



Radiology RPT Information Session

RPT for 2024 - 2025

Reappointment, Promotion, and Tenure

- **Jill McMahan, Radiology RPT Chair**
 - Provide feedback & advice on materials & process
- **Taylor Pillar, Department RPT Administrative Support Person**
 - Receives documents, provide feedback on process, final packet assembly

Goals for this Session

Share information with department faculty

Host open conversation about promotion

RPT and your appointment type

Appointment Types

- Tenure System (TS)
- Fixed Term (FT)
- Health Programs (HP)
- Clinical /Adjunct Non-prefix
- Adjunct / Pre-fix
- Research
- Academic Specialist

RPT Processes

- Reappointment & Tenure (TS Only)
- **Promotion** – similar process for all tracks with some variations

Promotion Criteria

TS and FT non-Clinical faculty

- Teaching
- Scholarly Activity and Research
- Service and Outreach
- [CHM RPT Guidelines](#)
- [COM RPT Guidelines](#)
- [Radiology Department Guidelines](#)

HP and Clinical FT faculty

- Patient Care Services
- Clinical and Preclinical Teaching
- Scholarly Productivity and Research
- Institutional Service

Sample of CHM Promotion Criteria

CLINICAL SERVICE

A **primary focus in Clinical Service** includes service to patients performed as a member of the MSU faculty group practice (i.e., MSU HealthTeam) or under contractual agreement with the College.

- For promotion to Associate Professor, **must meet all of the basic and one or more of the distinguishing in Clinical Service**, and all of the basic in other two areas.
- For promotion to Professor, **must meet all of the basic and the majority of the distinguishing in Clinical Service**, and all of basic in other two areas.

CLINICAL SERVICE BASIC CRITERIA	CLINICAL SERVICE DISTINGUISHING CRITERIA	RESEARCH AND SCHOLARLY ACTIVITY BASIC CRITERIA	INSTRUCTION BASIC CRITERIA
<p>Clinical Service</p> <ol style="list-style-type: none"> 1. Participates as a member of the Faculty Group Practice (i.e., HealthTeam) or contractual agreement 2. Achieves or exceeds practice expectations as defined by the unit 3. Maintains clinical skills/knowledge base through participation in local and national clinical symposia, seminars and courses 4. Contributes as a faculty member in the operation, development and improvement of the department or college patient care services 5. Participates in quality assurance programs and/or other peer review activities related to patient care 6. Demonstrates satisfaction by patients/clients <p>Professional Service</p> <ol style="list-style-type: none"> 1. Participates in local, state, regional or national professional societies <p>Administrative/Committee Service</p> <ol style="list-style-type: none"> 1. Participates as appointed or elected member of department, or college committees 2. Provides evidence of productive service in support of college committees, and/or administrative activities 	<p>Clinical Service</p> <ol style="list-style-type: none"> 1. Demonstrates a scientific and scholarly approach to a major field of clinical medicine 2. Demonstrates cost-effective practices in the delivery of high quality patient care 3. Demonstrates excellence as a clinician in the provision of high quality patient care services in the chosen specialty of the faculty member 4. Coordinates and/or actively participates in activities directed at maintaining or enhancing clinical skills 5. Participates and/or collaborates in clinical studies/research sponsored externally 6. Provides leadership on committees of the department, the college, or other committees that deal with patient care issues <p>Professional Service</p> <ol style="list-style-type: none"> 1. Attains leadership positions in relevant local, state, regional, national and/or international professional associations or organizations <p>Administrative/Committee Service</p> <ol style="list-style-type: none"> 1. Represents Department, College or University to outside agencies, hospitals, or other institutions <p>Broader Community</p> <ol style="list-style-type: none"> 1. As a representative of the University, provide evidence of service to the broader community 	<ol style="list-style-type: none"> 1. Provides evidence of participation in research and scholarly activities related to the mission of department and college 2. Presents research, scholarly or development efforts to the medical education community, community of the candidate's discipline, and/or to his/her own professional community 3. Participates in professional groups and/or organizations appropriate to research field 4. Publishes in refereed journals 	<ol style="list-style-type: none"> 1. Complies with the Michigan State University Code of Teaching Responsibilities 2. Discharges assigned teaching responsibilities competently, including preparation and presentation of material in a well-organized, current and stimulating fashion 3. Accepts teaching assignments routinely and teaches in college programs of instruction on a regular basis 4. Engages in two or more of the following: <ol style="list-style-type: none"> a. Presents a series of lectures b. Coordinates a course c. Primary instructor for a course d. Teaches in a laboratory or small group session e. Advises students/post-doctoral fellows/residents f. Teaches as attending physician (inpatient or outpatient settings) g. Organizes seminars, journal clubs, or continuing education programs h. Is invited to lecture outside one's own course (e.g. seminars/lectures on campus in the community, and at other institutions)

