# Extramural Consultants
## Workshop for Faculty Coordinators

**March 2021**

# Extramural Consultants

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# Purpose of Consultants

- Provide PSOM and University reviewers an unbiased, impartial assessment of your candidate's contributions to and reputation within their field.

- Not recommendation letters from individuals with whom they have directly worked or collaborated.

- Consultants should know of candidate because of the impact they are making in the field.

- Consultants should be national leaders, preferably from peer-academic institutions whose assessment will carry appropriate weight.

*"More than anything else, consultants help us to understand the impact of what you have done."*  Chair, PSOM COAP, speaking to candidates

# Confidentiality

- This is a highly confidential process. Neither the candidate nor the department should reach out to consultants.

- Any indication that contact has been made could result in the entire list being dismissed.

- FAPD will not provide an update on where the letters stand, nor who has replied.

# What is involved?

- <u>List</u> of proposed consultants
  - Some suggested by candidate, many suggested by department
  - Must meet criteria and selection guidelines for consideration
  - Submitted and approved by PSOM and Provost Office
    - Establish why the consultant's assessment should be highly valued
  - Approved list, with electronic signatures included in final dossier
- <u>Reference Packet</u> of materials to be shared with consultants
- <u>Pre-contact</u> "heads-up" message from Dept. Chair
- Request with questionnaire sent by School, not department
- Letter request and receipt managed by COAP
- Minimum of 7 letters required
- Additional lists are often needed - Same process followed

# How to get the list

- List is a total of 14 individuals
  - 11 proposed by department
  - 3 proposed by candidate

- Candidate and department faculty propose names
  - Chair / Chief
  - Vice Chair for Faculty Affairs
  - Mentor
  - Make sure candidate 3 are clear

- Department leadership makes final decision
  - FC will vet and provide useful info. to help with decision

- Be strategic – Don't over burden with requests.

# How to get the list:
## What to request

- More than 14 names – get extra

  - Not all proposed will be acceptable

  - Use blank excel template or create a paired down request form

- Proposed name

- Academic institution, faculty title, name of specialty field

- Qualifications – At least 3 statements that identify contributions and reputation of proposed consultant

  - Be prepared to find supplementary information

- Relationship notes – explanation of past work together (colleagues, co-authors etc.)

  - This information must be disclosed in the application

# How to vet the list

- Confirm if considered "peer" institution
  - Check U.S. News & Works Report List of Top Research Institutions
  - Within the first 25/30 – Y or N?
  - If No – sentence of justification focused on candidate reputation
- Identify if International (outside U.S. not considered peer)
- Identify if industry/non-academic
- Review proposed qualifications. Should identify:
  - What consultant is known for + facts that establish national or international reputation:
    - leadership roles in societies,
    - significant & recent awards,
    - seminal studies/discoveries…
  - A bio of education or home institution awards not enough.
- For Associate Professors make sure no more than 2 are Associate rank
- Make sure no more that 2 from same institution are proposed
- Do a "search & find" to identify any co-authorships – 2 maximum

# How to enhance qualifications

- Start with Google

- Look for:

  - Faculty Profile page on University website

  - Lab or P.I. page on University website

  - Center or Institute leadership page "who we are"

  - Invited Speaker bio

  - Recent press articles

  - Scientific Society leadership or Journal editorship bios

- Know when to stop – if you can't find anything get help

# What not to include

- Lengthy descriptions of how the research is conducted

- Lengthy descriptions of the problem being studied

- Ineffective information such as:

  - "Dr. X is interested in…"

  - Naming an award without context

  - Identifying a leadership role in a center without context

# Your feedback role

- Your responsibility is to help develop a list that meets the selection guidelines so that it will be easily approved by PSOM and Provost.

- The candidate and participating department leader's responsibility is to think strategically about who they propose.

- You must identify when the composition of the list does not stay within the criteria. For example:

  - Too many Associate rank, too many from same institution, to many co-authors

- They may need to remove someone and propose a new name. Ease their decisions by pointing out other factors:

  - from a non-peer institution & require additional justification

  - little information found to draft a strong qualifications section

  - co-authorship

# How to give feedback

- Only two of the 14 consultants (1 from the section proposed by the department and 1 from the section proposed by the candidate) can appear as a co-author on the CV.

  - If you find more than two, ask about the nature of the collaborations. If the candidate and consultant contributed separately, it may be possible to state that co-authorship does not represent direct collaboration and keep them on the list.

  - Which have to be replaced / which can stay?

- If you did not receive strong qualifications with the proposed name and your research via Google has not been productive, get help:

  - "The list approval process requires that we provide strong "qualification" sentences describing and showing evidence of the Consultant's contributions to and reputation within the field. I did a lengthy Google search on this person and I have not come up with much supporting information. If you want this person to remain on the list, I need help."

# Before you submit

- Proofread the data
    - Check name spelling (make sure first and last name fields are accurate)
    - Check email address carefully
    - Check Institution and Academic Title fields
        NOTE: Above information populates the request letter

- If you forgot to do a search and find for co-authors earlier, do it now. They must be disclosed in the relationship notes section.

- Does you faculty member's cv indicate a past or current relationship with any of the consultants' institutions? If so, is it addressed in relationship notes?

# After the List is Approved

- Send the "Pre-contact email"
  - DO NOT send this until you are ready to submit the Reference Packet
  - This is a templated heads-up message from department Chair to the Consultants.
  - Don't forget it – only contact your department has with Consultant
- Submit the Reference Packet materials to FAPD
- Download the approved list for inclusion in final dossier

  NOTE: For above actions, go to Extramural Consultants application and click on the "approved candidate's tab"

- WAIT… and wait… and wait
  - It typically takes many months for COAP to receive enough returned letters
  - After a couple months, if the letters are not coming in at an acceptable pace, they will let FAPD know and you will be contacted to submit and Additional List.
  - Sometimes you will be encouraged to send a templated "Reminder Message."
  - DO NOT submit the final dossier to FAPD until you have been contacted that they are ready to receive the dossier

# Reference Packet

- All consultants receive a description of the criteria for promotion on the candidate's specific track and reference materials to assist in their assessment.

- You will submit the candidate's reference packet materials via the application.
  - CV – imported directly from FEDS
  - Grants documentation - imported directly from FEDS
  - Personal Statement – uploaded by you
  - 3-4 Article "reprints" in pdf – chosen by the candidate, uploaded by you

- Go to the "approved candidate's tab" and click on "Reference Packet" next to your candidate's name.

- Be sure the data in FEDS is perfect – accurate and up to date
  - Carefully review the CV & Grants and provide any necessary comments to the candidate to ensure the Consultants receive a CV in which all information is categorized accurately and completely.

# Additional Lists

- You will be contacted by FAPD if an Additional List has been requested.

- You will be told how many additional consultants must be proposed and if they should be proposed by the department or the candidate.

- The process for Additional Lists is exactly the same as it is for an initial list. When vetting the list be sure to review any previous lists, as any limitations and maximums apply to the entirety of the lists.

- To create an Additional List, in the application, go to the "approved candidate's tab" and click on "add additional consultants" next to your candidate's name.

  - DO NOT create a NEW list.

# Resources

- The [Extramural Consultant Page](Extramural Consultant Page) (FAPD website) - includes guidelines on the process.

- [Managing Promotions Guide](Managing Promotions Guide) [–](–) includes extra tips * *How to argue no direct collaboration*

- PSOM COAP Chair shares important information about the extramural consultant process in this short [video](video).