Preparation of Dossier for Duke-NUS Adjunct Faculty Appointment / Promotion for Submission to Duke-NUS APT Committee (Wef 1 May 2013)

For a Duke-NUS adjunct faculty appointment / promotion, the candidate’s dossier for submission to the Duke-NUS Appointments, Promotion and Tenure (APT) Committee will need to include (in chronological order) the following:

1. **APT Cover Letter** (from SRP / ACP / AMEI / Centre Director) summarising the SRP / ACP / AMEI /Centre Nomination and Appointment Committee’s (NAC’s) discussion and recommendations on the candidate’s appointment / promotion. **APT Cover Letter is required for all adjunct rank appointments / promotions.** Please refer to [Template 5 – APT Cover Letter For Adjunct Faculty Appointment / Promotion](#).

**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 Adjunct Associate Professor and Adjunct Professor level appointment / promotion in addition to APT Cover Letter, for (i) Clinician, and (ii) PhD investigator whose faculty appointment resides in ACP / AMEI / Centre.

For candidates who are being put up to the APT Committee for Adjunct faculty promotion, the cover letter from the AC Chair and / or SRP / ACP / AMEI / Centre Director 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.

2. **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://webapps.duke-nus.edu.sg/fps](https://webapps.duke-nus.edu.sg/fps).

   For (a) Adjunct Associate Professor and (b) Adjunct Professor appointments/ promotions, CVs of candidates should include H-index information of their publications.

3. **Reference Letters on Candidate**
   (i) A minimum of 2 reference letters from referees external to the candidate’s institution are required for appointment / promotion to Adjunct Professor level. Please refer to [Table 1: Reference Letter Requirement Criteria for Duke-NUS Adjunct Faculty Appointments](#) found at the end of this document.

   (ii) Please refer to [Template 3 – Letter to Referee Requesting For Reference Letter](#). The SRP / ACP / AMEI / Centre NAC may modify this template as it deems appropriate.

   (iii) Exceptions can be granted by the Dean of Duke-NUS if the candidate already holds the title of full Professor or equivalent at another reputable institution, via the following process:
a. SRP / ACP / AMEI / Centre Director writes an official letter to Dean of Duke-NUS, through the Duke-NUS APT Committee Chair, requesting for the exemption and providing reasons for the request.

b. SRP / ACP / AMEI / Centre Director submits the request letter to the Duke-NUS APT Committee Chair for signatory endorsement, followed by to Dean for his signatory approval.

c. If Dean approves the exemption request, SRP / ACP / AMEI / Centre to include the endorsed request letter in the candidate’s faculty dossier.

4. SingHealth-Duke-NUS Faculty Appointment HOD Endorsement Form

Please refer to Template 4 – SingHealth-Duke NUS Faculty Appointment HOD Endorsement Form. The HOD Endorsement Form is required only if the candidate’s primary employer is SingHealth or a SingHealth-affiliated institution, such as SGH, NCCS, NHCS, etc. The form is not required if SingHealth or a SingHealth-affiliated institution is not the candidate’s primary employer.

(i) For Initial Appointment

If the candidate’s primary employer is SingHealth or a SingHealth-affiliated institution, the candidate will need to obtain his / her Head of Department’s (HOD’s) endorsement before his / her faculty appointment is surfaced to the Duke-NUS APT Committee. The candidate shall discuss with the SRP / ACP / AMEI / Centre Director on the percentage time effort to be committed to Duke-NUS and indicate this percentage effort in the form and submit to his / her HOD for endorsement. Upon completion of the form, the candidate is required to forward the duly signed form to the SRP / ACP / AMEI / Centre Director Office.

(ii) For Promotion

If the candidate’s primary employer is SingHealth or a SingHealth-affiliated institution and he / she is being put up for a promotion (e.g. from Adjunct Assistant Professor to Adjunct Associate Professor) at Duke-NUS, the re-submission of the HOD Endorsement Form to the SRP / ACP / AMEI / Centre Director Office will not be required, unless there is going to be a change in his / her current percentage FTE effort level in Duke-NUS after the promotion.

