



Evaluation Letter Requirements for Associate 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.
Impartial letter = 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). [These are only required for those promoted to or appointed as Associate Professor]

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

Promotion to Associate Professor:

- At least 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
 - The 5th and 6th letter could be either internal or external
 - At least one of the external letters must be impartial (see above for definition of *impartial*)

First appointment to Associate Professor

- At least 6 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 2 letters from outside most recent home institution; at least one of these letters must be impartial (see above for definition of *impartial*)
 - 3rd, 4th, 5th, and 6th 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