



The Chair must prepare a letter of recommendation to be included in the candidate's promotional file. Generally, this letter is prepared after the promotion packet is completed, including receipt of letters from extramural evaluators.

The chair letter may include:

- Comments regarding the Departmental FAP&T Committee letter, particularly if there were concerns or committee members who were not in agreement with the recommendation.

The letter must include comments regarding:

- Extramural evaluations;
 - How the extramural evaluators were selected;
 - The evaluators' relationships, if any, to the candidate or institution. Former faculty, co-workers or collaborators?
 - The certification of the professional expertise and the objectivity (non-mentor relationship) of the evaluators.
- Whether or not the candidate fulfills the criteria of proficiency in all areas;
- Whether or not the candidate fulfills the criteria for excellence in one area;
- Collegiality, defined as how someone functions as a team member and including professionalism and the candidate's personal engagement in advancing the departmental and institutional goals and mission.

At the conclusion of the letter, there should be a clear summary statement of the chair's recommendation to support or deny promotion and/or tenure.

Note: Mentors (graduate, post-graduate, residency or fellowship supervisors) are not acceptable evaluators for the three official letters.

For tenure consideration: Please include comments specifically demonstrating how the candidate measures up to the requirements of focused, self-sustaining scholarship