

Preparation of Dossier for Duke-NUS Practice Track Faculty Appointment / Promotion for Submission to Duke-NUS AP Committee (wef 1 March 2017)

For a Duke-NUS Practice Track faculty appointment / promotion, the candidate's dossier for submission to the Duke-NUS Appointments and Promotions (AP) Committee will need to include (in chronological order) the following:

- 1. AP Cover Letter** (from SRP / ACP / AMEI / Centre / Office of Education Director / Head of Office (HOO)) summarising the (i) qualifications of the candidate with reference to the appointment / promotion criteria of Associate Professor (Track IIC – Practice Track) / Professor (Track IIC – Practice Track) and (ii) SRP / ACP / AMEI / Centre / Office of Education Nomination and Appointment Committee's (NAC) discussion and recommendations – including the vote cast by the committee members on the candidate's appointment / promotion. AP Cover Letter is required for all practice track faculty appointments / promotions. Please refer to [Template 1 – AP Cover Letter for Practice Track Faculty Appointment / Promotion](#)

Table 1: Appointment Criteria for Professor (Track IIC – Practice Track)

Professor (Track IIC – Practice Track)		
Criterion	Standard	Evidence includes but is not limited to:
Education	Demonstrated excellence in a senior management or chief executive position, and in teaching practice. A distinguished leader in the profession.	<ul style="list-style-type: none"> Peer review reports Student feedback Student supervision as evidenced by indicators such as placements of graduate students, awards/prizes won by students mentored, list of publications with students as first or single authors etc. Leadership in/contributions to curriculum development and pedagogy Other performance indicators related to education such as teaching awards, curriculum innovations etc.
Professional Experience		<ul style="list-style-type: none"> Practice experience in a senior management or chief executive position (generally expected to be more than 10 years) Industrial, commercial or business experience and networks that provide substantial benefit to the University and the students Record of practice excellence in profession Evaluation by professional colleagues and peers Participation in programmes at regional and international levels. Invitations to speak at regional and international meetings of professional societies.
Management		<ul style="list-style-type: none"> Experience and scope (generally expected to be equivalent to a senior management or chief executive of a medium to large-sized organization)
Leadership		<ul style="list-style-type: none"> Participation and leadership in regional and/or international organizations and committees. Development of innovative interdisciplinary approaches to their discipline.

Table 2: Appointment Criteria for Associate Professor (Track IIC – Practice Track)

Associate Professor (Track IIC – Practice Track)		
Criterion	Standard	Evidence includes but is not limited to:
Education	Demonstrated excellence in a managerial, professional or specialist role, and demonstrated leadership in the profession. Demonstrated quality in teaching practice.	<ul style="list-style-type: none"> • Peer review reports • Student feedback • Student supervision as evidenced by indicators such as placements of graduate students, awards/prizes won by students mentored, list of publications with students as first or single authors etc. • Leadership in/contributions to curriculum development and pedagogy • Other performance indicators related to education such as teaching awards, curriculum innovations etc.
Professional Experience		<ul style="list-style-type: none"> • Professional experience that is expected to enhance the educational process in the University (generally expected to be 6 years or more) • Leadership role in the profession • Evaluation by professional colleagues and peers • Industrial, commercial or business experience and networks that provide substantial benefit to the University and the students • Participation in programmes at regional and international levels. Invitations to speak at regional and international meetings of professional societies.
Management		<ul style="list-style-type: none"> • Experience at a senior level in a managerial, professional or specialist role.

Table 3: Promotion Criteria from Associate Professor (Track IIC – Practice Track) to Professor (Track IIC – Practice Track)

Promotion from Associate Professor (Track IIC – Practice Track) to Professor (Track IIC – Practice Track)		
Criterion	Standard	Evidence includes but is not limited to:
Education	Demonstrated outstanding performance.	<ul style="list-style-type: none"> • Range of teaching • Student feedback • Evidence of mentoring • Peer reviews • Evidence of innovation/ self-improvement/ commitment in teaching portfolio of a unique/outstanding nature • Recognition of teaching excellence, either within or outside of the university, such as Faculty or University prizes for teaching excellence
Management		<ul style="list-style-type: none"> • Outstanding achievement of management targets such as high quality of work from