- [CHM RPT Guidelines](#)
 - Found under Resources
- [CHM FT Clinical Criteria](#)
- [CHM TS Criteria](#)



Sample of COM Promotion Criteria

COM RPT Guides

COM Fixed Term (non-HP) faculty promotion to Associate Professor

Note: also see MSU Tenure System Policies

As per MSU guidelines, a recommendation for promotion from assistant professor to associate professor in the fixed term system should be based on several years of sustained, outstanding achievements in education and scholarship across the mission, consistent with performance levels expected for promotion to associate professor at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance for predicting capacity to become an expert of national and/or international stature and long-term, high-quality professional achievement.

Evidence of periodic unit and peer review by a department committee or equivalent is required for all promotion and tenure applications. For consideration of promotion within the fixed term system, evidence of accomplishment in all categories noted below must be presented. Time in rank or years of service is a necessary but not a sufficient condition for promotion or tenure, with part-time appointments taken into further account in these considerations. Clinical activities, particularly direct patient care services, are seen as important to the role of individuals who hold the D.O. or M.D. degree; however, evidence of accomplishment in the general categories listed is a necessary condition for promotion. Likewise, it is to be noted that those individuals who are engaged in administration as their major responsibility for the college shall still show evidence of accomplishment in the same areas cited. All faculty of the College of Osteopathic Medicine are expected to participate in the ongoing functioning of the department to which they are assigned. This includes committee membership at the departmental, college or university level. It may include some administrative responsibilities in clinical settings (hospital, ambulatory clinic, etc.).

Ethical Responsibility:

All faculty of the College of Osteopathic Medicine are expected to adhere to the highest standards of professional conduct and ethics. In matters of scholarly inquiry they are expected to be intellectually honest in all phases of the inquiry process. They are expected to follow methods identified as appropriate by their discipline in question design, data initiation, gathering, analyzing, and reporting. All persons engaged in patient service shall conduct themselves at all times in a professional manner and engage only in acceptable medical treatments and regimens. All faculty of the college are expected to conform to legal, professional, and university codes, policies and regulations that govern scholarly endeavors and clinical practice as well as the American Osteopathic Association ethics statement approved by the faculty.

Fixed-term non-HP non-clinician faculty will be judged by the RPT committee under the following general categories (using Academic Human Resources Form on Progress and Excellence: according to the instructions). For purposes of evaluation the following general categories of teaching, Scholarly

Teaching :

Evidence of teaching excellence may include, but is not limited to special recognition at the departmental, college (to include student-initiated awards), university, local, state, national, or international level, and assessment as an effective teacher by learner evaluations and by colleagues and other faculty. These teaching efforts can include:

- a. Non-clinical teaching
- b. Clinical teaching (clerks, interns, residents, and fellows)
- c. Other teaching (undergraduate, graduate, postgraduate, continuing medical education [CME], lifelong learning students)
- d. Advising

Scholarly Activity/Research:

(Excerpted and adapted from the *MSU Appointment, Reappointment, Tenure, and Promotion Recommendations*) COM faculty must infuse progressive scholarship into the full range of their efforts. At MSU COM our faculty are expected to be both active scholars and student-focused educators, demonstrating substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs. The essence of scholarship is the thoughtful discovery, transmission, and application of knowledge, including creative activities, that is based in the ideas and methods of recognized disciplines, professions, and interdisciplinary fields. What qualifies an activity as scholarship is that it be deeply informed by the most recent knowledge in the field, that the knowledge is skillfully interpreted and deployed, and that the activity is carried out with intelligent openness to new information, debate, and criticism. Evidence of excellence in scholarly activity may include, but is not limited to, letters of support from outside the university or recognition by senior colleagues for independent and original thinking.

