

University of XXXX
The Department of Biochemistry and Biophysics
XXXX
Professor and Chair

April 13, 2018

First name Last name, Ph.D.

Current University address

Dear First name,

On the basis of our recent conversations, I am pleased to offer you the position of Assistant Professor of Biochemistry and Biophysics in the Faculty - tenure track of the XXXX School of Medicine at the University of XXXX for an initial term of 3 years. Your appointment and subsequent reappointment are subject to approval by the appropriate School of Medicine committees, the Dean of the School of Medicine and the Provost's Staff Conference of the University. You will be contacted for information regarding reappointment.

The [Handbook for Faculty and Academic Administrators](#), which can be accessed at (website here) currently provides that this appointment is renewable and there will be a mandatory review for promotion in or before your sixth year. You should be aware of the University's "Policy on Extension of the Probationary Period," Faculty Handbook Policy II.E.3 at (website here) and timely filing requirements which provides important information relating to specific circumstances under which your probationary period may be extended.

The Faculty Professional Development (FPD) website, (website here) contains additional faculty policies and related information which may be helpful to you. Within our department, XXXX is the faculty coordinator, XXXX is the chair of our department committee on appointments and promotions and XXXX is the education officer and may also serve as a resource for you.

The University recognizes professionalism as a commitment to practicing humanistic values in the service of excellence in patient care, research, education, and civic engagement. At all levels, in all roles, and by all practices, faculty are expected to strive for the highest standards of patient care, biomedical innovation, education, and civic engagement, and to adhere to the behavioral standards expressed in the University Professionalism Statement (attached).

In order to prepare proactively for reappointment and promotion, you must collect, maintain, and submit records of your teaching activities and evaluative data.

The XXXX School of Medicine requires new faculty who will have teaching responsibilities to complete a professional development series designed to enhance teaching skills, thereby supporting the University's educational mission and providing faculty with training and preparation for teaching, a critical factor in review for reappointment and promotion.

The Professional Development Teaching Requirement series include:

1. The XXXX, an online orientation that provides critical information about teaching environments, standards, and expectations, as well as how your teaching will be evaluated, must be completed within three months of your appointment date. When you have attained your ID number, you will be able to access the orientation from (website link)
2. Completion of Teaching at the XXXX School of Medicine Course, a learner-directed workshop wherein experienced faculty review best practices and techniques for clinical, lecture, and facilitated learning (small group) teaching, as well as longitudinal mentoring and research supervision by June 30th 2020. You can view the schedule and, when you have attained your ID number, enroll in the course from the link available on (website link)
3. Completion of two additional *Advance* faculty professional development programs for teaching skills development by June 30th of your second academic year.

You will not be reviewed for initial reappointment unless the professional development requirement has been met.

I also encourage you to attend any of the other sessions offered through the *Advance* program (website link) in your role as either mentee or mentor. In addition to attaining teaching excellence, these programs provide guidance in research, scientific writing, career development and achievement, leadership and management and technology training. Announcements about these programs are also communicated through emails. You should feel free to contact FPD about any professional development needs or suggestions.

Attached you will find a statement regarding your compensation for the period September 1, 2018 to June 30, 2019.

Further, in order to demonstrate our commitment to your work and to assist you in carrying out your academic goals, the following arrangements are being made for you:

- *office and lab space*

As we discussed on your recent visit, you will be assigned approximately 1,000 square feet of wet-lab plus office space on the 10th floor of the XXXX Building. This laboratory space will readily accommodate 6 or more laboratory personnel and includes an adjacent tissue culture room. In addition, you will have an office of ~100 square feet, shared cold-room space, and space for locating large equipment such as freezers and centrifuges. Minor renovations to the space – and office furniture – will be covered by the Department.

- *start-up funding*

The total laboratory startup package that we have arrived at comes to \$1,390,000. These resources will come from the XXXX Fund as we have discussed. This is a commitment made by the Dean. You have provided us with an approximate annual spending guideline for this package over fiscal years 2019-2021 and no doubt, you will follow this as a natural part of your activities. If this spending commitment is not completed within the expressed prediction, outstanding funds can be carried forward to be spent at a future time.