		<p>persons supervised, coordination of multiple simultaneous projects, meets or exceeds financial targets, if any</p>
Scholarship		<ul style="list-style-type: none"> • Evidence of extensive reflection, analysis and scholarship by writing articles, presentations at conferences, sharing of case studies, distribution of course-wide teaching materials, etc. • In addition to traditional journal and book publications, substantive scholarly documents may be considered, e.g., unpublished theses, on-line publications, white papers and other position papers developed for regional or international organizations. Educational products such as web casts, DVDs, and pod casts may be considered scholarly; in particular if the content and/or assessment are innovative, and dissemination to others is demonstrated.
Service		<ul style="list-style-type: none"> • Service to department, faculty and university, industry, national and international agencies and professional organisations/societies/institutions which raises the University's local or global visibility • Service in the profession such as citations, commendations, awards, and level of appointment, for instance, chair versus member of committee, editor versus associate editor of journal as well as prestige of journal, president versus council member of organization
Professional Activities		<ul style="list-style-type: none"> • Evidence of continuing engagement with professional bodies and committees that are likely to be of substantial benefit to the students and the University • Participation in programmes at regional and international levels. Invitations to speak at regional and international meetings of professional societies.
Leadership		<ul style="list-style-type: none"> • Participation and leadership in regional and/or international organizations and committees. • Development of innovative interdisciplinary approaches to their discipline.
Other contributions		<ul style="list-style-type: none"> • Significant contributions to outreach activities of the School/Faculty, which include executive education and collaboration with relevant institutions which will enhance the reputation of the School/Faculty as a premier reference centre of the discipline

- 2. Academic Council (AC) Cover Letter** (from AC Chair) summarising AC's discussion and recommendations on candidate's appointment / promotion. AC Cover Letter is required for Associate Professor and Full Professor level appointment / promotion in addition to AP Cover Letter, for candidates whose primary employer is SingHealth, regardless of whether the faculty appointment resides in SRP/ ACP / AMEI / Centre / Office of Education.

For candidates who are being put up to the AP Committee for practice track faculty promotion, the cover letter from the AC Chair and / or SRP / ACP / AMEI / Centre / Office of Education Director / HOO should clearly stipulate the following:

- (i) The current Duke-NUS faculty appointment academic rank that the candidate is holding and the date that he / she was appointed at or promoted to this current academic rank.
- (ii) New / additional / expanded / major contributions and achievements made by the candidate from his / her last appointment / promotion till to-date that will warrant the proposed promotion.

3. Candidate's CV

For new faculty appointments, use [Template 2 – Duke-NUS / SingHealth CV](#) for CV submission.

For promotion of existing faculty members, CVs submitted must be in the Faculty Profile System (FPS) generated CV format. The online FPS can be accessed through: <https://inetapps.duke-nus.edu.sg/fps/>

For appointment at / promotion to Professor (Track IIC – Practice Track), CVs of candidates should include the following publication information:

- (i) H-index
- (ii) Journal Impact Factor of every journal that the candidate had published in for the last 5 years (and further back if the candidate wishes to)
- (iii) (Optional) Number of citations for every publication that the candidate had published

4. Candidate's Intellectual Development Statement

The 4 – 6 page Intellectual Development Statement should include, but not limited to the following:

- (i) Past professional leadership and / or academic accomplishments
- (ii) Future plans in educational, professional and management leadership in the field
- (iii) Evidence of scholarship (e.g. through writing of articles / scholarly documents / white papers for regional / international organizations; presentations at conferences, sharing of case studies, distribution of course-wide teaching materials)
- (iv) Service:
 - (a) To department, faculty and university, industry, national and international agencies and professional organisations / societies / institutions which raises the University's local or global visibility.
 - (b) In the profession such as citations, commendations, awards and level of appointment in professional committees / councils / organisations / bodies.
- (v) Professional activities (e.g. evidence of continuing engagement with professional bodies and committees that are likely to be of substantial benefit to students and the university)

5. Reference Letters on Candidate

The number of reference letters on the candidate will depend on the proposed academic rank to be surfaced to the AP Committee. Please refer to [Table 4: Reference Letter Requirement Criteria for Practice Track Duke-NUS Faculty Appointments](#) found at the end of this document.

It is important to indicate in the request for reference letter the academic rank that the SRP / ACP / AMEI / Centre / Office of Education would like to appoint / promote the candidate to. Reference letters should be obtained from referees who are of the same / comparable rank or higher than that for which the candidate is being considered. Please refer to [Template 3 – Letter to Referee Requesting for Reference Letter \(AP\)](#).

