above all, candidates should have potential for continued professional growth, with the ability to guide junior faculty and others with whom the candidate interacts.
EXAMPLE: ACADEMIC TRACK – Clinical/Educational Subtrack

**Associate Professor (Academic Track- Clinical/Educational)**

Faculty at this rank should have demonstrated evidence of *excellence in educational activities* and should be engaged in service and other scholarly activities. They should show *promise of becoming leaders* in their fields, and should have attained *recognition at the state and/or national level*. Promotion or appointment as Associate Professor with tenure is usually recommended when the candidate has achieved the following *norms*:

- Demonstrated evidence of *excellence in educational, learner-centered activities*;
- **Development of educational materials** and application of best education practices within the College curricula;
- Demonstrated excellence in the candidate’s field and *promise of becoming a regional or national leader*;
- A *record of publication in peer reviewed journals*, which may include reviews and book chapters;
- Evidence of a *quality and quantity of published work* that would be deemed adequate when reviewed by reasonable peers;
- Participation in *faculty governance* through membership on clinical/hospital/college and/or University committees;
- Participation in local, national and international *professional meetings*; and
- Participation in *service activities* consistent with Departmental, College and University missions.

In addition, it is *expected that candidates will be involved in research and other scholarly pursuits* at this stage; however the *receipt of external research funding is not required for promotion in this rank*. It is also expected that candidates who are clinicians, when appropriate for the candidate’s assigned role in the College, will have *initiated the process of dental specialty board certification* for a dental specialist. In lieu of board certification, general dentists must provide *documentation of exceptional performance* related to the identified norms. (For example, Diplomat of American Board in specialty, state specialty licensure, Academy of General Dentistry, American College of Dentists.)
EXAMPLE: ACADEMIC TRACK – Clinical/Educational Subtrack

Promotion to **Professor:**

Faculty at this rank should have demonstrated significant originality in their educational activities and should be engaged in service and scholarly activities. They should be leaders in their field and should have attained national and/or international peer recognition. This rank signifies an extremely high level of professional accomplishment.

Promotion or appointment as a Professor is recommended when the candidate has **added to previous achievements in each of the areas** as described for Associate Professor. **Potential for future growth** is also important in the decision to make this appointment. The candidate should have become a leader in the candidate’s field and should have attained national and/or international peer recognition, indicated, for example, by invitations to speak at national and international meetings. The candidate should be involved in the governance of national or international professional organizations. It is also expected that candidates who are clinicians, when appropriate for the candidate’s assigned role in the College, will be **board-certified if in a recognized specialty.** In lieu of board certification general dentists must provide documentation of exceptional performance related to the identified norms or have an additional degree (for example a **Master’s degree in an academic discipline**).
Candidate – YOU!

Dossier – The promotion and tenure document; also known as the promotion “package” or “the case”.

Preparer – A senior faculty member who is at or above the rank of the candidate seeking promotion and is responsible for the content, accuracy and presentation of the dossier. This person is usually the Unit Executive Officer (UEO = Department Head); if the DH is ineligible*, the Dean will assign a senior faculty member to assume the role. * No dual relationship

Coordinator – Administrative assistant who helps the Preparer with the compilation and formatting of the dossier.

Review Committee – Faculty at the department, college and campus levels that review the dossier and evaluate its merit as compared to the norms of the college. Committee composition is determined by the department, college and university bylaws. The committee votes to endorse the case. Committee members may only vote on a case that considers promotion at or below their rank and they may only vote at the lowest level of the review process.
The Process of Promotion – 8 Simple Steps!

