Promotion and Tenure
Tenure and Academic Tracks

Kristin Hogquist, PhD | Promotion and Tenure Committee Co-Chair
Professor, Department of Laboratory Medicine & Pathology
# Faculty Appointment Types

<table>
<thead>
<tr>
<th>TRACK</th>
<th>CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenured</td>
<td>7.12 statement</td>
</tr>
<tr>
<td>Tenure Track (Probationary)</td>
<td>7.12 statement</td>
</tr>
<tr>
<td>Academic Track</td>
<td>Academic Track statement</td>
</tr>
<tr>
<td>Clinician Track</td>
<td>Clinician Track statement</td>
</tr>
</tbody>
</table>
Academic Track Areas of Excellence

Carefully review the Academic Track Statement! This has general expectations for all faculty, then track specific expectations.

Research: Peer-reviewed scholarship is typically manifest as publications and a track record of external funding as PI or co-I
*if you do multi-disciplinary research (and are not F/L author on publications) it is imperative you (and your peer evaluators) state why your role was essential!

Education: Peer-reviewed scholarship may be manifest by standard journal publications, online curriculum repositories (MedEdPORTAL), curriculum or approaches that are adopted by other institutions.
*Academic excellence in education implies more than just good teaching; it requires demonstration that the candidate has made an impact outside of their home institution.
*A faculty member can specialize in Innovative approaches, learner assessment, curriculum development, educational leadership, etc.

Clinical Care Scholarship: Peer-reviewed scholarship may be manifest by case series, chapters/reviews, or disseminated protocols.
*Excellence in clinical scholarship is evidenced by recognition as a regional/national/international authority in a clinical specialty

Regardless of track, the gold standard is to “create and broadly disseminate new knowledge and scholarly products”. Be sure to indicate your area of excellence within the newly created dossier cover sheet.
*Internal Deadline

- Department review - dossiers complete

Mid September - October

- All dossiers due September 15 every year
- OFA reviews dossiers for compliance
- Any issues identified sent back to department
  - Timeline for corrections is short!

Mid October - Mid January

- Medical School P&T Committee reviews dossiers

Mid October - Mid January

- Dean reviews split votes

*Please keep in mind:
Your department has earlier deadlines.
Promotion and Tenure Timeline, cont.

January - Mid February
- Appeals

January - Mid February
- Dean reviews appellate cases

February 12
- Dossiers sent to Provost's Office for review
  (Tenured/Tenure Track only)

May 15
- All decisions conferred by Board of Regents or Provost's Office

July 1
- Promotions become effective

July 1
- Promotions become effective
Three common elements required for all faculty promotions

- Scholarship
- Education
- Service
1. 7.12 Statement or Track Statement
   a. Tenure Track, or Academic Track
   b. If including a Memorandum of Understanding (MOU), it applies **ONLY** to Tenured or Tenure-track faculty. Be sure to include the correct 7.12 statement.

2. Provost Cover Sheet
   a. Tenure-Track and Tenured faculty only

3. Curriculum Vitae
   a. Medical School format or WORKS format
   b. If there is a duplicate CV in a dossier that contains the most current revisions, departments should remove the older of the two

4. Candidate’s Narrative Statement

5. Teaching Experience and Effectiveness

6. External Review & Evaluation

7. Internal Review & Evaluation

8. Annual Appraisals
   a. Including current year

9. Departmental Recommendations
   a. Dept. Head letter; Dept. Report; Record of Vote

10. Statements of Assurance
    a. Department’s & Candidate’s

11. Selected Reprints
    a. List of reprints; Actual reprints
KEEP YOUR CV CURRENT

University of Minnesota Medical School Curriculum Vitae

AMANDAM. TERMULN M.D.
A 072-3 Mayo Building
420 Delaware St SE
Minneapolis, MN 55455
Phone: (612) 624-5442
atrmhkan@umn.edu

Education
Fellowship
University of Cincinnati-Cincinnati Children’s Medical Center
Pediatric Hematology/Oncology
June 1987 - September 1988

Residency
Weight State University/Downtown Children’s Medical Center
Pediatrics
July 1985 - July 1988