6. Other Important Points to Note on Practice Track Faculty Appointments

- (i) Duke-NUS Practice Track faculty appointments can reside in a/an SRP / ACP / AMEI / Centre / Office of Education.
- (ii) For candidates who are already holding an Adjunct faculty appointment and are being put up to the Duke-NUS AP Committee for simultaneous (i) conversion to a Practice Track faculty appointment **AND** (ii) promotion to a higher academic rank than that of his / her current Adjunct appointment, the conversion and promotion processes should be carried out sequentially, instead of concurrently. That is, the candidate should first convert his/her Adjunct appointment to a Practice Track appointment at the same academic rank as that of his / her Adjunct appointment, before being put up for a Practice Track promotion to a higher academic rank.

Table 4: Reference Letter Requirement Criteria for Practice Track Duke-NUS Faculty Appointments

Note:

1. Reference letters (i.e. arm's length / non-arm's length) should be solicited from referees who are of the same academic (a) rank and (b) type (i.e. Regular Rank / Adjunct) or higher than that for which the candidate is being considered. Exceptions can be granted for the following instances:
 - (i) For candidates who are being nominated for Regular Rank Track II Non-Tenure Track Instructor / Assistant Professor appointments, reference letters from referees who hold Adjunct faculty appointments but whose academic rank is higher than that for which the candidate is being proposed, can be counted toward the minimum number of letters required.
 - (ii) Reference letters from referees without academic titles but who (a) hold key leadership positions in any reputable organisation or (b) are highly recognised within the field of their expertise and who are from renowned institutions / organisations, can be counted toward the minimum number of letters required.
2. Arm's length referees are referees who:
 - (i) have not collaborated scientifically with the candidate in the past 5 years;
 - (ii) are not from the same institution as the candidate (Note: The different institutions within SingHealth are considered as 1 single institution as they are all under the same SingHealth cluster.);
 - (iii) are not former or current supervisors of the candidate;
 - (iv) have no personal connections with the candidate (i.e. they could be colleagues in a similar field but have no further substantive connections).
3. Collaborators are defined as individuals with whom the candidate has:
 - (i) published in the past 5 years; or
 - (ii) an on-going research collaboration.
4. For appointment / promotion at Associate Professor or Full Professor levels:
 - (i) Process is through an ACP / SRP Appointments and Promotion Committee
 - (ii) The candidate can recommend names of referees, but Committee makes decision on whom will be contacted. Candidate should not be aware of the names of the referees who provide letters.
5. Local referees are referees based in Singapore, while international referees are those based outside of Singapore.

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-length Referees	Arm's Length Referees		
						Local / International	Local	International	
1.	Regular Rank	Track IIC – Practice Track	Non-Tenure Track Appt	Assoc Prof	4	Maximum 1	No Restriction	Minimum 3	<ul style="list-style-type: none"> The SRP / ACP / AMEI / Centre / Office of Education solicits the letters independently of the candidate. Up to 3 of the referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / AMEI / Centre / OoE independent of the candidate.

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-length Referees	Arm's Length Referees		
						Local / International	Local	International	
2.	Regular Rank	Track IIC – Practice Track	Non-Tenure Track Appt	Prof	6	Maximum 1	No Restriction	Minimum 4 (Recommend 1 from Duke University)	<ul style="list-style-type: none"> The SRP / ACP / AMEI / Centre / OoE solicits the letters independently of the candidate. Up to half of the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / AMEI / Centre / OoE independent of the candidate.

Updated as at 14 April 2020

<Choose a date>

Appointments and Promotions (AP) Committee
Duke-NUS Medical School (Duke-NUS)

Dear AP Committee Members,

Re: Dr <Enter Candidate's Name>

On behalf of <Enter Name of SRP / ACP / AMEI / Centre / Office>, I hereby present to the Duke-NUS AP Committee the recommendation for the <Choose Proposed Recommendation> of Dr <Enter Candidate's Name> as <Choose Proposed Appointment> at Duke-NUS <Choose Promotion Date (only applicable for promotion, delete accordingly)> <Enter year for promotion (only applicable for promotion, delete accordingly)> .