- a. Basic research
- b. Clinical research
- c. Theoretical or other scholarly activities

Service/Outreach:

All faculty of the College of Osteopathic Medicine are expected to engage in activities that address community or societal needs. These may be activities that foster public benefit beyond one's own



Teaching

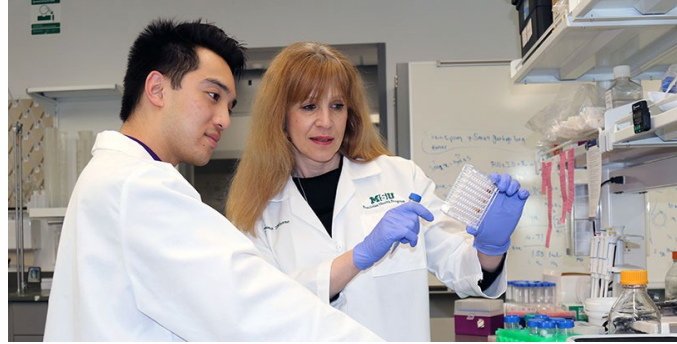
- Pre-clinical
- Clinical (clerks, interns, residents, fellows)
- Other (undergraduate, graduate, postgraduate, CME, lifelong learning)
- Advising or mentoring



Is assessed to be an effective teacher by colleagues and other faculty

Scholarly Activity and Research

- Basic research
- Clinical research
- Medical Education
- Development & submission of research proposals



Impact to discipline

Service and Outreach

- Departmental, college, university, community, state, national, and international activities
- Committee membership or leadership, program development, consultation
- Academic service as editor or reviewer of



MICHIGAN STATE UNIVERSITY



Institutional Service: Provides evidence of productive service in support of college committees and/or administrative activities



Outreach: Provides evidence of service to the broader community as a representative of the university

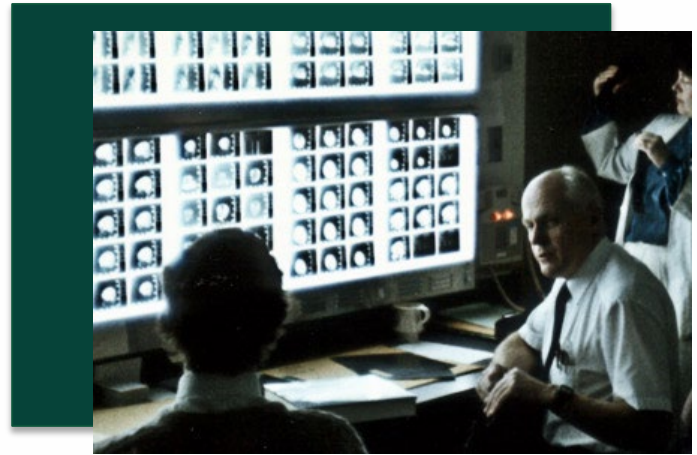
Patient Care

- Clinical activities at the college, university, community, state, national, or international level
- Services to patients that occur in MSU HealthCare Facilities, affiliated hospitals and clinics

Patient Care: Demonstrates Excellence as a clinician in the provision of high-quality patient care services in the chosen specialty of the faculty member



MICHIGAN STATE UNIVERSITY



The Promotion Dossier

**Maximum of
500 pages**

Promotion Form on Progress and Excellence

Effort / Position Description

Curriculum Vitae

Annual Reviews

Reflective Essay

External Reviewers / Letters

COVID-19 Impact Statement (optional)

Academic Portfolio

Promotion Form: 4 Parts (I-IV)

- Part I: Appointment details, committee votes, reviewer information
- Part II: Summary Information (Chair and Dean evaluation)
- Part III: Summary Evaluation - detailed (Chair evaluation)
- Part IV: Detailed Reporting from candidate
 - A: Instruction
 - B: Research and Creative Activities
 - C: Service
 - D: Additional Reporting

Promotion Form: Page 1

- Candidate should fill out upper portion
- If appointed with % effort in multiple colleges, notify Radiology RPT Committee



MICHIGAN STATE UNIVERSITY
Office of the Provost

FORM ON PROGRESS AND EXCELLENCE
RECOMMENDATION FOR REAPPOINTMENT, PROMOTION, OR TENURE ACTION

Name: Last First Middle Date:

Present Rank: Appointment Basis AY or AN

Primary Department Name Second Department Name Other Dept. Name

Primary College Name Second College Name Other College Name

U.S. Citizen or Permanent Resident? YES NO (If NO, tenure cannot be awarded unless a Tenure Policy Exemption Agreement has been approved.)

Years of MSU tenure system faculty service as of next August 16 as:

ASSISTANT PROFESSOR ASSOCIATE PROFESSOR

Highest Degree Institution Date:

Additional Training/Education/Certifications/Licensure

Review Period Begin Date: The review period begins with the date of appointment or most recent reappointment/promotion.

