How to Prepare your Dossier

Presented by: The Office of Faculty Academic Affairs

Co-Presenter: Dory Thompson, Assistant Director, Department of Surgery and Perioperative Care

Resources available on our webpage:
https://intranet.dellmed.utexas.edu/public/promotion-and-tenure-information

Questions? Please reach out to us: DellMedFacultyAffairs@austin.utexas.edu
This information session will cover:

• Purpose of the Dossier
• Scholarship
• Required components by track and title series
• Common denominators in all dossiers: CV, Internal and/or External Reviewer Letters, Chart of Reviewers, Candidate Statements, Summaries of Activities
• Supplemental Materials
• Online Resources
• Q&A
Purpose of the Dossier

• **Convey Impact:** When your contributions are organized and presented clearly, the materials in your dossier (CV, Candidate Statements, Summaries of Activities, etc.) will convey the *impact* of those contributions so that they are visible and understood by all levels of review (external reviewers, your own department, Dell Med APT Committee, Dean, and UT President's Committee) including non-biomedical readers.

• **Convey Geographical Reputation:** When your contributions are organized and presented clearly, the materials in your dossier (CV, Candidate Statements, Summaries of Activities, etc.) will convey geographical reputation (where applicable).
Contributions that help convey impact and geographical reputation:

• Invited Presentations
• Leadership roles in professional societies or other entities related to your area of expertise
• Service on advisory panels, committees
• Mentorship/Advising
• Publications
• Grant Funding
• Honors/Awards
Scholarship

Defined as: the creation and/or dissemination of new knowledge*.

Dell Med uses a broad, flexible definition that includes:
- **Discovery**, original research that advances knowledge
- **Integration**, synthesizing information across disciplines, topics, or time
- **Application**, involving the rigorous application of your disciplinary expertise
- **Teaching**, systematic study of teaching and learning processes**

*All of these require accomplishments beyond your service duties (i.e., beyond your “job”) and in formats that allow dissemination, application, and/or evaluation by peers.

**Requires a format that will allow public sharing and the opportunity for application and evaluation by others.
Impact / Influence of Scholarship

• Professional-Track:
  – Professional-Track Clinical Professor title series:
    • Expected to have active engagement in scholarly activities that derive from and support clinical, teaching, and professional service activities.
    • Scholarship is defined broadly. Peer-reviewed publications are not required.
  – Professional-Track Professor title series:
    • Expected to play an active and sustained key role in a program of scholarship in an area of expertise, which includes traditional outputs of scholarship (e.g. peer-reviewed publications).

• Tenure-Track/Tenured:
  – Expected to drive a program of scholarship with includes a body of original peer-reviewed publications.
    • For promotion to Associate Professor: demonstrate peer recognition at an established national level.
    • For promotion to Professor: demonstrate peer recognition at a sustained national/emerging international level.
Required Components by Track

**Professional-Track Faculty:** Require evaluation in one Area of Excellence (Clinical Expertise, Educational Leadership, or Investigation and Inquiry) and Additional Contributions to the Academic Enterprise.

Required components for a Professional-Track dossier:

- Candidate Statement for Area of Excellence
- Summary of Activities for Area of Excellence
- Candidate Statement for Additional Contributions to the Academic Enterprise – i.e. all contributions outside of the Area of Excellence
- Additional summary of activities (as applicable)
Summary of Dossier Preparation - Professional-Track Faculty:  Technical guide on how to assemble your dossier

Summary of Dossier Preparation – Professional-Track Faculty

Instructions:
- Please follow the file naming convention below. Please do not include the candidate’s name in the file names. These will be organized inside a UF Box folder with the candidate’s name.

When uploading files to UF Box, please be sure to only upload one version of each document. If you have to upload more than one version, you will need to clear out the extra versions before submitting to the Office of Faculty Academic Affairs. To avoid this, delete the old version from the Box file before uploading a new version.

