

**Chair's Cover Letter:** The Chair's letter should provide a thorough description of the rationale for the proposed appointment or promotion, with particular evaluation of the excellence of the candidate relative to objective measures, outcomes, and benchmarks of pertinent peers.

Comment specifically on the trend of the candidate's achievement and their potential for future success as a member of the faculty. Include a description of the candidate's:

- **Scholarship:** Describe the impact of the candidate's scholarship in their field, trend of scholarly productivity, and the quality of the candidate's publications. Include forms of less traditional scholarship that have impact in the department, school, or on the national level. E.g. curriculum development, formulation of clinical guidelines, and design of new assessment or evaluation tools.
- **Research:** Where appropriate, describe the impact and importance of the candidate's research in their field. Refer to the significance of peer-reviewed publications, trends of the candidate's research productivity, grant funding, and presentations at national meetings.
- **Teaching:** Provide a thorough evaluation of the candidate's performance as a teacher. Reference teaching evaluations, direct observations, teaching awards, and appraisals of students and trainees relative to peer benchmarks. Discuss the candidate's direction and supervision of post-doctoral fellows, theses and dissertations of pre-doctoral students, and, if appropriate, comments on the quality of the work of the supervised student or fellow. Evaluate the candidate's contributions in advising, sponsorship of student organizations, or other work with students.
- **Clinical Activities:** For clinical faculty, describe the specific role and importance of the clinical work of the candidate, using metrics of the quality of the candidate's clinical work and benchmarks to local or national standards. How the candidate's clinical work positively impact the teaching and research missions of the department and organizations on the medical campus?
- **Mentorship:** Describe the candidates mentoring activities of students, trainees, faculty, and staff as appropriate as well as the success of mentees.
- **National Reputation:** Describe the national reputation of the candidate citing specific examples that support the national reputation of the candidate (e.g. meaningful participation in national professional organizations, speaking invitations, development of national professional standards or guidelines, service on peer review boards and study sections, and/ or service on editorial boards of professional journals).
- **Administrative or Leadership Activities:** Describe the nature of any administrative or leadership roles of the candidate and how their performance has impacted the clinical, educational, and research missions of the department, school and/or hospital. Include quantitative measures of the performance of the unit supervised by the candidate along with comparisons to similar entities within and outside the institution.
- **Other Professional Activities:** Comment on the nature of the candidate's participation in departmental, school, or University affairs, and provide an evaluation of the quality of that participation since their last promotion and evaluate the candidate's professional activities outside of the University.
- **Letters of Reference:** Describe the suitability and objectivity of each reference to evaluate the candidate's qualifications for promotion at the proposed rank. Include a summative statement regarding the level of support for the promotion from the references and explain letters of reference that are ambiguous or less supportive of the proposed promotion, if applicable.
- **Future Role:** Discuss the candidate's present and/or future role in the department or school, including teaching, research, and clinical care.