The candidate’s performance appraisal form should generally not be included in the APT dossier as how the candidate’s institution assesses him / her as well as the assessment criteria used by his / her institution are different between institutions and may be quite distinct from those used by the APT Committee to evaluate a candidate’s credential.

(iii) For Conversion of Appointment

If the candidate’s primary employer is SingHealth or a SingHealth-affiliated institution and he / she is being put up for a conversion of appointment (e.g. from Regular Rank to Adjunct at a higher academic rank), the re-submission of the HOD Endorsement Form to the SRP / ACP / AMEI / Centre Director Office will not be required, unless there is going to be a change in his / her current percentage FTE effort level in Duke-NUS after the appointment conversion.

5. Other Important Points to Note on Adjunct Faculty Appointments

(i) Duke-NUS adjunct faculty appointments (i.e. Adjunct Instructor / Assistant Professor / Associate Professor / Professor) must reside in a Programme (i.e. ACP / SRP), an Institution (i.e. AMEI) or a Centre.
(ii) Adjunct faculty appointments are generally for (a) clinicians from Duke-NUS / SingHealth partnership umbrella axis involved in clinical activities or (b) clinicians / PhD investigators from external institutions who are given courtesy-type appointments. Adjunct faculty appointments are not allowed for PhD investigators who are solely doing research (i.e. with no clinical activities) and are from the Duke-NUS / SingHealth partnership umbrella axis, regardless of whether they are clinically qualified or hold a medical degree.
Table 1: Reference Letter Requirement Criteria for Duke-NUS Adjunct 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.
<table>
<thead>
<tr>
<th>S/N</th>
<th>Appt Type</th>
<th>Academic Track</th>
<th>Type of Tenure Appt</th>
<th>Academic Rank</th>
<th>Minimum No. of Reference Letters Required</th>
<th>No. of Reference Letters to be Solicited From</th>
<th>Notes</th>
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<td></td>
<td>Non-Arm’s-Length Referees</td>
<td>Arm’s Length Referees</td>
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<td>Local / International</td>
<td>Local</td>
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</tbody>
</table>
| 1   | Adjunct   | -              | -                   | Prof          | 2                                        | Not counted toward minimum no. | No Restriction | No Restriction | • The SRP / ACP / AMEI / Centre 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 independent of the candidate. |

Instructor / Asst Prof / Assoc Prof  
Not Required  
N.A.  
N.A.  
N.A.
Dear APT Committee, 

Re: Dr [Enter Candidate’s Name]

On behalf of [Enter Name of SRP/ACP/AMEI/Centre], I hereby present to the Duke-NUS APT Committee the recommendation for the [Choose Proposed Appointment] of Dr [Enter Candidate’s Name] at the rank of Adjunct [Choose Proposed Academic Rank] at Duke-NUS [Choose Promotion Date (only applicable for promotion, delete accordingly)] [Enter year for promotion (only applicable for promotion, delete accordingly)].

(This paragraph is only applicable to candidates being put up for promotion.) Dr [Enter Candidate’s Name] joined Duke-NUS as [Choose Current Academic Rank] [Choose Current Academic Track] on [Choose start date of current appointment]. [Please provide a short paragraph of write-up supporting the candidate’s promotion. Please indicate a summary of new / additional / expanded / major contributions and achievements made by candidate from his / her last appointment / promotion till to-date.]

Please provide a 1-page write-up supporting candidate’s appointment / promotion. The SRP’s / ACP’s / AMEI’s / Centre’s recommendation should include:

1. Candidate’s educational background and training;
2. Candidate’s research achievements and accomplishments;
3. Candidate’s participation in educational initiatives and academic service;
4. How candidate’s expertise, facilities or resources might benefit Duke-NUS in support of its research and teaching activities. (What does the candidate offer to the academic atmosphere of Duke-NUS?)
5. Candidate’s current research and/or teaching interests (Are the candidate’s work and interests appropriate / relevant to Duke-NUS?)
6. Summary of the SRP / ACP / AMEI / Centre Nomination and Appointment Committee’s discussion and recommendation on the candidate’s faculty appointment / promotion.

7. For relevant candidates, please include the following statement: “The Academic Council has assessed <candidate’s name> credentials and found them to be appropriate for the proposed appointment.”