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<table>
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<tr>
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<tr>
<td>D1_Change_in_Rank_form.pdf</td>
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<tr>
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<tr>
<td>D3_Chair_Statement.pdf</td>
<td>Statement from Department Chair: Office of Faculty Academic Affairs will upload to the dossier.</td>
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<tr>
<td>D4_Academic_Center_OTRStmt.pdf</td>
<td>Statement from the joint, courtesy, or other Department Chair/Center Director (if applicable): Statements from joint or courtesy Department Chairs should appear before statements from other departments.</td>
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<tr>
<td>D5_CV.pdf</td>
<td>Updated CV using Dell Med CV template.</td>
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<tr>
<td>D6_EducationalLeadership.pdf</td>
<td>Executive Committee Statement with typed names of and signatures of all committee members.</td>
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<td>D7_ClinicalExpertise.pdf</td>
<td>Executive Committee Statement with typed names of and signatures of all committee members.</td>
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<tr>
<td>D8_InvestigationAndInjury.pdf</td>
<td>Executive Committee Statement with typed names of and signatures of all committee members.</td>
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Additional Contributions to the Academic Enterprise

- Candidate Statement (4 pages or less. Does not have to be signed.)
- List of Five Most Significant Works Completed in Rank: The candidate must identify the five most significant works completed in rank and provide a list using the List of Five Most Significant Works template.

Honors and Awards

- Summary of Academic and Professional Service Activities (required for all faculty). Activities in the area of Academic and Professional Service that faculty are engaged in that do not fall within their designated Area of Excellence must be included as a part of additional contributions to the academic enterprise.
- Summary of Clinical Activities (required for faculty engaged in clinical care who do not have Clinical Expertise as their designated Area of Excellence; their clinical activities must be included in a part of additional contributions to the academic enterprise.)
- Summary of Instructional Activities (if applicable)
- List of Five Most Significant Works Completed in Rank (if applicable). The candidate may identify the five most significant works completed in rank and provide a list using the List of Five Most Significant Works template.

Chart of Reviewers

- Grouped by Roder (Name, Title, and Role)
- Reviewer listed in alphabetical order by last name within each group. Use the Chart of Reviewers Template.
- Sample of Selection Letter (Example)
- List of Materials: separate page within this PDF that includes the header “List of Materials sent to reviewer” and lists the materials sent to the reviewer. All materials that were sent to the reviewer (except the CV) will be included here.

Please note: CV can be listed as material sent to reviewer. But DO NOT include CV in this PDF.
Required Components by Track – cont'd

**Dossier Checklist and Samples - Professional-Track Faculty**: What to include in your dossier based on your Area of Excellence and links to samples

### Dossier Checklist and Samples - Professional-Track Faculty

Professional-Track faculty require evaluation in their designated Area of Excellence and of their Additional Contributions to the Academic Enterprise that do not fall under their designated Area of Excellence.

Please refer to Dell Med Guidelines for Promotion for 2024-2025 for a description of each component. Additional information on the [Office of Faculty Affairs](#) website.

- Updated Curriculum Vitae in Dell Med CV template

#### Clinical Expertise:
- Candidate Statement (example)
- Summary of Clinical Activities (example)
- Patient outcomes
- Honors and awards
- Supplemental: Selected clinical innovations

#### Educational Leadership:
- Candidate Statement (example)
- Summary of instructional activities (example)
- Honors and awards
- Supplemental: Selected instructional materials (Teaching Portfolio)

#### Investigation and Inquiry:
- Candidate Statement (example) - must include NIH RCR index
- List of Five Most Significant Works (template)
- Honors and awards
- Supplemental: PDS - Five most significant works

#### Additional Contributions to the Academic Enterprise:
- Candidate Statement that describes all active, additional contributions.
- Summary of Academic and Professional Service (Required for all faculty) (example)
- Summary of Clinical Activities (Required for all faculty engaged in clinical care who do not have Clinical Expertise as their designated Area of Excellence) (example)
- Summary of Instructional Activities (if applicable) (example)
- List of Five Most Significant Works (if applicable) (template)
- Honors and awards

#### Supplemental Materials:
- Learner evaluations – please clearly label each evaluation (i.e. student, resident, fellow)
Required Components by Track – cont'd

Tenure-Track and Tenured Faculty: Require evaluation in designated Area of Excellence (Clinical Expertise, Educational Leadership, or Investigation and Inquiry) and a strong record of accomplishments in all remaining Areas of Review.