Please provide a 2 to 3-page write-up supporting the candidate's appointment / promotion. The SRP / ACP / AMEI / Centre / Office's recommendation should address the following criteria:

(A) For Associate Professor (Track IIC – Practice Track) Position

1. Candidate should have:

- (i) a degree.
- (ii) generally 6 or more years' of practice experience at a senior level in a managerial, professional or specialist role, and demonstrated leadership in the profession.
- (iii) demonstrated quality in teaching practice.

The Appointments & Promotions (AP) Committee will assess the relevance of each of the following criteria as part of the review. The write-up can include, but not limited to, the following evidences:

2. Education

- Peer review reports
- Student feedback
- Student supervision as evidenced by indicators such as placements of graduate students, awards/prizes won by students mentored, list of publications with students as first or single authors etc.
- Leadership in/contributions to curriculum development and pedagogy
- Other performance indicators related to education such as teaching awards, curriculum innovations etc.

3. Professional Experience

- Professional experience that is expected to enhance the educational process in the University (generally expected to be 6 years or more)
- Leadership role in the profession
- Evaluation by professional colleagues and peers
- Industrial, commercial or business experience and networks that provide substantial benefit to the University and the students
- Participation in programmes at regional and international levels. Invitations to speak at regional and international meetings of professional societies.

4. Management

- Experience at a senior level in a managerial, professional or specialist role.

(B) For Professor (Track IIC – Practice Track) Position

1. Candidate should have / be:

- (i) a degree.
- (ii) generally more than 10 years' of practice experience in a senior management or chief executive position; a distinguished leader in the profession.
- (iii) demonstrated excellence in a senior management or chief executive position, and in teaching practice.
- (iv) a distinguished leader in the profession

The Appointments & Promotions (AP) Committee will assess the relevance of each of the following criteria as part of the review. The write-up can include, but not limited to, the following evidences:

2. Education

- Peer review reports
- Student feedback
- Student supervision as evidenced by indicators such as placements of graduate students, awards/prizes won by students mentored, list of publications with students as first or single authors etc.
- Leadership in/contributions to curriculum development and pedagogy
- Other performance indicators related to education such as teaching awards, curriculum innovations etc.

3. Professional Experience

- Practice experience in a senior management or chief executive position (generally expected to be more than 10 years)
- Industrial, commercial or business experience and networks that provide substantial benefit to the University and the students
- Record of practice excellence in profession
- Evaluation by professional colleagues and peers
- Participation in programmes at regional and international levels. Invitations to speak at regional and international meetings of professional societies.

4. Management

- Experience and scope (generally expected to be equivalent to a senior management or chief executive of a medium to large-sized organisation)

5. Leadership

- Participation and leadership in regional and/or international organizations and committees.
- Development of innovative interdisciplinary approaches to their discipline.

For either position, please also indicate the candidate's:

- (i) current engagements with Duke-NUS, if any.
- (ii) proposed roles / responsibilities in Duke-NUS given the appointment / promotion.

In view of the above, it is my great pleasure to recommend the <Choose Proposed Recommendation> of Dr <Enter Candidate's Name> as <Choose Proposed Appointment> at Duke-NUS.

Sincerely,

<Enter SRP / ACP / AMEI / Centre / Office Director / Head of Office's Name>
<Enter Academic Rank & Designation>
<Enter Name of SRP / ACP / AMEI / Centre / Office>

Enclosures:

Candidate's Curriculum Vitae
Candidate's Intellectual Development Statement
<Enter Number> Reference Letters

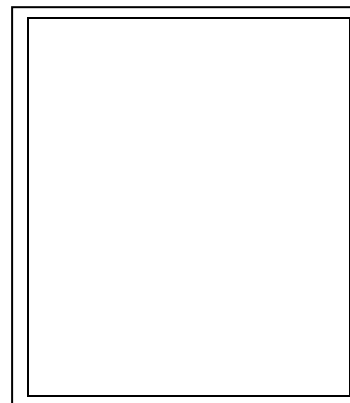
Duke-NUS / SingHealth CV Template

(For Faculty and Senior / Principal Research Scientist Appointments)

Updated as at _____

Please do not delete any sections and use "NA" for no entry.

Please use continuation pages when necessary.