The <Enter Name of SRP/ACP/AMEI/ Centre> recommends that the Duke-NUS APT Committee supports the <Choose an Appointment> of Dr <Enter Candidate’s Name> as Adjunct <Choose Proposed Academic Rank> at Duke-NUS.

Sincerely,

<Enter SRP/ACP/AMEI/ Centre Director’s Name>
<Enter Academic Rank> and Director
<Enter Name of SRP/ACP/AMEI/ Centre >

Enclosures:

Candidate’s Curriculum Vitae
<Enter Number> (only applicable for Adjunct Prof appointment/promotion) 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**

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<thead>
<tr>
<th>Qualification</th>
<th>Country</th>
<th>Name of School / Institution / University</th>
<th>Date of Attainment</th>
<th>Input “X” if Highest Qualification</th>
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Please attach photo below:
(5) **Certification & Licensure**

(A) **Medical Professional License**

<table>
<thead>
<tr>
<th>Licensing Board</th>
<th>Licensing Number</th>
<th>Date (DD/MM/YYYY)</th>
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(B) **Specialty Certificate**

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(6) **Membership in Professional & Academic Societies**

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<tr>
<th>Organisation(s)</th>
<th>Rank / Title / Position</th>
<th>From (YYYY)</th>
<th>To (YYYY)</th>
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(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:**

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Hospital / Institution / Organisation</th>
<th>Rank / Title / Position</th>
<th>From (MM/YYYY)</th>
<th>To (MM/YYYY)</th>
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(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:

Veronesi U, Maisonneuve P, Decensi A. Tamoxifen: an enduring star
JIF: 14.336, Times Cited: 11

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):*

```
Times Cited: 10
```

(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)*

<table>
<thead>
<tr>
<th>Rank</th>
<th>Article Title</th>
<th>List of Authors with candidate’s name in <strong>bold</strong></th>
<th>Publication Name</th>
<th>Editio n no.</th>
<th>Publication Year</th>
<th>Remarks (<em>Indicate Candidate’s Role and Contributions</em>)</th>
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(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**

<table>
<thead>
<tr>
<th>Title</th>
<th>Inventor(s)</th>
<th>Publication Date</th>
<th>Publication Number</th>
<th>Patent Office</th>
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</table>
(F) **Duke-NUS Copyrights and Trademarks Registered**

<table>
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<th>Registration Date</th>
<th>Type</th>
<th>Title</th>
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(G) **Duke-NUS Technology Declarations**

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<th>Application Date</th>
<th>Application Number</th>
<th>Patent Office</th>
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(H) **Other Intellectual Property (Trademark / Copyright / Patent)**

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<th>Type of IP</th>
<th>Title</th>
<th>Inventor(s)</th>
<th>Registration / Publication Number</th>
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(I) **Other Technology Declarations**

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(J) **Licences / Agreement with Companies**

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<th>Registration Date</th>
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<th>Company</th>
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</table>
(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
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.

<table>
<thead>
<tr>
<th>Project Title or Startup Name</th>
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<th>Origin</th>
<th>Name of Grant (if applicable)</th>
<th>Funding Agency</th>
<th>Project or Startup Funding Start Date</th>
<th>Duration (if applicable)</th>
<th>Amount</th>
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(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.

<table>
<thead>
<tr>
<th>Project Title or Startup Name</th>
<th>Role (eg. PI, Co-I, Founder etc)</th>
<th>Origin</th>
<th>Name of Grant (if applicable)</th>
<th>Funding Agency</th>
<th>Project or Startup Funding Start Date</th>
<th>Duration (if applicable)</th>
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(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.

<table>
<thead>
<tr>
<th>Project Title or Startup Name</th>
<th>Role (eg. PI, Co-I, Founder etc)</th>
<th>Origin</th>
<th>Name of Grant (if applicable)</th>
<th>Funding Agency</th>
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(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.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Description of Contribution</th>
<th>Year of Contribution</th>
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</table>

**(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.*
Dear Dr <Referee’s Surname>:

Dr <Candidate’s Name> is being considered for appointment at the rank of <proposed academic rank> <please indicate ‘with tenure’ if the appointment is with tenure> at the Duke-NUS Medical School (Duke-NUS). We would be most grateful if you could help us by evaluating Dr <Candidate’s Surname>’s research and scholarly achievements. We are providing <his / her> curriculum vitae and intellectual development statement for your consideration; reprints of papers can also be provided upon request.

