***For candidates seeking a new faculty appointment with tenure***, a narrative statement by the Department Chair describing how the appointment complements the academic and financial plans of the department.  ***This letter is in addition the chair’s letter which is included in Tab 3.*** The letter should include, in order, each of the following elements:

1) A description of the fiscal and academic plans for the department in terms of long-range planning. Describe the department’s plans with respect to strengthening a particular discipline, replacing a faculty member who has retired or left the department, acquiring new resources or developing a new focus for the department or other strategic goals;

2) An explanation of how this personnel action fits into the unit’s plan;

3)A statement regarding the specific merit of the candidate. This statement indicates how this particular candidate meets the needs that have been identified above. It should be brief and need not repeat information in the candidate’s C.V. The statement should just hit highlights --- for example: Dr. X is one of the leading specialists in the field of Y; her list of publications is long and distinguished; she has left a clear mark in her field and is an experienced mentor of junior faculty; she has an extensive record of competitive funding --- whatever is appropriate.

4)The unit’s tenure ratio --- that is, provide the total number of faculty members in the department and the total number with tenured, assuming this appointment is approved. If one or more tenured faculty members are expected to retire soon, provide this information as well.