- *salary support*

In addition to the funds for your laboratory start up, your salary and fringe benefits will be covered for the first three years of your appointment from the XXXX Fund and XXXX Fund. This amounts to approximately \$497,017 over the three years. If you acquire early extramural support for salary etc, the XXXX funds that would have been spent for this purpose will be spent on salary in future years.

- *moving expenses*

The Department will pay for all reasonable moving expenses, and for visits for househunting, etc as reasonable. You can access the list of University-approved movers at: website link. In addition, we will provide you with a lump sum of \$20,000 in your first year to help with your housing costs during relocation etc.

As we discussed, you will be expected to participate in the educational and research programs of the department. You will be exempt from required teaching activities over the first two years of your appointment, but we highly recommend that you engage in some teaching and other activities for the Graduate Groups that you will join – since this is a useful and crucial component of attracting graduate students to your laboratory. After the first two years, you will be expected to assume some teaching assignments within the basic science courses of the Biochemistry and Molecular Biophysics, MB, or other Graduate Groups – depending on your own teaching interests. You are also welcome to participate in the Problem Set discussions of the Biochemistry course offered by our Department to medical students – although this is not required of pre-tenure faculty.

Also enclosed are the guidelines for the Faculty Mentoring Program, and the guidelines for the mentoring program of the Department of Biochemistry and Biophysics. In accordance with the guidelines, your academic mentor will be XXXX who will chair a committee of three faculty tasked as your mentoring committee. The composition of this committee will be chosen by you and me upon your arrival.

As a full-time Assistant Professor, you will be eligible to participate in the generous benefits package offered by the University of XXXX. After your arrival, a benefits packet will be mailed to you by the University Benefits Center. If you have any questions about this packet, you should contact the Benefits Center at 000-000-0000. You should also arrange to meet with XXXX, Financial and Administrative Officer for the Department, who can be reached at 000-000-0000.

The University retains the right to modify or rescind any portion of their fringe benefits packages at any time. You will be eligible for benefits according to the terms of applicable plans, as they may exist from time to time.

As a full-time University employee, you will be subject to all applicable University and XXXX Medicine Policies. These policies, which are subject to amendment, from time to time, currently include, though are not limited to, the Principles of Responsible Conduct (website link), “Conflict of Interest” as described in Faculty Handbook Policy (website link), in related policies and procedures at (website link) and the enclosed policies and procedures concerning patent and tangible research property. You must read and sign the Participation Agreement included with the Patent Policy.

You will not be authorized to enter into any outside contracts or agreement on behalf of the University without formal University approval for which you should apply through me.

This offer is predicated on your not having any preexisting or anticipated conflicts of interest with respect to your proposed position at the University of XXXX. If you believe you may have a conflict of interest, please contact me to immediately discuss this matter.

This offer is contingent upon your authorization to work and it is your responsibility to ensure that you are in compliance with U.S. Citizenship and Immigration Services (USCIS) policies. Please contact the University’s International Student and Scholar Office at (000-000-0000) or access (website link) immediately so that any visa issues may be addressed before you join us. Appointment and payroll documentation cannot be processed until you have presented ISSO approval.

If you agree with the terms of this offer, please sign below and return the signed offer to me by May 7, 2018. Also return the signed Patent Policy Participation Agreement. As we discussed, assuming the faculty appointment is approved as we expect, your appointment will commence by September 1, 2018. Please respond promptly to requests for information or documentation. Failure to do so could result in delay of your appointment and inability to participate in particular benefits programs, such as pension and long-term disability.

All of us who have met you in the department are extremely enthusiastic about your coming to the University of XXXX and anticipate that you will have a highly successful and enjoyable career. I personally look forward to working with you and to helping you develop your career.

Sincerely,

XXXX, Ph.D.
Professor and Chair
Department of Biochemistry and Biophysics

I accept this offer as outlined above:

Date

Signature

cc: XXXX

Business Administrator, Department of Biochemistry and Biophysics

Attachments: Mentoring Guidelines
XXXX Medicine Professionalism Statement
Patent Policy and Participation Agreement
Additional Information and Documentation

Compensation Statement
Standing Faculty – Tenure Track-Basic Scientist
Assistant Professor/Associate Professor/Professor

April 19, 2018

Current University Address

Dear First name:

I am pleased to provide a breakdown of your compensation for the period *July 1, 2018 through June 30, 2019*. These figures represent annual rates. You will receive your compensation in accordance with the payroll schedules of the University of XXXX and prorated for the time period worked.

