



## Evaluation Letter Requirements for Assistant Professor CHECKLIST

### Definition of terms:

- Internal letter = Letter writer is appointed by Harvard and/or any of its primary affiliates.  
External letter = Letter writer is not appointed by Harvard or any of its primary affiliates.

Note: Letters are to be solicited by the department, not the candidate.

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### **Promotion to Assistant Professor by the P&R Committee:**

- At least 4 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 1 external
  - The 4<sup>th</sup> letter could be either internal or external

### **First appointment to Assistant Professor by the P&R Committee:**

- At least 4 letters - writers must be at rank of Associate Professor or above for at least the minimum number of required letters and may not be a member of the Harvard search committee
  - At least one letter from outside most recent home institution
  - 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> letters may be internal or external
  - If candidate has been at HMS/HSDM for 2 years or more with a holding appointment, the letter requirements for promotion are applicable

### **Promotion to Assistant Professor by Longer Service Criteria:**

- Minimum of 3 letters - writers must be at rank of Assistant Professor or above (for Longer Services candidates only)
  - At least 2 internal
  - 3<sup>rd</sup> letter may be internal or external