Internship
Weight State University/Downtown Children’s Medical Center
Pediatrics
July 1984 - June 1985

MD, The Ohio State University College of Medicine
Columbus, Ohio
Graduated: July 1983

BS, The Ohio State University
Columbus, Ohio
Major: Biochemistry with Distinction and with Honors in the Liberal Arts

High School Diploma, Muncie High School
Muncie, Indiana
Valedictorian

Licenses and Certifications
International Coach/Referee - Approved Coaching Training Program (ACTP), Goldring Consulting Group - University of Southern California - California Medical License (GB8992)

Board Certification: Pediatric Hematology/Oncology

Publications in Submission or in Progress

Abstract


Presentations

Invited Oral Presentations at International Pediatrician Meetings, Conferences, etc.


Invited Oral Presentations at National Pediatrician Meetings, Conferences, etc.


Present
Curriculum Vitae

❖ Use WORKS for your CV – reduces errors and it’s sufficient.

❖ Items must be in reverse chronology (with most recent listed first). Education is the only exception to this requirement.

❖ Start your CV now!

❖ Carefully proof for errors or format inconsistencies before submitting.
Curriculum Vitae cont.
Example from Works Template – Awards, Grants, & Contracts

External Sources (federal {NIH, NSF, DEO, etc.} or state grants, foundation awards, etc.)
Award (Title of Grant/Award/Contract):
Award ID:
Project Investigators:
Status:
Sponsoring Organization:
Award Dates:
% Effort:
Funded Amount:

● Indicate whether or not the candidate is a single-PI, multiple-PI, or a contact-PI within an NIH grant (see NIH Guidelines for definitions).

RESEARCH AND SCHOLARSHIP
Awards and Projects Routed through Sponsored Projects Administration (External Sources)
Past:

1. Award: Children's Oncology Group Clinical Study Funding Rider
   Project Investigators: Terruhlen, Amanda (Study Chair of COG ANHL04B1)
   Status: Funded
   Sponsoring Organization: Children's Oncology Group Foundation
   Award Dates: March 1, 2009 - February 28, 2018
   Percent Effort: 3.5%
   Held annually since 2009
Curriculum Vitae cont.

Publications

Peer-Reviewed Publications

Asterisk(*) – indicates student author

Author(s). Article title. Journal title. Year; Volume (issue - if applicable): Page numbers (e.g., 225-243). (Indicate the candidate’s role in multi-author papers) (Papers accepted for publication can be listed in this section)

Publication example:

Peer-Reviewed Publications


❖ Do not include papers that are “in preparation.”
❖ “Submitted” papers are acceptable, but should be listed under a separate category. (Papers accepted or “in press” can be listed under the main publications list).
❖ Put in numbered list format and make sure the candidate’s name is in bold for easier identification.
Curriculum Vitae cont.

Publications

❖ H-index, citation index, and impact factor are metrics that are provided in your promotion dossier. Keep track of these as you go along (but don’t obsess about them).

❖ Each peer reviewed publication should contain a citation count, its impact factor, and the role you played in that publication. These have to be entered manually when you generate your CV in Works.

• Perform the Citation Index and Impact Factor analysis as close to the due date as possible. These numbers can change a lot in the course of months.

• **Use Manifold when possible.** Always indicate if Google Scholar was used.

• h-Index (the “Hirsch” number)
  o Automatically calculated from ISI citation report or Google Scholar
Curriculum Vitae cont.

**Publications - Impact Analytics Grid**

<table>
<thead>
<tr>
<th>h-Index</th>
<th>h(fl)-Index</th>
<th>Total Publications</th>
<th>First/Last Author Publications</th>
<th>Total Citations</th>
<th>First/Last Author Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

✧ *Go to Manifold: [http://z.umn.edu/manifold](http://z.umn.edu/manifold) to obtain the above information.*
✧ You can also set this up in Google Scholar. Make sure only your references are included.

*H(f/l)-index is not applicable for faculty at affiliate locations, however, the h-index must be derived and notated from Google Scholar.

**Works does not insert this grid when you generate your CV. It will have to be inserted manually, leading the list of publications**
Curriculum Vitae cont.