1. Department Head – Faculty Decision
2. Package Preparation
3. Departmental Committee Review/Vote
4. College Committee Review/Vote
5. Dean’s Endorsement
6. UIC Campus Committee Review/Vote
7. UIC Provost-Chancellor Endorsement
8. Promotion!!!
## COD Timeline in detail

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<tr>
<th>Month</th>
<th>Event</th>
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<tr>
<td>March-May</td>
<td>DH identify faculty who will be nominated for promotion</td>
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<td>(Note: Probationary faculty in Year 5 MUST be nominated)</td>
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<td>June-July</td>
<td>Nomination packages constructed/ External Eval Requests</td>
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<td>August</td>
<td>Departmental Review and Vote completed</td>
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<td><strong>September</strong></td>
<td><strong>Completed packages submitted to College</strong></td>
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<td>October</td>
<td>College Committee Review and Vote</td>
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<td><strong>November</strong></td>
<td><strong>FINAL Paper and Electronic copies to COD OFA</strong></td>
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<td>Dean’s Review and Endorsement</td>
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<td><strong>DECEMBER</strong></td>
<td><strong>DOSSIERS SUBMITTED TO CAMPUS OFA</strong></td>
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<tr>
<td>February</td>
<td>Campus Committee Meets</td>
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<td>Feb-March</td>
<td>Faculty notified of Campus Committee Vote</td>
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<tr>
<td>May</td>
<td>Provost-Chancellor decision announced</td>
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</table>
Important things to note

• Your Department Head (DH) needs to make a firm decision about your nomination by May/June.

• The preparation of the nomination package will be a jointly shared activity that involves you, your Dept. Head, and generally the Asst. to the Head or another administrative assistant.

• The Preparer bears the final responsibility for the case.

• Once the nomination package is submitted, you, as a candidate, are to be informed of each decision that occurs (vote totals), every step of the way, in writing.
WHAT’S IN THE DOSSIER?

Non-evaluative Sections (Data: Lists & Tables)

I. Teaching
II. Research
III. Service
IV. Interdisciplinary Work Statement

Evaluative Section- V.
A. Peer Evaluation of Teaching
B. **External Letters of Reference**
   • No less than 5, no more than 8, solicited by your DH
   • Your DH will request these letters
   • The references must be unbiased, impartial experts in your field at the rank of full professor or equivalent
   • Cannot be past or present collaborators, mentors, or close associates
C. **Letters of collaboration** (if applicable)
   • Your DH will request these letters. Your DH may ask you for names of collaborators. Either external or internal are fine.
D. Letters of support from others in the college/UIC (optional)
   • Some DH like to include these, others do not
THE TENURE/RESEARCH DOSSIER – A BASIC VIEW

Non-evaluative
(Candidate’s CV)

Teaching
- Courses
- Advising
- Supervision
- Development
- Evaluations
- Awards

Research
- Honors
- Invited colloq.
- Grants
- Publications
- Presentations

Service
- Department
- College
- University
- Patients
- Students
- Profession
- Public

Evaluative
(Preparer)

Peers
- Teaching

Collaborators
- (optional)

External
- 5-8

DH
- (5 sections)

Dean

Statement of Interdisciplinary Work
- (optional)
More about the Personal Statements…

- **ONE** page limit
- **YOUR VOICE** in the application- Highlight strengths and accomplishments; define focus; create a comprehensive narrative. Opportunity to address the reviewers and provide info that isn’t presented in the lists and tables.
- “**Draft & Craft**” – review, revise, polish; **get feedback** from peers & senior faculty.
  Check spelling and grammar!
- Be specific about your future goals and career trajectory; don’t end with “more of the same”.
- Statement of Interdisciplinary Work – Optional? NOT!!

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**Teaching Goals, Approaches and Accomplishments**

This statement should discuss current efforts and progression related to the unit’s teaching mission.

**Current and Planned Research, Creative, or Scholarly Work**

...a statement pertinent to his/her research, creative and scholarly efforts, as well as describing accomplishments. The statement should **tie together past scholarly work and how it relates to plans for future scholarly activity** and to teaching and service responsibilities. The statement will be read by senior colleagues who are not technical experts. **Avoid jargon** and specialized technical information.

**Current and Planned Service Activities**

...current efforts and progression of university, disciplinary, and public service activities over past years and **expectations for the future**. The statement should explain how these efforts fit into the unit's norms and policies.