Required components for a Tenure-Track or Tenured dossier:
• Candidate Statements for Area of Excellence and Areas of Review
• Summary of Activities for Area of Excellence and Areas of Review
• Five Most Significant Works

*Clinical Expertise is reviewed only for faculty who provide clinical services
*Academic and Professional Service is an Area of Review, but may not be designated as an Area of Excellence
### Summary of Dossier Preparation - Tenured and Tenure-Track Faculty

**Faculty:** Technical guide on how to assemble your dossier

**Summary of Dossier Preparation – Tenured and Tenure-Track Faculty**

**Instructions:**
Please follow the file naming convention below. Please do not include the candidate’s name in the file names. These will be organized inside a UT Box folder with the candidate’s name.

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<td>Statement from Department Chair/Primary Department</td>
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<td><strong>04_</strong>Mul Probationary Review.pdf</td>
<td>Copy of MAB Probationary Review Summary</td>
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<td><strong>05a,b,c,</strong> Other Statement_CSV Title.pdf</td>
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<tr>
<td><strong>10_</strong>Chart of Reviewers.pdf</td>
<td>Grouped by Received, Declined, and No Response</td>
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<tr>
<td><strong>11a,b,c,</strong> Last name-Institution.pdf</td>
<td>Individual letters in alphabetical order by last name.</td>
</tr>
<tr>
<td><strong>12a,</strong> Last name-Office.pdf</td>
<td>Individual letters in alphabetical order by last name.</td>
</tr>
<tr>
<td><strong>13_</strong>Declarations.pdf</td>
<td>All declarations correspondence placed in alphabetical order by last name.</td>
</tr>
<tr>
<td><strong>14_</strong>Unsolicited.pdf</td>
<td>All unsolicited letters in alphabetical order by last name.</td>
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- Honors and Awards
- Executive Committee Statement (4 pages or less. Does not have to be signed.)
- Summary of Instructional Activities
- Honors and Awards
- Please note: Learner evaluations, teaching certifications, and selected instructional materials go in the Supplemental Materials folder.

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*The University of Texas at Austin Dell Medical School*

**A Vital, Inclusive Health Ecosystem**
Dossier Checklist and Samples - Tenured and Tenure-Track Faculty: What to include in your dossier and links to samples:

- **Required Components by Track** – cont'd

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**Dossier Checklist and Samples** – Tenured and Tenure-Track Faculty

Tenure-Track and Tenured faculty require evaluation in their designated area of excellence and a strong record of accomplishment in all applicable areas of review. Clinical Expertise is only reviewed for faculty who provide clinical services.

Please refer to Dell Med Guidelines for Promotion for 2024-2025 for a description of each component. Additional information on the [Office of Faculty Academic Affairs webpage](#).

- Updated Curriculum Vitae in Dell Med CV template

**Clinical Expertise:**
- Candidate Statement *(sample)*
- Summary of Clinical Activities *(sample)*
- Patient outcomes
- Honors and awards
- Supplemental: Selected clinical innovations

**Educational Leadership:**
- Candidate Statement *(sample)*
- Summary of Instructional Activities *(sample)*
- Honors and awards
- Supplemental: Selected instructional materials (Teaching Portfolio)

**Investigation and Inquiry:**
- Candidate Statement *(sample)* – must include NIH RCR index
- List of Five Most Significant Works *(sample)*
- Honors and awards
- Supplemental PDFs - Five most significant works

**Academic and Professional Service:**
- Academic and Professional Service statement *(sample)*
- Summary of Academic and Professional Service *(sample)*
- Honors and awards

**Supplemental Materials:**
- Learner evaluations – please clearly label each evaluation (i.e. student, resident, fellow)
- Letters solicited from mentees/collaborators (optional)
- PDFs - Five most significant works (as applicable)
- Peer observation reports *(observation forms)* – 3 required for all faculty that interact with learners.
Common Denominator in all dossiers: CV

- Follow the **DMS CV template** - provides guidance on how to organize sections of the CV and distinguish between important components
- Use the **CV Checklist** to ensure your CV is set up for success
- Check out this **slide deck** and **recording** of our Info Session on Preparing Your CV for Promotion
- Check out The Effort Report podcast episode: **Your CV: More than Meets the Eye**
CV Checklist

• Set your CV up for success with this checklist
• Your CV will be returned to you if there are issues that need to be addressed.

