The department chair’s narrative should summarize the candidate’s contributions and impact to the department and institution in the areas of teaching, research, and service. The narrative should principally include the chair’s perspective on the candidate’s performance in these areas. CRR 310.020 and 320.035 describe institutional expectations in each of these areas and these documents should form the basis for the development of the chair’s narrative. Another document the chair should consult in drafting the narrative include Missouri S&T Policy Memorandum II-10, which describes the qualifications for assistant, associate and full professor.

Any further information the chair feels should be known about the candidate should also be included in the narrative. The chair should address any controversies regarding the committee deliberations and any periods of apparent inactivity in the candidate’s record. Note that recommendations for “early” promotion and tenure are rare and are restricted to truly exceptional cases (CRR 310.020 and CRR 320.035). The department chair’s comments constitute a critically important part of the dossier and should be based on the measures and considerations outlined in CRR 320.035, sections B.1 – Philosophy, B.2.a – Sustained Contributions, B.2.b – The Role of Research and Other Scholarly Contributions, B.2.c – The Role of Teaching, including Extension, and B.2.d – The Role of Service. For promotion to Professor, section B.2.f discusses additional considerations. The chair is encouraged to review these sections of the Collected Rules and Regulations prior to developing the narrative.

Research and Scholarship (CRR 320.035 B.2.b)
The quality of the scholarship and research and the contributions that the candidate’s activities in this area make to the department and the discipline should be discussed. The sustained nature of these contributions (CRR 320.025 B.2.a) should also be considered. The assessment of research and scholarship should include a comparison to departmental expectations and may also discuss the role of the candidate’s scholarship and research on the undergraduate instructional mission of the department. It is particularly important that the chair address the comments in the letters from external referees relative to research quality.

Applied research done through Extension is a critical part of the University’s mission relating to the transfer of technology to benefit industry in the state. Such research should be evaluated by comparison to equivalent research contributions and discussed in the narrative. The significance of any technology transfer or economic development activities of the candidate should also be discussed, as should any important external collaborations that have proven beneficial to the candidate and/or institution.

Teaching (CRR 320.035 B.2.c)
The department chair’s analysis of the candidate’s teaching contributions to the educational mission of the department should be reviewed. The chair may also be aware of comments and concerns of students, which should be addressed. The chair should also discuss possible limitations in the teaching capabilities of the candidate. Is the candidate able to teach the full range of departmental courses? Is the candidate effective in both large and small classes, laboratories, and lecture sections? Can the candidate teach effectively to both undergraduate and graduate students? How does teaching effectiveness compare to departmental expectations?
Since the mission of the campus includes continuing education of professionals in the discipline, the narrative should also address the ability of the candidate to present advanced professional material to a mature audience of professionals who are knowledgeable in the area. In this regard, documentation of successful experience in teaching short courses, etc., should be included, when available. The ability and willingness of the candidate to participate in continuing education activities should also be discussed.

**Service (CRR 320.035 B.2.d)**
A faculty member must be willing to gracefully accept and fulfill the service duties that are required by collegiality and those that benefit the institution. Candidates for tenure, in particular, should have demonstrated the ability and willingness to assume a greater degree of participation as they move into more senior positions on the campus and those currently in positions of leadership retire. These issues must be addressed in the department chair’s narrative. The department chair’s comments in this regard are especially important in tenure recommendations because the department chair is usually in the best position to judge past and future service contributions of a new faculty member. The narrative should clarify and explain national offices, honors, etc., and the level and significance of the candidate’s contributions to professional organizations should be addressed. As appropriate, the chair’s narrative should address the issue of the willingness and ability of the candidate to participate in Extension.

**Other**
The chair’s narrative should directly address any controversies on the deliberations of the department promotion and tenure committee. The narrative report should also include any additional background on the candidate’s service at Missouri S&T, the candidate’s professional experience at other institutions, and other relative experience not reported in the candidate’s vita. The department chair should highlight special contributions of the individual to the mission of the department. Note that a person with special duties requires unusually detailed justification (CRR 320.035 B.2.g). Documentation of special assignments, analysis of the success of the individual in those special assignments, a clear statement of the benefit to the institution of the special assignment, and, if possible, documentation of the approval for the special assignment should be included.