Template (PLEASE PUT ON LETTER HEAD)

Date

Addressed to Appointment, Promotion, and Tenure Committee

Subject: Chair Letter for (Insert Candidate’s Name)

Dear Committee Members,

Paragraph 1: Introduction must include:

- Candidate’s name
- Current and Proposed Rank
- Years in Current Rank
- Status: (Regular or Affiliate)
- Track: (Tenured, Tenure-track, or Non-tenure)
- Area of Excellence: (Educational Leadership, or Clinical Expertise, or Investigation & Inquiry, or Community Engagement)
- Additional Area of Review: (Educational Leadership, or Clinical Expertise, or Investigation & Inquiry, or Community Engagement, or Academic & Professional Service)

Paragraph 2: Promotion candidate’s history:

- When he/she joined the medical school.
- Briefly summarize his/her academic affiliation and work experience for the last 7 to 10 years.
- Clearly indicate if this is an early promotion (less than six years in rank) and explain what the extraordinary circumstances are that would justify an accelerated promotion. For all promotions, state how the candidate’s experience and contributions would compare to the criteria for the promotion rank.

Following Paragraphs: Candidate Contributions in their chosen Area of Excellence and chosen Additional Area of Review.

For Educational Leadership:
(Use this section if Educational Leadership is selected as the Area of Excellence or Additional Area of Review.)

Enable the provision of exceptional training, mentoring, or curricular development, and provide fair and committed support for trainees.

- Broadly defined as including: teaching of students, residents, clinical fellows, research fellows and peers; and administrative teaching roles.
- Explain the candidate’s teaching involvement and accomplishments in as much detail as you can.
- Summarize the candidate’s Teaching Statement & Portfolio.
- Discuss areas of strength regarding teaching and provide examples.
- Discuss any career highlights or major contributions regarding teaching and give details on their importance and how they affect the medical school in a positive way, i.e., development of courses, design of assessment programs using appropriate strategies, involvement in any newly created or start up programs related to medical school education.

- Summarize course evaluations and ratings focusing on the good ones, but addressing any low scores; include individual courses as well as overall mean instructor ratings.

- Include mentorship evaluations from residents, clinical fellows, research fellows and peers.

- Review awards and grants pertaining to education and the outcomes of these projects.

- Summarize scholarly publications pertaining to education, the contributions of the candidate to these publications, and their impact.

- End with a statement on the value of the candidate’s teaching contributions and the impact the candidate has made on learners.

**For Clinical Expertise:**
*(Use this section if Clinical Expertise is selected as the Area of Excellence or Additional Area of Review.)*

Enable the delivery and measurement of innovative and value focused care, demonstrating alignment with the school’s clinical mission.

- Discuss areas of strength regarding clinical expertise and scholarship and provide examples.

- Discuss any contributions to clinical practice that are of high quality and significance with evidence that the contribution measurably improved the quality and value of patient outcomes.

- Provide examples of how the candidate is a leader in a clinical field and how he/she is known for innovation and approaches to diagnosis, treatment, prevention of disease, applications of technology to clinical care, and/or developing models in care delivery.

- Review awards and grants pertaining to clinical expertise and the outcomes of these projects.

- Summarize scholarly publications pertaining to clinical expertise, the contributions of the candidate to these publications, and their impact.

- End with a statement on the value of the candidate’s clinical contributions and the impact the candidate has made on clinical learners, patients, health systems, and communities.

**For Investigation & Inquiry:**
*(Use this section if Investigation & Inquiry is selected as the Area of Excellence or Additional Area of Review.)*

Enable the development of a rich multidisciplinary environment for research, bringing distinct skills or resources to advance the impact of research associated with the Dell Medical School.

- Broadly defined to include basic, translational, & clinical research, including epidemiology, outcomes and health services research, and biostatistics, as well as research in social sciences, community-based participatory research, ethics, bioinformatics and health economics, among others.

- Include a brief description of the candidate’s research focus.
- Discuss the importance and significance of the candidate’s research and its impact on the medical school, the university, and community, as well as regionally or Internationally.
- Discuss any career highlights or major contributions regarding research and give details on their importance and how they affect the medical school in a positive way, i.e., laboratory research, population-based research, health services, or educational investigations.
- Review research awards and grants, including principal investigator status, and the outcomes of these projects.
- Summarize scholarly publications, the contributions of the candidate to these publications, and their impact.
- Discuss the candidate’s teaching of research methods, leading research teams, and the impact the candidate has made on learners and/or team members.
- End with a statement on the value of the candidate’s research contributions.

For Community Engagement:
(Use this section if Community Engagement is selected as the Area of Excellence or Additional Area of Review.)
Enable the building of a model healthy community with an emphasis on social determinants of health in alignment with Dell Medical School’s mission.

- Broadly defined as the process of working collaboratively with community residents, stakeholders and leaders affiliated by geographic proximity and/or common interests, as well as learners and researchers, to promote health equity and improve health outcomes especially among vulnerable and underserved populations.
- Discuss the candidate’s record of bi-directional community engagement and collaborative leadership, which has contributed to practice, knowledge generation and dissemination, policies or systems changes to address the social determinants of health and to measurably improve the health of a community and its members.
- Discuss areas of strength regarding teaching, community engagement, and health equity, in the classroom and out in the community, and provide examples.
- Discuss any career highlights or major accomplishments regarding community engagement and health equity and give details on their importance and how they have improved community health.
- Review awards and grants pertaining to community engagement and health equity and the outcomes of these projects.
- Summarize scholarly publications, the contributions of the candidate to these publications, and their impact.
- Include mentorship evaluations from residents, clinical fellows, research fellows and peers.
- End with a statement on the value of the candidate’s leadership and innovation in community engagement and health equity.

For Academic & Professional Service:
(Use this section if Academic & Professional Service is selected as an additional Area of Review. It cannot be used for the Area of Excellence).
- Include regional, national, and international recognitions, e.g., prizes, visiting professorships, editorial boards and peer review, and invited lectures.
- Include professional society and other responsibilities, e.g., leadership roles, committees, service on certification boards and grant review panels, UT system panels, tech development programs, patents, and consulting engagement with other health care systems because of the candidate’s expertise.
- Include any student awards that learners receive due to the candidate’s guidance.

**Antepenultimate Paragraph: Invited Reviewers**

- List the number of reviewers’ letters requested and how many were received.
- Summarize the reviewers’ responses and note if they all recommended the candidate for promotion.
- Be certain to thoroughly read the reviewers’ letters and discuss any weaknesses that may have been mentioned.

**Penultimate Paragraph: Executive Committee**

- Write a statement summarizing the executive committee’s deliberation, including any areas of weaknesses or negative votes that were discussed and address them.

**Ultimate Paragraph: Recommendation**

- Write a paragraph explaining your overall assessment and evaluation of the candidate. Include any areas of weakness that were raised. If there were not any, then state that you looked for weaknesses and none were found.