- **Manifold** provides a central clearinghouse for reporting on Medical School scholarship and includes the ability to download publication data, generate a list of publication citations in the required Medical School CV format, and quickly retrieve salient impact measures like faculty h-index, among other features.
- It is not always up to date. If you find errors, please contact them to correct and update this.
Citation Counts – Using Manifold

Click “generate citations” to prepare report that can be cut and pasted into CV

<table>
<thead>
<tr>
<th>Title</th>
<th>Cover Date</th>
<th>Journal</th>
<th>Authors</th>
<th>Scopus Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effects of Repeated Eyelid Injections with Botulinum Toxin A on Innervation of Treated Muscles in Patients with Blepharospasm</td>
<td>2019-03-04</td>
<td>Current Eye Research</td>
<td>Olson, Rose M.; Mokhtarzadeh, Ali; McLoon, Linda K; Harrison, Andrew R;</td>
<td>0</td>
</tr>
<tr>
<td>Muscle Satellite Cell Cross-Talk with a Vascular Niche Maintains Quiescence via VEGF and Notch Signalling</td>
<td>2018-10-04</td>
<td>Cell Stem Cell</td>
<td>Verma, Mayank; Assakura, Yoko; Murakonda, Bhavani Sal Rohit; Feng, Thomas; Latroche, Claire; Chazaud, Benedicte; McLoon, Linda K; Assakura, Atsushi;</td>
<td>22</td>
</tr>
<tr>
<td>Visualizing neuronal adaptation over time after treatment of strabismus</td>
<td>2018-10-01</td>
<td>Investigative Ophthalmology and Visual Science</td>
<td>Fleuriet, J??rome; McLoon, Linda K;</td>
<td>0</td>
</tr>
<tr>
<td>Changing muscle function with sustained glial derived neurotrophic factor treatment of rabbit extraocular muscle</td>
<td>2018-06-01</td>
<td>PloS one</td>
<td>Fitzpatrick, Krysta R.; Cucak, Anja; McLoon, Linda K;</td>
<td>0</td>
</tr>
<tr>
<td>Composition, architecture, and functional implications of the connective tissue network of the extraocular muscles</td>
<td>2018-01-01</td>
<td>Investigative Ophthalmology and Visual Science</td>
<td>McLoon, Linda K; Vicente, Andre; Fitzpatrick, Krysta R.; Lindstrom, Mona; Pedrosa-Domeliof, Fatima;</td>
<td>3</td>
</tr>
</tbody>
</table>
Curriculum Vitae cont.

Finding citations & h-Index on Google Scholar

Always indicate if Google Scholar was used to derive metrics.

For help with Google Scholar Citation count, please visit: https://scholar.google.com/intl/en-US/scholar/citations.html
Curriculum Vitae cont.

Journal Impact Factor

❖ Publications must be annotated to include the journal impact factor (from ISI Web of Knowledge).

❖ It is best to use the most recent year available (2019 for example) for ALL journal impact factors.
Example from Works Template - Presentations

Invited Oral Presentations at International Professional Meetings, Conferences, etc.

1. Last Name, First & Middle Initials, (Role). "Presentation Title", Conference/Meeting Name, Sponsoring Organization, City, State, Country. (Date: Month Date: Day, Date: Year).

Example from Works Template – Advising and Mentoring

ADVISING AND MENTORING

Post Doc, Resident, and Trainee Supervision/Mentorship

Medical Fellow

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jamie Frediani MD, Children's Hospital Los Angeles</td>
<td>Pediatric Hematologist Oncologist</td>
<td>2015 - 2018</td>
</tr>
<tr>
<td>Maria Maruffi MD, Children's Hospital Los Angeles</td>
<td>Pediatric Hematologist Oncologist, Kaiser Permanente, Oakland, California</td>
<td>2015 - 2018</td>
</tr>
<tr>
<td>Shilpa Shahani MD, Children's Hospital Los Angeles</td>
<td>Staff Research Scientist, City of Hope, Duarte CA</td>
<td>2015 - 2018</td>
</tr>
<tr>
<td>Shveta Gupta MD, Children's Hospital Los Angeles and Baylor College of Medicine</td>
<td></td>
<td>2015 - 2018</td>
</tr>
</tbody>
</table>

For advising and mentoring sections, candidates need to have an extensive/defined relationship with their mentees. One meeting with an individual does not qualify as extensive experience. This information also applies to the Mentoring Table as well.
Curriculum Vitae cont.