<table>
<thead>
<tr>
<th>Items to check for on CV</th>
<th>Task Completed /%</th>
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<tbody>
<tr>
<td>Revision Date: Included in top right corner of document.</td>
<td></td>
</tr>
<tr>
<td>Up to Date: Ensure that each section is updated by reviewing dates of most recent activities listed.</td>
<td></td>
</tr>
<tr>
<td>Formatting of Dates: Follows prescribed date format of [mm/yyyy to mm/yyyy] where applicable.</td>
<td></td>
</tr>
<tr>
<td>Abbreviations: Check to make sure all abbreviations in the document are defined.</td>
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<tr>
<td>Licensure is up to date. Should not be listed as expired.</td>
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<tr>
<td>Academic appointments specify if professional-track, tenure-track, or tenured.</td>
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| Honors/Awards: Curated annotation of significance needs to be included (e.g. regional/state/national scope of organization, who nominates for the award, competitiveness of award, etc.) Example: Outstanding Educator Award Department of Internal Medicine, Dell Medical School at UT Austin This is an annual award given to one faculty member in the department of 200 faculty to "recognize educational leadership, innovation, clinical teaching skills, and the capacity to inspire."

Professional Memberships/Service: Confirm geographic scope of the organizations in order to correctly categorize as local, regional/state, national or international. Designation is based on the geographic scope of the organization. Regional refers to the region of the US (i.e., Southwest US)

Is Mentoring and Advising correctly separated by category? A Mentor "fosters personal and professional growth by imparting wisdom, sharing experiences, and delivering expert insight. Encourages holistic long term mentee success." An Advisor "addresses questions by providing direct answers or potential solutions based on institutional and national guidelines. Supports students with competing program specific tasks."

Mentoring: Is documentation included on current position of mentee, nature of mentoring relationship, product/project of mentoring relationship?

Advising: Is documentation included on current position of advisee and nature of advising relationship?

Grants: Is all required data, as indicated on the template, included for each project?
Common Denominator in all dossiers: Internal and/or External Letters

Letter Requirements by track and title series:

- **Professional-Track - Clinical Professor title series:**
  - 3 letters required for the dossier
  - All 3 letters may be internal

- **Professional-Track - Professor title series:**
  - 3 letters required for the dossier
  - One letter may be internal
  - At least 2 of the 3 letters must be external and arm's length

- **Tenured and Tenure-Track:**
  - 5 letters required for the dossier
  - All 5 must be external and arms’ length
Common Denominator in all dossiers: Internal and/or External Letters – cont'd

Arm’s Length:

• Refers to choosing reviewers who are sufficiently distant from the candidate and capable of objectively assessing the candidate's merit for promotion without bias or personal or professional conflict of interest.

• General rule of thumb: If a reviewer is listed on your CV, they probably aren't arm's length.
Common Denominator in all dossiers: Internal and/or External Letters – cont'd

Examples of what *may* violate the arm’s length requirement:

- External reviewers must not be close friends, current or recent collaborators, former supervisors, advisors, mentors, or colleagues.
- A previous member of the same program or department as the candidate at the same time.
- Received a graduate degree from the same program as the candidate at the same time.
- A regular co-author and research collaborator with the candidate within the past seven years, and especially if that collaboration is ongoing.
- The candidate’s doctoral supervisor.
Examples of what *does not* violate the arm’s length requirement:

- Appeared on a panel at a conference with the candidate.
- Served on a granting council selection panel with the candidate.
- Author of an article in a journal edited by the candidate, or a chapter in a book edited by the candidate.
- Presented a paper at a conference held at the university where the candidate is located.
- Invited candidate to present a paper at a conference organized by the reviewer or to write a chapter in a book edited by the reviewer.
- Received a bachelor’s degree from the same university.
- Co-author or research collaborator with the candidate more than seven years ago.
- Presented a guest lecture at the university of the reviewer.
- Reviewed for publication a manuscript written by the candidate.
Common Denominator in all dossiers: Chart of Reviewers