Academic Base Salary ^{1,2} (<i>minimum for rank</i>)	\$ <u>67,000</u>
Base Salary Supplement ²	\$ <u>53,000</u>
Base Salary	\$ <u>120,000</u>
Administrative Stipend ^{2,3} (<i>insert position title and dates of appointment</i>)	\$ _____
Total Salary	\$ <u>120,000</u>
Target Incentive (Plan attached)^{2,3}	\$ _____
Target Compensation	\$ _____

(Includes target incentive)

If you have any questions, please contact me.

Sincerely,

Chair of Department

I accept this offer as outlined above.

Date

Signature

cc: XXXX, Department Business Administrator
Note: Definitions of categories of compensation are available at: [website link](#)

- 1 Academic base salary (minimum for rank) in effect as of date of statement; may be adjusted as of July 1
- 2 Can be adjusted year to year
- 3 If applicable

ACADEMIC PLAN FOR XXXX, Ph.D

Proposed Title: Assistant Professor of Biochemistry and Biophysics

Proposed Track: Tenure

Proposed Start Date: September 1, 2018

Mentoring Team: XXXX, XXXX, XXXX

Breakdown of duties: 90% Research
0 % Clinical Service
5 % Teaching
5 % Administration

Research: (Academic Clinician limited to 10%)

Dr. XXXX's research focuses on understanding the how

Clinical Services: NA

Teaching: Dr. XXXX has broad expertise having in received a PhD in Chemistry and then having moved successfully to cell biology and biochemistry. In addition, she has interest in cancer biology and metabolism as it relates to XXXX. As such, Dr. XXXX will bring unique and under-represented expertise to courses such as XXXX, XXXX and XXXX. She will also fill a void in the XXXX graduate program with regards to XXXX, and is expected to also join XXXX program and perhaps XXXX program. Dr. XXXX is also expected to be an active participant in many other research-in-progress seminar series focused on trainees such as "XXXX", XXXX, XXXX seminars and the XXXX Research Discussions. In addition, given the enthusiasm from all the students and postdocs who met with Dr. XXXX, we anticipate that she will be an energetic mentor, who will easily attract students interested in a topic that is currently not represented at XXXX. Finally, Dr. XXXX will also be welcome to assist with the Departmental teaching of Biochemistry in XXXX, which has synergy with her interest in XXXX; although our Departmental policy is to not require Assistant Professors to teach in this course.

Administration:

As an active member of the Department of Biochemistry and Biophysics (B&B), Dr. XXXX will attend seminars, participate in the annual retreat, and carry out the general administrative duties that are expected of a faculty member in our Department - including hosting seminar speakers, serving on planning committees and participating in departmental study sections.

Approved:

Signature

Date

XXXX, Ph.D.

Date

Chair, Department of Biochemistry and Biophysics

University of XXXX
The Department of Biochemistry and Biophysics
XXXX
Professor and Chair

First name Last name, Ph.D.

University address

April 19, 2018

Dear First name,

Understanding the critical nature of confocal microscopy to your research, I hereby commit an additional \$200,000 to supplement the funds outlined in your faculty offer letter. These funds are earmarked according to the following schedule:

- 1) \$40,000 total to be spent over years 1-4 of your appointment for the purchase and upkeep of dedicated incubators for your cells in the XXXX microscopy core, as well as any additional upgrades to the microscopes that are needed to facilitate your work.
- 2) An additional \$40,000 per year for years 1-4 of your appointment for usage fees in the XXXX microscopy core and/or additional University cores.

These funds will come from a combination of the Departmental Endowments together with the XXXX funds committed to me from the School of Medicine as part of my appointment as Chair.

We are tremendously excited by the energy and new ideas you will be bringing to the XXXX community and look forward to supporting the establishment of your research program with these additional funds!

