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## Evaluation Letter Requirements for Associate Professor CHECKLIST

### Promotion to Associate Professor:

- Minimum of 6 letters - writers must be at rank of Associate Professor or above for at least the minimum number of required letters
  - At least 2 internal
  - At least 2 external (outside Harvard University)
  - The 5<sup>th</sup> and 6<sup>th</sup> letter could be either internal or external
  - At least one of the external letters must be impartial\*

### Joint promotion in 2 departments to Associate Professor at the same time:

- Minimum of 8 letters - writers must be at rank of Associate Professor or above for at least the minimum number of required letters
  - At least 4 internal (2 from each department)
  - At least 4 external (of which at least 2 are impartial\*)

### First appointment to Associate Professor

- Minimum of 6 letters - writers must be at rank of Associate Professor or above for at least the minimum number of required letters
  - At least 2 letters from outside prior home institution(s) and not from Harvard
  - If joint with another HMS/HSDM department, at least 8 letters are required with at least 4 from outside prior home institution(s) and not from Harvard
  - If candidate has been at HMS/HSDM for 2 years or more with a holding appointment, the letter requirements for promotion are applicable
  - If candidate has been at HMS/HSDM for 2 years or more with a holding appointment, the letter requirements for promotion are applicable (as described above "Promotion to Associate Professor")

### Secondary appointments (not joint with original appointment, done subsequent to appointment to first Associate Professorship)

- Same as set of letters for Associate Professor promotion (as described above "Promotion to Associate Professor")
- 1 letter from Primary department supporting the secondary appointment

\*An impartial letter writer is someone who has not trained or trained with the candidate, worked with the candidate, written with the candidate or collaborated with the candidate, and is not from the candidate's prior home institution(s).