- List of internal/external reviewers that may provide letters of assessment
- Follow the Chart of Reviewers Template
- Candidate will nominate 4 to 5 reviewers
- Department Chair will nominate 4 to 5 reviewers
- Department Chair selects which reviewers will be asked to provide a letter
- The majority of letters received should be from reviewers nominated by the Department Chair
- Department and candidate determine what materials are sent to the reviewers. (Example: candidate statements, summaries of activities, 5 most significant works, etc.)
Common Denominator in all dossiers: Candidate Statements

• 4 pages or less
• Candidate’s Statement: essay/narrative of contributions and achievements in Area of Excellence, Area of Review, or Additional Contributions to the Academic Enterprise (as applicable)
• Should discuss:
  – Activity, impact, and trajectory of scholarship
  – Service/leadership
  – Educational Activities
  – Mentorship
  – Community-facing scholarship and practice
• Educate the non-biomedical reader
• For guidance on Candidate Statements, check out samples: here
Common Denominator in all dossiers: Candidate Statements - sample

Candidate Statement

Clinical Expertise

In college, I was a double major in Philosophy and “Pre Med”. I loved when I could blur the lines between the two... like when I used physiology during my class on Plato, or when I could use neuroscience to explain an argument by Descartes. This ‘overlap’ gave me a thrill, because it forced my classmates to step out of their comfort zone and think differently. I have spent my career in medicine doing just the same thing, working in the intersection between various fields. I thrive when sitting on an interdisciplinary team, coming up with solutions from different perspectives.

It is in these overlapping 'gray areas' that I feel that I have developed the greatest clinical expertise and been able to influence patients and those who practice medicine. I have practiced in the overlap between psychiatry and dermatology, between basic science and clinical practice, and in combining the areas of business and medicine.

My clinical experience in medicine is anchored by my work as a practicing dermatologist. I work in the UT outpatient dermatology practice and help with sick hospital patients as a consultant. I volunteer my time at indigent care clinics across Austin as well. In this way, I am able to care for a diverse range of patients. Approximately 15% are poor and uninsured, 10% are in the military, and 25% are students and faculty at UT. I focus on those with the most critical illnesses, from autoimmune diseases to infections and cancers of the skin. This team-based approach to care allows dermatology faculty to work with residents in dermatology, psychiatry, and internal medicine to coordinate treatment and ensure adherence. I began by seeing patients 36 hours a week, but now only do so for 12 hours a week due to my administrative tasks. I am very busy during my clinics, with my productivity in the past 3 years ranging from the 75th to the 90th percentile. I work with residents and students every single day, both in clinical practice and in formal lectures. I have been named in Texas Monthly Magazine as a “Super Doctor” every year since 2015, and as a “Top Doctor” in Austin Monthly Magazine three times.

I am most well known internationally for my clinical expertise around the interaction between...
Common Denominator in all dossiers:
Summary of Activities

• Annotated List: Activities related to Area of Excellence or Additional Contributions to the Academic Enterprise
• Purpose: Convey the amount of time, duration, scope and impact of the candidate’s work
• Includes annotated descriptions of each activity, candidate’s role and time commitment for each activity
• Include details such as: course name, your role, number of students, learner level, duration of the activity, any other explanatory notes
• Details will help the non-biomedical reader understand “clinical teaching”
• Applies to these Areas of Excellence: Clinical Expertise, Educational Leadership, Academic and Professional Service, and Additional Contributions to the Academic Enterprise
• For guidance on Summary of Activities, check out samples: here
Common Denominator in all dossiers:  
Summary of Activities - sample

Summary of Clinical Activities

Outpatient Psychiatric Care

A. [INSERT CLINICAL LOCATION] (16 hours/week)

- General Adult Psychiatric Care
  - I provide comprehensive psychiatric assessment and clinical care to adults over 18 years of age
  - Advanced psychopharmacology options are utilized
  - I also provide supportive, cognitive behavioral (CBT), and psychodynamic psychotherapy as indicated