Sincerely,

XXXX, PhD
Professor and Chair
Department of Biochemistry and Biophysics

Cc: XXXX, Business Administrator, Department of Biochemistry and Biophysics

Overview
Department of Biochemistry and Biophysics
Mentoring Program for Assistant Professors

There are many paths to a successful career, so getting advice on a consistent basis from colleagues is invaluable to professional development. To this end, the Department of Biochemistry and Biophysics is initiating a Mentoring Program for Assistant Professors to help them shape successful careers in academic medicine.

New faculty will be assigned a mentoring committee no later than six months after their initial appointment. This time frame provides the Assistant Professor opportunity to meet colleagues on campus and to think about how the University community will impact their research program.

Composition of the Committee

Choosing committee members is sometimes easy and obvious; other times it requires some discussion and thought. The Committee will consist of three tenured faculty to be selected in consultation with the Department Chair. Factors to consider in choosing a well-rounded mentoring committee include:

- One member should have experience on the School of Medicine's Committee on Promotions (COP), if possible.
- Two members should be from Biochemistry and Biophysics and thus will have experience with the Departmental Personnel Committee. It is also important for young faculty to become well known to their own department.
- One members should be from outside the Department, as it is important for young faculty to become known outside their department and it is good to get different points of view.
- One member should have expertise in the research area of the mentee.
- The Department Chair is not a member of the committee and does not attend the meetings; it is important for a mentee to receive independent advice from the mentoring committee.
- Committee members may be changed with approval from the Department Chair. Once identified, the Chair invites each prospective member to participate. In addition, one member will be asked to serve as the Moderator.

Responsibilities of the Mentors:

- Be accessible to the mentee and meet with them at least 2x a year.
- Provide constructive feedback
- Advise the mentee on developing an academic career, including research, scholarly activities, time management, service committees, and external professional activities
- Assist the mentee in establishing short-term (3 years) and long-term career goals
- Provide guidance and information on scholarship, publications in professional journals, supervision of students and trainees, presentation at conferences, research support, administrative duties, and collaborations with colleagues
- Provide guidance for teaching, including teaching skills, lecture notes and presentations
- Identify skill areas for improvement and assist with access to resources
- Be familiar with resources offered by the University, School of Medicine, and the Department for faculty development
- Advise the mentee on the importance of networking and suggesting networking strategies

- Be familiar with departmental, School of Medicine, and University criteria, policies, and procedures for reappointment and promotion
- Advise mentee on importance of being a team player · Advise mentee on how and when to say “no”
- Maintain confidentiality

Responsibilities of the Mentee:

- Assume responsibility for their own career
- Request and accept advice and feedback
- Participate in the mentoring relationship actively
- Strive for academic excellence in all areas of field of expertise and provide documented evidence of productivity
- Become familiar with the departmental, School of Medicine, and University criteria, policies, and procedures regarding reappointments and promotion
- Continue to add to the knowledge base in his/her area of expertise
- Develop a professional network which includes the mentoring committee’s recommendations
- Maintain confidentiality

Mentoring Process

Once membership is finalized, Mentoring Committee meetings should take place every six months in proximity to the Spring and Fall Departmental Personnel Committee meetings. At the conclusion of each meeting, the Moderator will provide a brief report to the Department Chair, who forwards it to the Personnel Committee chair. Following the Personnel Committee meeting, the chair provides appropriate feedback from the general discussion in a letter to the Assistant Professor providing an honest assessment of how the candidate is progressing towards promotion. It is the coordinated interaction of the Chair, Mentoring Committee, and Personnel Committee that will provide optimal feedback and guidance for the junior faculty.

Mentoring Meeting Discussion Items:

- Faculty track assignment and tenure-clock year.
- Service activities to the department, School of Medicine, and other organizations.
- Educational activities including courses, types of students, and graduate group participation.
- Research progress including proposals planned and submitted, review of specific aims, collaborations at the University and extramural as well as overall grant stewardship and lab management.
- Publications - what is published, submitted, and in progress.
- Lectures by invitation at national and international meetings, as well as those at collaborating institutions.

Overall, the meetings should focus on the junior faculty’s development as an independent scientist and body of scholarly work, with emphasis on strategy rather than methodology. At each meeting the committee should let the faculty member know if they are on track for promotion relative to their particular time frame, their strengths and weaknesses, and what they should focus on in the future.

Professionalism Statement

..... (approx. 1 page)

Additional information, policies, etc.

..... (approx. 23 pages)