Service – what is it?

❖ **Department:** Served on a search committee, quality control for your departments clinical service.

❖ **Institute/School:** Served on IRB, Admissions Committee for graduate program, quality control committee for hospital.

❖ **Regional:** Organized a symposium.

❖ **National:** Served on committee for your professional organization, peer review for journals, grant reviews (study section), journal editor*, conference (session) organizer.

❖ Note that some of these activities will also be seen by the P&T committee as evidence of your **scholarly reputation.** Refrain from filling this with “irrelevant” little activities.
Candidate’s Narrative Statement

❖ One comprehensive narrative statement that should be 1-4 pages in length. You will write this close to the time of submission.

❖ All areas must be addressed in the narrative statement (Scholarship, Education, Service), you should focus on the area of your greatest contributions.

For detailed information, refer to the dossier template.
Teaching Experience and Effectiveness

This section should include:

❖ Teaching Experience
  ➢ Teaching table of undergraduate/graduate courses taught, including course number, title, brief description, quarter/semester, role, and number of students enrolled.
  ➢ Mentoring Training Table of persons trained /mentored /advised in research, degree sought, role as advisor, and status of advisee at time of training. Include current position of these individuals, if known.

❖ Teaching Effectiveness
  ➢ Lecture Evaluation Summary of formal teaching evaluations (student or peer) over time. Summarize the evaluations obtained through Office of Measurement Services forms or other formal measurement tools for evaluation of teaching effectiveness. A paragraph (up to 250 words) including evaluation comments may also be added after the table.
  NOTE: Do not include any raw evaluation data.
  ➢ Informal teaching evaluations such as peer, student, and advisee letters. If including actual letters, indicate whether letters were solicited or unsolicited or are an established component of the department's process of evaluating teaching effectiveness.
  ➢ Honors/awards received for teaching effectiveness.
## Teaching Experience and Effectiveness cont.

### Teaching Table Example

<table>
<thead>
<tr>
<th>Course</th>
<th>Role</th>
<th>Hours of time/year (number of lectures, etc)</th>
<th># of Students</th>
<th>Years Taught</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDBC 3194 - Biochemistry Undergraduate Research</td>
<td>Independent research instructor</td>
<td>Weekly 30 minute meetings, supervising each student in ~6 hours/week research</td>
<td>2</td>
<td>2014, 2015</td>
</tr>
<tr>
<td>PHCL 4094 - Directed Research in Pharmacology</td>
<td>Independent Research instructor</td>
<td>Weekly 30 minute meetings, supervising each student in ~6 hours/week research</td>
<td>1</td>
<td>2015</td>
</tr>
<tr>
<td>BMS 3194 - Biochemistry Undergraduate Research</td>
<td>Independent Research instructor</td>
<td>Weekly 30 minute meetings, supervising each student in ~6 hours/week research</td>
<td>2</td>
<td>2016, 2018</td>
</tr>
<tr>
<td>BIOL 4199 - Frontiers in Cell Biology</td>
<td>Guest Lecture</td>
<td>1 hr, 1 lecture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MED 6724 - Gastrointestinal Medicine</td>
<td>Lecture</td>
<td>6 hrs lecture, plus lecture creation and updating</td>
<td>63</td>
<td>2014-current</td>
</tr>
<tr>
<td>MED 6724 - Gastrointestinal Medicine</td>
<td>Team-based Learning Facilitator</td>
<td>2-4 hrs, single session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MED 6724 - Gastrointestinal Medicine</td>
<td>Team-based Learning Content Expert and Curriculum Creation</td>
<td>8 hrs, selection of material, objectives design, and grading</td>
<td>63</td>
<td>2016-current</td>
</tr>
</tbody>
</table>
Mentoring Table Example

