**Appendix E: SUGGESTED TEMPLATES TO SOLICIT letters fROM collaboratorS**

**Template # 1 - fROM research collaboratorS**

**For Career-Track Candidates**

## **[Place letter on official letterhead for the department.]**

## *[Date]*

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 professor (career-track), or promotion to full professor (career-track)*]. We understand that you have collaborated with [name of candidate] and we would sincerely appreciate your assistance in assessing [*the candidate*] contributions by providing us with a letter of evaluation regarding your work together. If you are unable to provide an assessment or have questions about the process, please let me know as soon as possible.

We define collaborators as individuals who within the last 5 years have coauthored books, articles, abstracts, and grant proposals. Collaborations of large teams can be difficult to evaluate, and your evaluation and description of the role of the candidate in the collaboration can provide additional insight into the candidate’s role. In your evaluation, we ask that you describe the scope and length of your collaborations and the contributions that [*name of candidate*] has made to those collaborations. Then, please address these questions:

* What was the extent of the candidate’s contributions to your partnership? What was their unique contribution to the partnership? What was the specific expertise that they contributed to the partnership?
* How important were those contributions to the creation, development, completion and dissemination of the research, creative activity, scholarship, teaching or service??
* How do those contributions fit into the candidate’s overall program of work?
* What is the significance of the candidate’s contributions to the literature and to the field, and / or the regional, national, or international recognition that has been earned by the candidate?
* What is your assessment of the academic independence / intellectual leadership demonstrated by the candidate?

The candidate has prepared a dossier that can be found by clicking ‘View Request’ and ‘Accept’ to read the following materials and provide an evaluation for [*name of candidate*]'s record:

* Section 2: Summary of Workload Assignment;
* Section 2A: Pandemic Impact Statement;
* Section 3: Department / Unit and College Criteria;
* Section 4: Curriculum Vitae;
* Section 4B: Representative work (examples: articles, slides, audio and/or video recordings.);
* Section 5: Candidate Statement;
* Section 6: *(Optional, as appropriate)* Teaching Portfolio; and/or
* Section 7: *(Optional, as appropriate)* Leadership Service Portfolio.

*The candidate’s materials are only visible after selecting ‘View Request’ and scrolling to the bottom of screen to select ‘Accept’ to provide an evaluation letter.*

The University of Arizona values an [inclusive view of scholarship](https://facultyaffairs.arizona.edu/content/universitys-inclusive-view-scholarship) with the recognition that knowledge may be acquired and advanced through discovery, integration, application, teaching, and service. Given this perspective, promotion and tenure reviews, as detailed in the criteria of individual departments and colleges, will recognize original research, scholarship and creative activity 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. The University of Arizona is also a Hispanic Serving Institution (HSI) which values the contributions of faculty that advances the capacity of the institution to serve Latinx students, and students from all underrepresented backgrounds, through scholarship, creative activity, teaching, mentoring and service.

In addition, we recognize that the COVID19 pandemic, and related deepening of racial gaps, have taken a serious toll on faculty productivity and interrupted the career plans for many. In order to provide a fair review of the quality and impact of work, we ask that you consider the circumstances that faculty have been operating under, and adapting to, during the pandemic period. We require all candidates to describe how institutional and professional changes due to the pandemic may have impacted their workload distribution, productivity or trajectory of work.

I am aware that your description and assessment of the work of our colleague will require considerable time, and greatly appreciate your willingness to assist us in this way. Please include your abbreviated curriculum vitae with your letter. Your assessment will be treated with the greatest possible confidentiality permitted by the Arizona Board of Regents' policy and applicable law.

Please return your letter by [*date*]. My sincere thanks for your contributions to this review.

Regards,

[*Name and contact details for Dept Head, Chair or Director*]

P.S. The candidate’s materials are only visible after selecting ‘View Request’ at the top of this message. Please select ‘Accept’ to provide an evaluation letter to begin viewing the materials.

**Appendix E: SUGGESTED TEMPLATES TO SOLICIT letters from collaborators**

**Template # 2 - fROM A professional, client, or OTHeR community collaborators**

**For Career-Track Candidates**

## **[Place letter on official letterhead for the department.]**

## *[Date]*

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 professor (career-track), or promotion to full professor (career-track)*]. We understand that you have collaborated with [name of candidate] and we would sincerely appreciate your assistance in assessing [*name of candidate*] contributions by providing us with a letter of evaluation regarding your work together.

In your assessment, we ask that you describe the scope and length of your collaborations and the contributions that [*name of candidate*] has made to those collaborations. Then, we ask that you please address these questions:

* How would you assess the effectiveness and impact of the candidate’s contributions?
* Are you able to provide specifics that demonstrate the quality of the candidate’s work with you and the contributions that the work has made to serving your needs?

The University of Arizona values an [inclusive view of scholarship](https://facultyaffairs.arizona.edu/content/universitys-inclusive-view-scholarship) with the recognition that knowledge may be acquired and advanced through discovery, integration, application, teaching, and service. Given this perspective, promotion and tenure reviews, as detailed in the criteria of individual departments and colleges, will recognize original research, scholarship and creative activity 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. The University of Arizona is also a Hispanic Serving Institution (HSI) which values the contributions of faculty that advances the capacity of the institution to serve Latinx students, and students from all underrepresented backgrounds, through scholarship, creative activity, teaching, mentoring and service.

In addition, we recognize that the COVID19 pandemic, and related deepening of racial gaps, have taken a serious toll on faculty productivity and interrupted the career plans for many. In order to provide a fair review of the quality and impact of work, we ask that you consider the circumstances that faculty have been operating under, and adapting to, during the pandemic period. We require all candidates to describe how institutional and professional changes due to the pandemic may have impacted their workload distribution, productivity or trajectory of work.

I greatly appreciate your willingness to invest your time in this process. Please include your abbreviated curriculum vitae with your letter. Your description and assessment will be treated with the greatest possible confidentiality permitted by the Arizona Board of Regents' policy and applicable law. Please return your letter by [date]. If you are unable to do perform the assessment or have questions about the process, please let me know as soon as possible. My sincere thanks for your contributions to this review.

Regards,

[*Name and contact details for Dept Head, Chair or Director*]