

## APPENDIX E: SUGGESTED TEMPLATES TO SOLICIT LETTERS FROM RESEARCH COLLABORATORS AND FROM PROFESSIONAL, CLIENT OR OTHER COMMUNITY COLLABORATORS

Dear **[Name of Research Collaborator]**:

The Department of [name of department] is evaluating the academic and professional standing of [name of candidate], who is being considered for [examples: promotion to associate rank with continuing status or tenure; tenure-only, continuing status only; or promotion to full rank].

Since you have collaborated with [name of candidate], we would appreciate your assistance in assessing the candidate's contributions by providing us with a letter of evaluation on your work together. We have enclosed the following materials to help you in evaluating [name of candidate]'s record:

1. *Section 2*: Summary of Workload Assignment and/or position description;
2. *Section 3*: Department, Unit and College Criteria;
3. *Section 4*: Curriculum Vitae and List of Collaborators;
4. *Section 5*: Candidate Statement;
5. *(Optional) Section 6*: Teaching Portfolio and/or *Section 8*: Leadership Portfolio for Service and Outreach; and
6. Selected set of research publications.

In your evaluation, we would appreciate your characterizing the scope and length of your collaborations and the contributions that [name of candidate] has made to those collaborations. What was the extent of the candidate's contributions to your research partnership? How important were those contributions to the research? How do those contributions fit into the candidate's overall research program? We would also welcome your assessment of the strengths and weaknesses of the [name of candidate]'s record, including such things as the significance and independence of the candidate's contributions to the literature and to the field, the promise of sustained scholarly activity, and the regional, national, or international recognition that has been earned by [name of candidate]. Please also indicate whether you recommend that [he/she] be awarded [examples: tenure or continuing status and promotion to associate rank; promotion to full rank] on the basis of your evaluation.

The University of Arizona values an inclusive view of scholarship in the recognition that knowledge is acquired and advanced through discovery, integration, application, and teaching. Given this perspective, promotion and tenure reviews, as detailed in the criteria of individual departments and colleges, will recognize original research contributions in peer-reviewed publications as well as integrative and applied forms of scholarship that involve cross-cutting collaborations with business and community partners, including translational research, commercialization activities, and patents. Please note that our criteria for [promotion to associate rank with continuing status or tenure; tenure-only, continuing status only; or promotion to full rank] include consideration of applied research, outreach education, teaching and service. If you have information and recommendations based on these areas, we would also appreciate your comments related to [name of candidate]'s full program.

Your recommendation will be treated with the greatest confidentiality permitted by the Arizona Board of Regents policy and applicable law. I am aware that your consideration and evaluation of the work of our colleague will require considerable time, and greatly appreciate your willingness to assist us in this way.

We would also appreciate receiving on a separate page [a short statement of your background and relationship to the candidate's program; a copy of your abbreviated vita].

Thank you for participating in this review and please let me know if you have any questions about this process.

Please return your evaluation by [date]. If you are unable to do so, please let me know as soon as possible.

## APPENDIX E: SUGGESTED TEMPLATES TO SOLICIT LETTERS FROM RESEARCH COLLABORATORS AND FROM PROFESSIONAL, CLIENT OR OTHER COMMUNITY COLLABORATORS

Dear **[Name of Professional, Client, or Other Community Collaborator]**:

The Department of [name of department] is evaluating the academic and professional standing of [name of candidate], who is being considered for [examples: promotion to associate rank with continuing status or tenure; tenure-only, continuing status only; or promotion to full rank].

Since you have collaborated with [name of candidate], we are writing to ask for your assistance in assessing their contributions by providing us with a letter of evaluation on your work together. We have enclosed the following materials to help you in evaluating [name of candidate]'s record:

1. *Section 2*: Summary of Workload Assignment and/or position description;
2. *Section 3*: Department, Unit and College Criteria;
3. *Section 4*: Curriculum Vitae and List of Collaborators;
4. *Section 5*: Candidate Statement; and
5. *Section 8*: Leadership Portfolio for Service and Outreach

In your evaluation, we would appreciate your characterizing the length and scope of your collaborations with [name of candidate], the effectiveness and usefulness of the candidate's contributions, and the impact that they have had. We are especially interested in specifics that demonstrate the quality of [name of candidate]'s work with you and the contributions that the work has made to serving your needs. If you are familiar with the [name of candidate]'s field of study, we would appreciate your comments on the strengths and weaknesses of the candidate's record, including such things as significance and independence of his/her contributions to the literature and to the field, recognition at regional, national or international levels, and promise of sustained research-based activity.

We appreciate your taking the time to offer your assessments because the University of Arizona values an inclusive view of scholarship in the recognition that knowledge is acquired and advanced through discovery, integration, application, and teaching. Given this perspective, our promotion and tenure reviews recognize original research contributions in peer-reviewed publications as well as integrative and applied forms of scholarship that involve cross-cutting collaborations with business and community partners, including translational research, commercialization activities, and patents.

Your recommendation will be treated with the greatest confidentiality permitted by the Arizona Board of Regents policy and applicable law. I am aware that your consideration and evaluation of the work of our colleague will require considerable time, and greatly appreciate your willingness to assist us in this way.

We would also appreciate receiving on a separate page [a short statement of your background and relationship to the candidate's program; a copy of your abbreviated vita].

Thank you for participating in this review and please let me know if you have any questions about this process.

Please return your evaluation by [date]. If you are unable to do so, please let me know as soon as possible.