<table>
<thead>
<tr>
<th>Role</th>
<th>Trainee Name</th>
<th>Training Period</th>
<th>Where Trained</th>
<th>Project</th>
<th>Academic Level of Trainee</th>
<th>Present Position and Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research mentor</td>
<td>Murat C. Kalem</td>
<td>2014-2016</td>
<td>University of Minnesota Duluth</td>
<td>Mitochondrial gene expression and metabolism in Trypanosoma cruzi</td>
<td>Undergraduate</td>
<td>PhD candidate University at Buffalo, SUNY</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Rebecca Madden</td>
<td>2014-2016</td>
<td>University of Minnesota Duluth</td>
<td>Strain differences in Trypanosoma cruzi</td>
<td>Undergraduate</td>
<td>Masters candidate University of Minnesota</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Bailey Rasmussen</td>
<td>2015</td>
<td>University of Minnesota Duluth</td>
<td>T. cruzi changes in culture growth over time</td>
<td>Undergraduate</td>
<td>High priority pool, University of Minnesota Medical School, Duluth campus</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Laura Wadell</td>
<td>2015-current</td>
<td>University of Minnesota Duluth</td>
<td>T. cruzi over-expression of ribonuclease</td>
<td>Undergraduate</td>
<td>Current</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Pamela K. Vu</td>
<td>2016-current</td>
<td>University of Minnesota Duluth</td>
<td>Trypanosoma brucei microscopic localization of endoribonuclease</td>
<td>Undergraduate</td>
<td>Exploring employment opportunities</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Sean Faacks</td>
<td>2018-current</td>
<td>University of Minnesota Duluth</td>
<td>T. brucei RNA response-elements</td>
<td>Undergraduate</td>
<td>Current</td>
</tr>
<tr>
<td>Research mentor</td>
<td>Lydia Sayers</td>
<td>2018-current</td>
<td>University of Minnesota Duluth</td>
<td>Function of T. brucei mitochondrial RNA tails</td>
<td>Undergraduate</td>
<td>Current</td>
</tr>
<tr>
<td>Research Mentor</td>
<td>Stephen Palmquist</td>
<td>2015</td>
<td>University of Minnesota Duluth</td>
<td>Technical detection of trypanosome RNA in urine</td>
<td>Year 2 Medical Student</td>
<td>MD/MBA candidate, class of 2019 University of Minnesota</td>
</tr>
</tbody>
</table>
External Review and Evaluation

❖ 6-9 letters required. It should be clear that the candidate has not worked with the letter writer.

❖ No more than two (2) of the letters from people who have had a professional relationship with the candidate (i.e. Not Arm’s-Length).

  □ DO NOT SOLICIT MORE THAN 2 NON-ARM’S LENGTH LETTERS.

❖ Request must be made by Department Head or designated faculty member. Requests should not be addressed by staff.

❖ Do not request letters from individuals with a personal relationship with the candidate.

❖ If the tenure-clock was stopped during any year, a statement to that effect MUST be made in the request letter.
External Review and Evaluation cont.

❖ A numbered list (1-9) of each letter requested in the following order:
  - Arm’s Length
  - Non-Arm’s Length (Professional Relationship)
  - Letters Not Received.

❖ Reviewers need to have, or have had, a position within academia. Exceptions can include those who are NIH staff or international experts in niche areas. Any question regarding external reviewers can be directed to OFA.

❖ Faculty (reviewer must be equal to the rank or above for which the candidate is being considered).

❖ Templates are available online to help create solicitation letters; Departments can modify as needed.

❖ The candidate should never contact the reviewer/s.

Review External Review and Evaluation Procedures, and Definition of External Reviewers for more information and sample relationship statements.
Annual Appraisals

❖ Include all annual appraisals.
  □ Form 12, 12a or Summary of Annual Faculty Evaluations (SAFE) Form (previously “Form 12a”)
❖ Forms should be in reverse chronology (with most recent listed first).
❖ Tenured and non-tenure track faculty might be missing appraisals – include what you have.
  □ Probationary faculty MUST include appraisals for each year.
❖ If the tenure-clock was stopped during any year, the “Extension of Probationary Period” form must be attached to the appropriate Form 12.
  □ If personal information regarding illness is included on the extension request, please redact this information.
Departmental Recommendations