Candidates who are involved in **interdisciplinary work** (or **who plan to be so involved**) are asked to provide a statement on the existence, nature and significance of their interdisciplinary work (i.e., teaching, research, service).
Personal Statement – A VERY General Outline

I. Background
   • Introduction
   • Motivation/Goals

II. Signature/Impact
   • Highlight achievements, but don’t just summarize tables- provide context
   • Significance of contributions
   • Growth in area of expertise
   • Avoid technical jargon

III. Trajectory
   • Plans & goals (not more of the same!)
   • Think about what you need to do for your next promotion!

→ Be mindful of prompts
→ PROOFREAD, PROOFREAD, PROOFREAD!!!
More about the external letters…

• Candidates are not allowed to submit a list of potential referees to the department.

• Candidates may submit a list of referees whom they believe are inappropriate along with the reasons for their proposed exclusion.

• The request for an external reference letter must include:
  1) Standardized request letter – the DH prepares this; template in instructions.
  2) Your complete CV – be sure that it accurately and FULLY depicts your accomplishments.
  3) Your teaching, research, and/or service statements from the dossier.
  4) A statement of our college standards (norms) for the rank to which you are nominated.
  5) Representative publications or a link to your publications.

• Discuss this with your DH early so you know what they want!
  Your DH may need these materials as early as May/June. Please check & PLAN!

• Candidates are not permitted access to any part of the external letters of reference, even if redacted.
The Dossier – Forms & Instructions

- UIC Office of the Vice-Provost for Faculty Affairs (OVPFA)
- A link is also available on the COD Faculty Affairs site:

Career, Promotion and Tenure Resources

The following documents provide information about promotion and tenure processes for College of Dentistry and UIC.

College of Dentistry

- 2018-19 COD Timeline
- COD Combined Guidelines and Norms
- COD Promotion Workshop-Non-Tenure Track 2018
- COD Promotion & Tenure Workshop-Tenure Track 2018
- Guide for Mid-Probationary Review of Tenure Track Faculty
• UIC Office of the Vice-Provost for Faculty Affairs (OVPFA)
Promotion and Tenure (P&T) Guidelines to Policies and Procedures 2018-19

GENERAL INFORMATION
- P&T 2017-18 Calendar of Dates & Deadlines
- Collaborator FAQs
- P&T Policy and Procedure for External Hires
- Senior Rank Promotions (Instructors and Lecturers)
- Mid-Probationary Reviews for Tenure-Track Faculty
- Questions should be directed Faizan H. Abid, fabid2@uic.edu | (312) 996-2706 (62706).

TENURE TRACK SYSTEM AND RESEARCH NON-TENURE TRACK:
- Part I – General Policies and Procedures
- Part II – Suggestions for the Preparation of an Effective Promotion and Tenure Case
- Part III – Instructions for the Preparer: Contents for the Dossier Forms
- Part IV – Instructions for the Electronic File and Submission

Downloadable Forms (Required):
- Tenure System & Research Non-Tenure Dossier Forms

Peer Evaluation of Teaching Tool Templates
- College of Medicine (PDF version/ MS Word version)
- Department of Physics (PDF version/ MS Word version)

Coming Soon...
- Tenure and Contract History Form
- Preparer's Dossier Forms Submission Checklist
- Coordinator's Dossier Forms Submission Checklist
- Expected Cases Form

CLINICAL NON-TENURE TRACK:
1. Teaching Ability and Performance

In chronological order, list data for the candidate SINCE the last personnel action. For faculty who are on a Q contract; who are in the non-tenure track having switched from the tenure track; who were moved into the tenure track from the non-tenure track; or who started their probationary year higher than T1, please include data since the last personnel action or for the past five years, whichever period is longer (post-doctoral data may not be included). Note any release time for sabbatical, fellowships or any other reason.

A. Activities

1. Courses Taught

"Required" refers to courses that all students must take in order to complete a degree program or specialization, including minors and/or concentrations. "Selective" refers to courses that are on a list of two or more courses from which the student must select one or more in order to complete a degree program or specialization. "Elective" refers to courses that are not required for any degree but which may be used toward elective hours in a degree program.