	RECOMMENDATION BY DEPT CHAIR/SCHOOL DIRECTOR:	RECOMMENDATION BY DEAN:
Reappoint as Assistant Professor for probationary period of three years	<input type="checkbox"/>	<input type="checkbox"/>
Reappoint as Associate Professor and award tenure	<input type="checkbox"/>	<input type="checkbox"/>
Do not reappoint	<input type="checkbox"/>	<input type="checkbox"/>
Promote to Associate Professor and award tenure	<input type="checkbox"/>	<input type="checkbox"/>
Promote to Professor and award tenure	<input type="checkbox"/>	<input type="checkbox"/>
Promote to Professor	<input type="checkbox"/>	<input type="checkbox"/>
Do not promote	<input type="checkbox"/>	<input type="checkbox"/>
Fixed Term Associate Professors who acquire Tenure (Same Rank)	<input type="checkbox"/>	<input type="checkbox"/>
Fixed Term Professors Who Acquire Tenure (Same Rank)	<input type="checkbox"/>	<input type="checkbox"/>

Comments: _____



Last revised – 5/2022

MICHIGAN STATE UNIVERSITY
College of Human Medicine
FORM ON PROGRESS AND EXCELLENCE
RECOMMENDATION FOR PROMOTION FOR FIXED TERM FACULTY

Name: [] [] [] Date: []
Last First Middle

Present Rank []

[] [] []
Primary MSU Department Second MSU Department Name Other MSU Department Name

[] [] []
Primary MSU College Name Second MSU College Name Other MSU College Name

Years of MSU service as of next July 1 as:
ASSISTANT PROFESSOR [] ASSOCIATE PROFESSOR []

Years of faculty experience as of next July 1 (MSU & other) []

Highest Degree [] Institution [] Date []

Additional Training/Education/Certifications/Licensure []

Review Period Begin Date [] The review period begins with the date of first appointment/reappointment in current rank.

RECOMMENDATION BY DEPT CHAIR/SCHOOL DIRECTOR: RECOMMENDATION BY DEAN:

Promote to Associate Professor [] []
Promote to Professor [] []
Do not promote [] []

Comments: _____

Primary Chairperson Signature Second Chairperson Signature Other Chairperson Signature

Primary Dean Signature Second Dean Signature Other Dean Signature

CHM Form for FT



Promotion Form: Section IA, Page 2

- LEAVE BLANK!
- RPT Staff: complete this page.
- Candidate: Email LIST of potential reviewers to Radiology RPT Committee.

External Review Letters *(only required for promotions or the award of tenure)*

#	Reviewer Solicited	Recommended by		Letter Included (Yes/No)	Reason solicited letter was not received ¹
		Candidate (Yes/No)	Unit (Yes/No)		
1	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
2	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
3	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
4	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
5	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
6	Name: []	[]	[]	[]	[]
	Academic Rank, Title, Department: []				
	Institution*: []				
7	Name: []	[]	[]	[]	[]

Promotion Form : Section II

Candidate should fill out assignment of time TS and FT non-clinical

Function	Sub-Functions	Assignment % of Time	Excellent	Very Good	Avg.	Below Avg.	Poor
INSTRUCTION	Undergraduate*						
	Graduate*						
	Non-Credit Instruction						
RESEARCH & CREATIVE ACTIVITIES	Academic Advising						
	Research & Creative Activities						
SERVICE	<i>Academic: Within Scholarly and Professional Organizations</i>						
	<i>Academic: Within the University</i>						
	<i>Within the Broader Community:</i>						
OTHER	Other (specify)						
OVERALL RATING		100%					

Promotion Form : Section II

Candidate should fill out assignment of time HP and Clinical

Function	Sub-Functions	Assignment % of Time	Performance Ratings				
			Excellent	Very Good	Avg.	Below Avg.	Poor
PATIENT CARE SERVICES	Patient Care Delivery	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Consultation	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INSTRUCTION*	Pre-Clinical	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Clinical	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Resident	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Post-Doctoral	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Advising	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Other	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SCHOLARLY PRODUCTIVITY & RESEARCH	Scholarly Productivity & Research	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INSTITUTIONAL SERVICES	Committee Service	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Administrative Service	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OTHER**	Other (specify): <input type="text"/>	<input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL RATING		100%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* Include credit courses only, on and off campus.