❖ Letter from Department Head
❖ Departmental Report
❖ Record of Vote

**Templates for the Departmental Report & Record of Vote can be found on the OFA website**
**Faculty members with dual appointments should include a copy of the memorandum of agreement (MOU) between the primary and secondary appointments. The secondary department does NOT provide a separate vote on the promotion of the faculty member.**

**Record of Vote**

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**Department of [Department Name]**

**Vote for Promotion:**

Record of vote of the faculty members of the department of [(department)] regarding the proposal for the promotion of [(candidate's name)] from the rank of [(current rank)] to the rank of [(proposed rank)] and, if applicable, for the granting of tenure from tenure-track faculty to that of tenured faculty.

- [ ] Total eligible committee members*
- [ ] Voting Yes
- [ ] Voting No
- [ ] Abstaining
- [ ] Total ballots returned
- [ ] No ballot received

**Date**

**Department Head/Chair's Signature**
Statements of Assurance

Departmental Statement of Assurance

Insert department and candidate’s information.

Must be signed and dated.

Medical School
Departmental Statement of Assurance

Department of [Insert department name]

Proposal for promotion of [Insert candidate’s name] to the rank of Associate Professor / Professor and (if applicable) for granting of tenure.

The final dossier was made available to all who participated in the discussion and vote.

The candidate was given an opportunity to review the contents of the dossier following addition of departmental and/or collegiate votes and Department Head’s and/or Dean’s recommendations.

 Dean’s or Department Head’s Signature

 Date
This must be signed by candidate *after* they have reviewed ALL MATERIALS* in their dossier.

- It is the candidate's responsibility to make sure they have read the entire dossier. The candidate is encouraged to provide a rebuttal to anything to which they disagree.

Department to fill in the above information. Must be signed and dated by the candidate.

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Medical School
Candidate’s Statement of Assurance

Department of [insert department name]

Proposal for promotion of [insert candidate’s name] to the rank of Associate Professor/Professor and (if applicable) for granting of tenure.

I have had adequate opportunity to inspect the contents of the dossier. I have also had an opportunity to add to the dossier materials or comments of my choosing, properly identified.

_________________________________________          ______________
Candidate’s Signature                      Date
Selected Reprints

This section should include:

❖ A list of candidate-selected reprints.
➢ The reprints selected should reflect significant contribution(s) of the candidate

■ NOTE: In the case of multiple authorships, the contribution of the candidate to the project must be clearly established and reported within the CV.

❖ Three (3) reprints SHOULD BE INCLUDED IN THE PDF DOSSIER, AND BOOKMARKED.
Promotion Procedure Guide
For Department Staff and Faculty

The Promotion Procedure Guide is located on the OFA website and is designed to assist department staff and faculty better in understanding the promotion process. This guide gives an overview of the promotion process, timelines, faculty member responsibilities, resources, and much more.

Feel free to contact ms-ofa@umn.edu if there are any questions.
Promotion Consultations and OFA

❖ **For Faculty:** For consultations on your promotional trajectory, you can contact the Office of Faculty Affairs to set up a meeting with the Associate Dean for Faculty Affairs, Dr. Amanda Termuhlen.

❖ **For Department Staff:** Are you a new staff member in your department? Contact the Office of Faculty Affairs to setup a consultation to cover the promotion process for all tracks.

**All consultations can be scheduled by contacting ms-ofa@umn.edu**
Office of Faculty Affairs

Amanda Termuhlen, MD
Associate Dean of Faculty Affairs
atermuhl@umn.edu

Heather Dorr, MEd
Director, Office of Faculty Affairs
612-626-7371 | hdorr@umn.edu

Nick McArdle
Program Specialist, Office of Faculty Affairs
612-624-2653 | nmcardle@umn.edu

Zelealem Z. Mekuria
Administrative Associate, Office of Faculty Affairs
612-624-3182 | zmekuria@umn.edu

Maggie Eckerstorfer
Executive Assistant, Office of Faculty Affairs
612-624-5442 | ecker117@umn.edu | ms-ofa@umn.edu
All materials can be found at med.umn.edu/facultyaffairs