CAP'S TOP TEN LIST OF TIPS FOR PERSONNEL FILES FOR CHAIRS AND DEANS

TIP ONE: Letters
- Be brief, to the point, and use lay language wherever possible.
- Department Letters: Contextualize and evaluate the material in the file.
- Decanal Letters: Evaluate information in the file not adequately covered by department letter or personal statement. Do not repeat or quote extensively from the APM, the department letter, the external letters, or the candidate's personal statement. If the dean's recommendation differs from that of the department, explain the difference.

TIP TWO: Be explicit about rank, step, and salary recommendations: e.g., "We/I support a one-step merit advancement and an additional increment of salary (define increment) based on outstanding research and teaching, and excellent service."

TIP THREE: Offer expertise to help readers at higher levels of review understand the quality, quantity, significance, and impact of research and how these metrics compare to standards in your discipline.

TIP FOUR: Evaluate teaching and mentoring. Highlight student achievements and post-graduation trajectories for PhD and MA advisees. Provide context, such as standard teaching load, course release, and buyouts.

TIP FIVE: Evaluate service contributions in light of the time commitment required and the overall value of those contributions to the constituencies they serve. Do not simply list committees!

TIP SIX: Evaluate contributions to diversity, as specified by APM 210, wherever appropriate.

TIP SEVEN: Evaluate external letters and the professional stature of the letter writers (address in the confidential list of letter writers).

TIP EIGHT: For major action reviews (i.e., promotion, advancement to Step VI, or Above Scale), include everything since the last major action.

TIP NINE: Be clear and explicit in reporting department votes. Include as much information about split votes as possible.

TIP TEN: For regular merits, publications (published, in-press, under revision) are counted ONCE. It is appropriate to include a portion of an in-progress book, for example, to demonstrate ongoing work on a large project. Chair and Dean letters must clearly outline additional work completed since the last review.