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.

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 4th 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
  - 2nd, 3rd, and 4th 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
  - 3rd letter may be internal or external