(1) Personal Particulars

Full Name: _____

Last Name: _____

Date of Birth : _____

Nationality : _____

Gender : Male / Female

(2) Brief Biography *(Compulsory, in 1-2 paragraphs)*

(3) Current Appointment Details

Please refer to section (7) Professional Training & Academic Career (Employment History) for more information

Institution of Primary Appointment: _____

Secondary Appointment(s), if any *(include clinical faculty appointment with NUS if applicable)*:

Present Rank(s) and Title(s) in Duke-NUS: _____

(4) Educational & Training Qualifications

Qualification	Country	Name of School / Institution / University	Date of Attainment	Input "X" if Highest Qualification

(5) Certification & Licensure

(A) Medical Professional License

Licensing Board	Licensing Number	Date (DD/MM/YYYY)	Country

(B) Specialty Certificate

Certificate Board	Certificate Number	Name of Medical Sub-Specialty	Year	Country

(6) Membership in Professional & Academic Societies

Organisation(s)	Rank / Title / Position	From (YYYY)	To (YYYY)

(7) Professional Training & Academic Career (Employment History)

Listing of all professional training and work experiences to-date, i.e. training rotations, past and present appointments, beginning with the first postgraduate position.

Academic / Clinical / Research / Administrative / Industry:

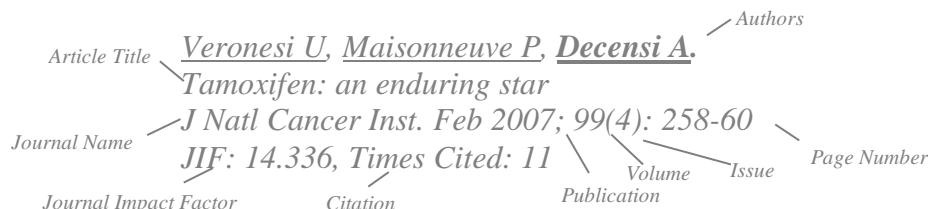
Training Type	Hospital / Institution / Organisation	Rank / Title / Position	From (MM/YYYY)	To (MM/YYYY)

(8) Major Personal Events (Optional)

Inclusive of personal events that might have a bearing on the review of the faculty appointment, promotion or tenure application, e.g. childbirth / maternity leave, major illness requiring extensive leave, loss of property, or disruption of lifestyle.

(9) Publications

*Inclusive of Authors, Article Title, Journal Name, Date of Publication, Volume / Issue / Page Number with candidate's name in **bold**. For example:*



Candidates who are being put up for regular rank (1) Associate Professor with tenure, (2) Professor with tenure (3) Professor (non-tenure) or (4) Senior Principal Research Scientist appointment should include the following:

- (i) *Journal Impact Factor of every journal published for the last 5 years;*
- (ii) *No. of citations for every publication published for the last 5 years (Optional)*

*Sequential listing of publications (#1 being the oldest) **excluding** publications that are submitted for review but have not been accepted or published.*

(A) Refereed Journals

Refereed articles are scientific publications that have active editorial boards and a system of critical review of all submissions for publication. [Ulrichsweb](#) provides a list of refereed journals.

(i) Original Articles

(ii) Review Articles

(iii) Letters (e.g. to Editor), Editorials & Case Reports

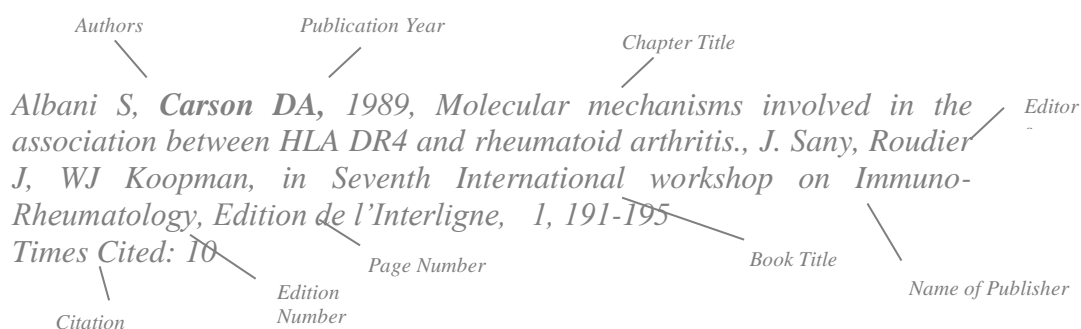
(B) Non-Refereed Publications

Non-refereed publications refer to those which do not routinely use a system of critical review prior to publication; such articles are often solicited by the publisher.