** See SECTION IV-E, "Additional Reporting."

Promotion Form Section IV: Pg. 10-18

- Fill out pages completely
- Emphasize impact and significance throughout
- Refer evaluators to portfolio AND provide brief excerpts or statements
- Explain significance / impact of a particular award or recognition

Part IV: Detailed Reporting from candidate

A: Instruction

B: Research and Creative Activities

C: Service

D: Additional Reporting



Annual Reviews

- Will be added in by Department
- Counts toward 500-page limit

Reflective Essay

- Describes your journey in academia as a narrative
- Highlights how your accomplishments are **significant & impactful**
- Highlights how you have **contributed to the university mission**
- Describes how you embody **excellence**
- Can include future impact and direction to demonstrate upward trajectory
- Up to 5 pages in length (3-5 recommended)
- Avoid listing and repeating your CV

Diversity, Equity, and Inclusion

Consistent with MSU Values and the Strategic Plan, a lens of DEI is integrated into the RPT review processes.

The university has issued:

- [Recommendations for Writing and Evaluating Diversity, Equity, and Inclusion \(DEI\) in the Faculty Annual Review and Reappointment, Promotion, and Tenure \(RPT\) Process Council of Diversity Deans \(CODD\).](#)
- The [Faculty Handbook on RPT](#) also includes a section on DEI

In accordance, CHM committees have endorsed:

- A [guidance document for addressing diversity, equity and inclusion in RPT deliberations](#)
- A [companion document](#) that includes examples of activities that could be used as evidence of contributions to diversity, equity and inclusion in RPT dossiers.

MSU Policy External Letters

- [MSU External Letter Policy](#)
- Letters from leading scholars at peer institutions (Big 10) or similar
- All external letters of reference solicited **and** received included
- If referee fails to or declines to submit a letter, this information shall become part of the packet
- Solicitation is done through the Chair / Director Office
- Candidate may not contact these referees

List of (External) Referees: Requirements

- Academic rank, at or above candidate's desired rank
- Professionally capable of assessing the candidate's work objectively and comment on significance in the discipline
- Available time to write a comprehensive review
- In no case should this be a major advisor, especially research related
- Limit colleagues you have collaborated with
 - Minimum of 4 letters
 - Selected from candidate list and Chair's list
 - More specific qualifications vary slightly by college, appointments system and rank
 - Can be someone you do not know, but can relate to your specialization

List of Referees: Departmental Process

- Candidate creates a list of 8 adequate scholars
- Candidate sends the top 6 of list in order of preference
 - To: RAD RPT Committee leaders / chairs and directors: Taylor Pillar / Dr. Delano or Dr. McCollum (Div. of Anatomy) / Jill McMahan
 - Details: Name, Title, Institution, Department, email, etc.
 - Helpful if they have a website link to share this with us
- Chair/director will need to also have their own selected referees, be strategic in your list

Letters of Reference: ADDITIONAL



MICHIGAN STATE UNIVERSITY

- Additional letters solicited directly by candidate
 - Collaborators from MSU
 - Outside clinical collaborator that cannot fully address all promotion criteria
 - Outreach site
 - Instructor team
- Include in academic portfolio



Effort % / Position Description

Reflective Essay

CV

Samples of Scholarly Work (if applicable)

Evidence of teaching excellence (with major teaching role)

Updated Department directory webpage

Letters of Reference

**Materials
needed for
External
Review**

COVID-19 Statement

1. Optional
2. [MSU Statements on COVID-19](#)
3. Impact on productivity, invited lectures/conferences, engagement

Academic Portfolio

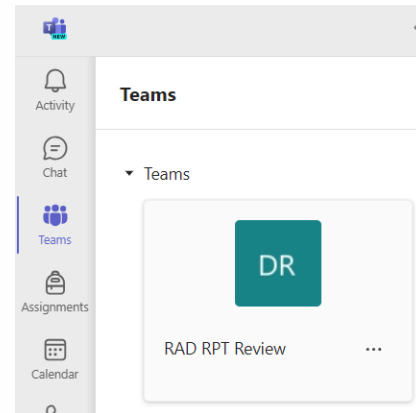
Organized documentation of your work

1. Summary of evidence
2. Evidence
 - abstracts, conference proceedings
 - awards, emails, publication front page
 - excerpts, citations from others
 - notes of appreciation
 - candidate solicited letters
 - any type of publication
3. Helpful tips
 - Indexed / Bookmarked
 - Highlight as needed, your name etc.
 - Provide enough to show evidence

- Regardless of your college (CHM or COM) use the CHM requirements for the template
 - **1-2 brief paragraphs summarizing your case that the criterion is met**
 - **Titles of the artifacts that support your case in order**
- CHM has specific guidance for each appointment type & focus
- COM has more latitude in what constitutes excellence / metrics
 - COM candidates use CHM portfolio structure & modify the categories to make your case for promotion

