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## Evaluation Letter Requirements for Secondary or Joint Promotion/Appointment to 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 being promoted to or appointed as Associate Professor]

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

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### Secondary appointments (for a candidate who is already an Associate Professor in their primary department)

- 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 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 (see above for definition of *impartial*)

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

- At least 8 letters - writers must be at rank of Associate Professor or above for at least the minimum number of required letters
  - For the minimum 8 letters, **each** department must provide:
    - At least 2 internal
    - At least 2 external
    - At least one of the external letters must be impartial (see above for definition of *impartial*)

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

At least 8 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.

- For the minimum 8 letters, **each** department must provide:
  - At least 2 letters from outside most recent home institution. One (1) of these external letters must be impartial (see above for definition of *impartial*).
  - 3<sup>rd</sup> and 4<sup>th</sup> letters could be internal or external