(i) Review Articles

(ii) Books & Chapters

*In the format as shown and with name in **bold** (as book author/editor):*



(iii) Letters (e.g. to Editor), Editorials & Case Reports

(iv) Abstracts (Optional)

(C) Top 10 Publications (from the most impactful publication onwards. Optional for regular rank / Adjunct (1) Instructor and (2) Assistant Professor candidates)

Rank	Article Title	List of Authors with candidate's name in bold	Publication Name	Edition no.	Publication Year	Remarks (*Indicate Candidate's Role and Contributions)
1						
2						
3						
4						
5						
6						
7						

8						
9						
10						

(D) h-index (Required for (1) Associate Professor with tenure, (2) Professor with tenure, (3) Professor (non-tenure), (4) Adjunct Associate Professor, (5) Adjunct Professor and (6) Senior Principal Research Scientist appointments)

Inclusive of h-index, method for calculation [e.g. Google Scholar Citations (preferred), Web of Science] and date that the index was determined.

(10) Intellectual Property/ Technology Declarations

(A) Total number of Duke-NUS affiliated Invention Disclosures submitted :

(B) Total number of Duke-NUS affiliated Trademarks submitted :

(C) Total number of Duke-NUS affiliated Patents filed :
Inclusive of provisional and published patents.

(D) Total number of Duke-NUS affiliated IP granted / registered :
Inclusive of copyrights and trademarks registered.

(E) Duke-NUS Patents Published

Title	Inventor(s)	Publication Date	Publication Number	Patent Office

(F) Duke-NUS Copyrights and Trademarks Registered

Registration Date	Type	Title	Inventor(s)	Registration Number	Country

(G) Duke-NUS Technology Declarations

Title	Inventor(s)	Application Date	Application Number	Patent Office	Date Granted	Patent Number (if granted)

(H) Other Intellectual Property (Trademark / Copyright / Patent)

Registration / Publication Date	Type of IP	Title	Inventor(s)	Registration / Publication Number	Country	Patent Office

(I) Other Technology Declarations

Title	Inventor(s)	Application Date	Application Number	Patent Office	Date Granted	Patent Number (if granted)

(J) Licences / Agreement with Companies

Registration Date	Type	Title	Company	Licence/ Agreement Number	Country

(11) Editorship

Inclusive of roles (e.g. editor, reviewer or member of editorial board) in editorship of journals and books.

(12) Education Activities (Teaching Portfolio)

Chronological listing of activities related to Medical Education, or educational activities related to Research / Clinical Innovation, beginning with the oldest.

(A) Educational Philosophy (500 words max):

Inclusive of the following elements: personal theory of learning, goals of instruction, role and responsibility of the student and instructor, and a description of the variables that promote learning.

(B) Seminars / Lectureships

(i) Local

(ii) International

(C) Teaching Activities in Local Institutions *(Optional for Faculty candidates who are PhD Research Investigators)*

(i) Undergraduate Education:

Inclusive of date, title of teaching, audience and evaluation (if available).

(ii) Postgraduate Education:

Inclusive of date, title of teaching, audience and evaluation (if available).

(D) Leadership Positions or Roles in Education / Clinical Innovation / Commercialisation / Industry

(e.g. Course Directorship, Curriculum Planning / Development Committees / Facilitation of Start-Ups, etc.)

Inclusive of the title, date / period, audience, a brief description and frequency conducted.

(E) Advisory / Mentoring Role:

Inclusive of date (range from - to), student name, student level (medical student, fellow, postgraduate, faculty, resident) and title of student work.

(F) Educational Administration:

Inclusive of the period of engagement, organisation and your title / role.

(G) Continuing Medical Education (date, title, certificate):

Inclusive of date, title and certificate with description on strategies implemented to improve teaching.

(13) Clinical Activities

(Applicable to candidates with >50% FTE in Research or Medical Education)

List of previous and current year clinical activity - type of practice and estimate of time commitment: (list in order of % time commitment from highest to lowest %)

(14) Conferences Attended and Speaking Invitations

Chronologically listed, beginning with the oldest.

(A) With Oral Presentations

(B) With Poster Presentations

(C) Without Presentations *(Optional for PhD Research Investigators)*

Conferences attended (without abstract / poster presentation).