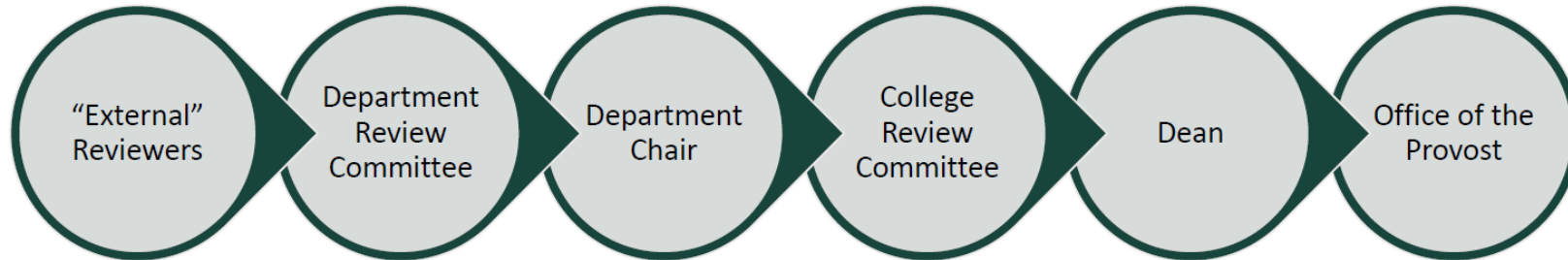
Submitting Your Materials

- Upload documents to your Microsoft Teams folder
 - Access through Teams app or by using MSU netID and password to log in to [Office 365](#)
- Notify Taylor Pillar (jolliff@msu.edu) and Jill McMahon (jslade@msu.edu) via email or Teams message once you've uploaded a new document



The Review Process

1. External referees evaluate evidence & makes recommendation
2. Department review committee evaluates evidence & makes recommendation to Chair / Director
3. Chair / Director reviews and makes recommendation to the Dean
4. Department administrator submits materials to College RPT Committee
5. College RPT Committee reviews and makes recommendation to Dean
6. Dean reviews and makes recommendation to Provost
7. Provost reviews and approves/disapproves



Radiology Department RPT Timeline



June 1, 2024



June 15, 2024



August 1, 2024



October 1, 2024

- HP and FT faculty candidates notify the Committee of their candidacy.
- Tenure system (TS) faculty: will be notified by the department.

- Promotion candidates submit a list of referees (min 6).

- Promotion candidates submit materials for referees.
- CV, Reflective Essay, Scholarly sample(s), Effort.

- Complete dossiers due to the department.

Oct – Dec, 2024: Department-level reviews



Jan – Feb, 2025: College-level reviews



Mar – Apr, 2025: Provost/EVP Review



May, 2025: Notification of provost/EVP decision



June – July 2025: BOT final approval for TS decisions

Resources

- [The Office of Faculty and Academic Staff Development](#) (OFSAD, formerly the Academic Advancement Network)
- [Academic Career Path Events archive](#)
- [Faculty Guide for Reappointment, Promotion, and Tenure Review](#)
- [CHM RPT Guides](#)
- [COM RPT Guides](#)
- College Mentoring Programs: [COM](#) [CHM](#)
- Radiology RPT Teams page for declared candidates
- [Provost Statement on Faculty Tenure and Promotion](#)

Common Pitfalls in RPT

1. Reflective essay not integrative, vision and significance absent
2. Not enough information for comprehensive review by referees
3. Leaving sections of Promotion Form blank
4. Incomplete sections of Promotion Form (providing a list, but no details)
5. Tables filled out incorrectly
6. Lack of ideal professional references
7. Limited documentation of evidence
8. Starting promotion process late
9. Limited scholarly activity
10. Disorganized and/or ineffective Academic Portfolio

Words of Wisdom

1. Look at the college specific guidelines/criteria as a first step
2. Eloquent self-promotion is required
 - Team efforts are commendable, highlight how YOUR role made a difference
3. Review a successful promotion packet from a recent candidate
4. Summaries of accomplishments in the academic portfolio will make this material useful (required by CHM, but good idea for COM). Also, will provide MSU reviewers with readable narrative of your work
5. Ask for feedback (colleague, RPT member, etc.)
6. Some forms of excellence could fit into more than one category
 1. At your discretion
 2. Consider: Integration across Multiple Mission Functions (Section IV, Form on Progress and Excellence)