

School / College letterhead

Date

Patricia D. Hurn, Ph.D.
Interim Vice President for Research and Innovation

[Subject Line: Candidate's Full Name, Empl ID]
[Track:]
[Current Full Title:]
[Date of Hire:]
[Years in Current Rank:]
[Years in Current Rank at U-M:]
[Departmental Votes (#positive--#negative-#abstentions):]
[College Level Votes:]

Dear Dr. Hurn,

The dean's letter should address the following key areas:

- school/college internal process
- research and creative activity
- academic service and leadership
- contributions the candidate has made to the discipline, the field, and to the university
- summary of evaluation letters by external reviewers
- teaching contributions, if applicable (not required)

Respectfully Submitted,
Dean