- Consultation, Programming & Management of Neuromodulation Devices
  - Deep Brain Stimulation (DBS)
    - In collaboration with Dr. [NAME] [TITLE], I perform comprehensive assessments in consideration of deep brain stimulation (DBS) for refractory obsessive-compulsive disorder (OCD)
    - Assessment involves obtaining a comprehensive narrative history and mental status exam, documenting failed medication and psychotherapy trials, ensuring eligibility for the FDA Humanitarian Device Exemption (HDE) qualifying the patient for DBS, and discussing informed consent
    - If selected, I accompany the patient to the operating room and provide intraoperative programming services
    - Postoperatively, I follow the patient prospectively and program the DBS device for optimal symptom control

  - Vagal Nerve Stimulation (VNS)
    - Mirroring my role with DBS, I provide comprehensive assessment in consideration of vagal nerve stimulation (VNS) for refractory major depressive disorder
    - Assessment involves obtaining a comprehensive narrative history and mental status exam, documenting failed medication and psychotherapy trials, and discussing informed consent for this FDA-approved depression therapy
    - Postoperatively, I follow the patient prospectively and program the VNS device for optimal symptom control
Components specific for: Investigation and Inquiry

• List of Five Most Significant Works While in Rank
  – You identify your 5 most significant works
  – Use List of Five Most Significant Works template
  – Significance of these works can be described in Candidate Statement for Investigation and Inquiry
  – Replaces a previous requirement called the Scholarly Record

• NIH Relative Citation Ratio (RCR) Index
  – Measures the scientific influence of an investigator's publications by field
  – Must be included in your Candidate Statement for Investigation and Inquiry
  – For more guidance: NIH RCR index
Supplemental Materials

• Materials that are added to this folder:
  – PDFs of your 5 Most Significant Works
  – Letters from Collaborators/Mentees
  – Peer Observation of Teaching Reports
  – Learner Evaluations
  – Other supplemental materials
    • Examples: Clinical metrics, Thank You notes from patients, Selected Instructional Materials
    • Any other materials the candidate deems relevant
    • Must include a Table of Contents
    • Helpful to include brief description/relevance of each item
Final Product!
Updates to your Dossier after 9/1

• Major changes such as:
  • New Achievements, new Leadership roles
  • New Publications
  • New Funding
  • New Awards

• Send updated CV and brief statement describing the changes to your department representative

• Additions will be added to the Additional Statements Folder
Pro Tips

• Stay on top of department deadlines for your dossier
• Ask a non-biomedical reader to review your dossier
• Include annotated information to educate all reviewers
• Write out all abbreviations
• Ensure that your CV is up to date and follows the template
• Typos: Spellcheck and proofread your dossier
• Make sure dates are aligned from document to document
  • Example: Dates on CV align with dates included in a candidate statement
Online Resources

Resource Library for Faculty – resources organized for each track/title series

**Resource Library for Faculty**

- Faculty Tracks and Title Series
  - Tracks and Title Series
  - Professional-Track Comparison Table
  - Professional-Track: Clinical Professor Title Series
  - Professional-Track: Professor Title Series
  - Tenured and Tenure-Track
  - Academic and Professional Service - general information for all tracks, title series, ranks

- Commonly Used Templates and Forms
  - Dell Medical School CV Template
  - CV Review Checklist
  - Scholarly Record Template
  - Peer Observation of Teaching Forms

- Recorded Information Sessions
  - Tracking Your Progress Towards Promotion
  - What Area of Excellence is My Home?
Online Resources

• Examples of Evidence of Achievement – Review the Examples of Evidence of Achievement for your track, title series, tenure status for guidance on items to include in your CV.

• **DMS CV template** and **CV Checklist**

• Guidelines for Promotion – **Coming soon!** Explains the promotion and tenure process, includes instructions/prompts for each Area of Excellence, Area of Review, or Additional Contributions to the Academic Enterprise, as applicable.

• **Biweekly Office Hours**

• Recordings/slide decks from Promotion and Tenure Info Sessions
Q&A