(15) Research & Innovation Activities

(A) Research & Commercialisation Funding Support

(i) Current Funding

Listing of Funding Support from role as PI first, followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup Name	Role (eg. PI, Co-I, Founder etc)	Origin	Name of Grant (if applicable)	Funding Agency	Project or Startup Funding Start Date	Duration (if applicable)	Amount	Currency

(ii) Past Funding

In reverse chronological order, with role as PI first, followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup	Role (eg. PI, Co-I,	Origin	Name of Grant (if	Funding Agency	Project or Startup	Duration (if	Amount	Currency
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Name	Founder etc)		applicable)		Funding Start Date	applicabl e)		

(iii) Pending Proposals

Listing of submitted proposals which are under consideration only, from role as PI first followed by that of Co-I / Collaborator. As Co-I / Collaborator, to indicate proposed dollar quantum of funds to Co-I / Collaborator's lab.

Project Title or Startup Name	Role (eg. PI, Co-I, Founder etc)	Origin	Name of Grant (if applicable)	Funding Agency	Project or Startup Funding Start Date	Duration (if applicabl e)	Amount	Currency

(B) Collaboration with Local and Overseas Institution

Inclusive of project status, i.e. completed / ongoing

(C) Research Interests

(16) Committee Work

(A) Hospital

(B) Ministry of Health

(C) University / Medical School

(D) Professional Bodies

(E) Others

Contributions towards Industry may be listed here.

(17) Awards & Honours

(A) Academic / Clinical / Research / Innovation Awards

(B) Others

Features of innovative work may be listed here.

(18) Top 10 Contributions *(Optional for PhD Research Investigators)*

List of contributions beginning with the most significant. Committee work and editorship of journals, etc. may be listed here.

Rank	Description of Contribution	Year of Contribution
1		
2		
3		
4		
5		
6		
7		

8		
9		
10		

(19) Hobbies / Special Interests *(Optional for PhD Research Investigators)*

Note: In submitting this CV, I hereby agree to it being shared between Duke-NUS and SingHealth in association with any official matters in either or both of these institutions.

Template 3:
Letter to Referee Requesting for
Reference Letter (Practice Track)

Updated as at 14 April 2020

<Enter a Date>

Dr <Referee's Name>
<Referee's Designation>
<Name of Department>
<Name of University or Company or Institution>
<Referee's Address>

Dear Dr <Referee's Surname>:

Dr <Candidate's Name> is being considered for <appointment at / promotion to> the rank of <Professor (Track IIC – Practice Track) / Associate Professor (Track IIC – Practice Track)> at the Duke-NUS Medical School (Duke-NUS). We would be most grateful if you could help us by evaluating Dr <Candidate's Name>'s professional and scholarly achievements. We are providing <his / her> curriculum vitae and intellectual development statement for your consideration.

In the Duke-NUS system, <Professors (Track IIC – Practice Track) / Associate Professors (Track IIC – Practice Track)> are accomplished individuals who have demonstrated excellence in senior management or chief executive positions, and who are distinguished leaders in their profession. In making your evaluation of <his / her> accomplishments, it would be helpful if you would - after defining your relationship to Dr <Candidate's Name> and the practice area in which <he / she> works - evaluate and comment upon the following:

1. Dr <Candidate's Name>'s achievements and status compared to other senior executives or professional practitioners in <his / her> field.
2. The scope and significance of <his / her> accomplishments and professional activities, with respect to the following:
 - The strengths and weaknesses of <his / her> practice and the degree of recognition achieved within <his / her> discipline, noting any distinctive contribution(s); and
 - The scope and significance of <his / her> practice experience and activities as they have made original or otherwise significant contributions to the discipline.
3. Whether, based on your knowledge of <his / her> work and the enclosed curriculum vitae, Dr <Candidate's Name> would be appointed as <Professor (Track IIC – Practice Track) / Associate Professor (Track IIC – Practice Track)> or comparable position in your institution.
4. Any additional insights that may be helpful in determining whether or not to recommend this <appointment of / promotion to> <Professor (Track IIC – Practice Track) / Associate Professor (Track IIC – Practice Track)> be awarded.

We would appreciate a reply by <deadline>, if at all possible. Please send your letter to <Director / Secretary's Name> at <Director / Secretary's Email Address>. Thank you in advance for taking the time to do this. Your response will be maintained in confidence.

Sincerely,

< SRP / ACP / AMEI / Centre / Office Director / Head of Office's Name >
<Name of SRP / ACP / AMEI / Centre / Office >
<Name of University or Institution>

Enclosure:
Candidate's Curriculum Vitae
Candidate's Intellectual Development Statement