Faculty of the Duke-NUS are expected to stand in competition with the top scholars of similar rank within their fields. In making your evaluation of <his / her> accomplishments, it would be helpful if you would - after defining your relationship to Dr <Candidate’s Surname> and the research area in which <he / she> works - evaluate and comment upon the following:

1. Dr <Candidate’s Surname>’s achievements and status compared to other scholars in <his / her> field who are at similar stages in their careers;
2. The strengths and weaknesses of <his / her> scholarship and the degree of recognition achieved within <his / her> discipline, noting any distinctive contribution(s);
3. The scope and significance of <his / her> research interests and activities as they have made original or otherwise significant contributions to the discipline;
4. Whether, based on your knowledge of <his / her> work and the enclosed curriculum vitae, Dr <Candidate’s Surname> would be appointed as a <proposed academic rank> <please indicate ‘with tenure’ if the appointment is with tenure> in your institution;
5. Any additional insights that may be helpful in determining whether or not to recommend this appointment as <proposed academic rank> <please indicate ‘with tenure’ if the appointment is with tenure> be awarded.

We would appreciate a reply by <deadline>, if at all possible. Please send your letter to me at <SRP / ACP / AMEI Director’s or secretary’s email address: XXXX> or fax it to me at +65 <fax number>. Thank you in advance for taking the time to do this. Your response will be maintained in confidence.
Sincerely,

<SRP / ACP / AMEI Director’s Name>
<Academic Rank> and Director
<Name of SRP / ACP / AMEI >

Enclosures:
Candidate’s Curriculum Vitae
Candidate’s Intellectual Development Statement
SINGHEALTH-DUKE-NUS FACULTY APPOINTMENTS
HOD ENDORSEMENT FORM (For Research)

PART 1: To be completed by Applicant

Name: __________________________ Employee No: __________________________
Designation: __________________________ Department: __________________________
SHS Institution: __________________________ MCR No: __________________________

SECTION 1: DETAILS OF DUKE-NUS FACULTY APPOINTMENT
2. Brief description of proposed role: __________________________

SECTION 2: DECLARATION BY APPLICANT
* Please delete as applicable
1a. Do you have any *current/impending appointment with *NUS/other organisation(s)? Yes / No*
   If Yes, give Title & Organisation: __________________________; % of FTE commitment p.a.: ________%
   If Yes, state Appointment Period: From: __________________________ To: __________________________
   Any Other Information: __________________________
   Other Non-Clinical SingHealth roles, e.g. Administration, Research: __________________________
1b. I will keep SHS Faculty Coordinating Office informed by email, within 1 month of my acceptance of
   any organisation's or NUS' academic appointment.
2. I am aware that I am expected to continue to perform well in my primary duties with SingHealth
   apart from my academic contributions.
3. I understand that any monies paid to me for my time with Duke-NUS is at the discretion of Duke-NUS and SHS.
4. Any Other Comments:- __________________________

Name & Designation Stamp & Signature of Applicant: __________________________ Date: ____________

PART 2: To be completed by SingHealth Head of Department
* Please delete as applicable
1. [ ] I support my department member's involvement in research activities in Duke-NUS. 
   [ ] I do not support my department member's involvement in research activities in Duke-NUS. 
   We would appreciate your stating the reason for the non-support (on a separate sheet of paper)
2. Is backfilling required for your department to maintain institutional responsibilities? Yes / No*
   If yes, please indicate % of FTE required: - __________________________%
   (This may be less than the % of FTE committed to Duke-NUS)
3. I am aware that as HOD, I am required to manage the impact on clinical performance of the employee and
   the department, arising from the commencement of any of the above academic appointment(s).
4. Any Other Comments:- __________________________

Name & Designation Stamp & Signature of HOD: __________________________ Date: ____________