<table>
<thead>
<tr>
<th>#</th>
<th>Semester/Term</th>
<th>Course #</th>
<th>Course Title</th>
<th>Team Taught (Yes/No)</th>
<th>Semester Hours</th>
<th>Required/Selective/Elective</th>
<th>Enrollment</th>
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B. EVALUATION OF TEACHING AND RELATED ACTIVITIES

Please provide teaching evaluations for courses listed in 1 A. 1. Courses Taught.

1. Summary of Student Evaluations of Faculty Teaching.*

*It is inappropriate to ask current doctoral students supervised by the candidate to write a teaching evaluation for the candidate. Summarize below the results of student evaluations of the candidate's teaching ability.

DEPARTMENTS MAY USE AN ALTERNATE FORM FOR SUMMARIZING STUDENT EVALUATIONS; HOWEVER, STUDENT EVALUATIONS MUST BE PRESENTED AS SUMMARIZED DATA.

<table>
<thead>
<tr>
<th>#</th>
<th>Semester/ Term</th>
<th>Course Number</th>
<th>Course Title</th>
<th>*Average Rating + SD</th>
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E. SPONSORED RESEARCH ACTIVITIES

In chronological order, list sponsored research activities since last personnel action. For faculty who are on a Q contract; who are in the non-tenure track having switched from the tenure track; who were moved into the tenure track from the non-tenure track; or who started their probationary year higher than T1, please include data since the last personnel action or for the past five years, whichever period is longer. **Post-doctoral data may not be included.** List all grant applications, even if unfunded. (Include here NEH Fellowships, Guggenheims, Great Cities Fellowships, CRB grants, Institute for the Humanities Fellowships, etc.)

<table>
<thead>
<tr>
<th>#</th>
<th>Date of Submission</th>
<th>Role of Candidate</th>
<th>Agency</th>
<th>Title of Proposal</th>
<th>Amount Requested</th>
<th>Amount Funded</th>
<th>Funding Period</th>
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*List PI if other than candidate.
**In multi-investigator projects, list total amount and amount attributable to candidate. E.g., $123,000/$357,750. Indicate whether amount is total cost (TC), i.e. direct + profit, or not.
G. PUBLICATIONS, PAPERS, AND OTHER SCIENTIFIC, CREATIVE OR SCHOLARLY WORKS
For faculty who are on a Q contract; who are in the non-tenure track having switched from the tenure track; who were moved into the tenure track from the non-tenure track; or who started their probationary year higher than T1, please include data since the last personnel action or for the past five years, whichever period is longer (post-doctoral data may not be included). List in chronological order.

Underline senior author in all categories, and asterisk (*) refereed publications if listed in categories other than c. The senior author is defined as the major contributor to the publication. If there is certain significance in the order of authors in multi-authored publications in the discipline, please provide a brief summary of the practice.

1. Publications or Other Creative Work Relevant to the Discipline: Dated BEFORE Last Personnel Action
   a. Books and monographs
      □ Check here if none
   b. Edited volumes and translations
      □ Check here if none
   c. Articles in refereed journals
      (Do not abbreviate titles; give inclusive page numbers. If there is certain significance in the order of authors in multi-author publications in the discipline, please provide a brief summary of the practice).
      □ Check here if none
   d. Other articles, including bulletins and technical reports
      (Give inclusive page numbers.)
      □ Check here if none
   e. Chapters in books
      (Give inclusive page numbers.)
      □ Check here if none

2. Publications or Other Creative Work Relevant to the Discipline Dated SINCE Last Personnel Action.
Common Problems/ Questions:

- Lists & Tables: **Read instructions** for lists & tables; **chronological order** (teaching tables, research tables, publications)

- Statements: grammar, formatting, structure; **proofreading** critical; focus

- Collaboration- look carefully at publications and co-authors

- Correct version of form; most recent; **no form editing allowed**

  **Review committees will review content and merit as compared to Norms & Guidelines. Errors are distracting and reflect poorly on candidate’s efforts.**
Questions, Support & Guidance

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