

## **CAP'S SUGGESTIONS TO DEANS REGARDING LETTERS FOR MAJOR ACTIONS**

Be brief and to the point.

Supplement the department letter as needed. Evaluate information in the file not adequately covered by the department letter or the candidate's personal statement.

Do not quote extensively from the APM, the department letter, the external letters, the candidate's personal statement, or student evaluations.

If your recommendation differs from that of the department, explain the difference.

Be explicit about rank, step, and salary recommendations: e.g., "I support a one-step merit advancement and an additional salary increment equivalent to one-half step based on outstanding research and meritorious teaching and service."

Address any obvious weaknesses in the file.

If the faculty member under review performed divisional service, evaluate those service contributions in light of the time commitment required and the overall value of those contributions.

Since the merit boost plan normally applies only to work that is new since the last review, distinguish between work in the full file and work not considered in any prior review.