



Evaluation Letter Requirements for Assistant Professor CHECKLIST

Note: Letters must be solicited by the department, not the candidate. Letters should be signed by the letter writer (digital signatures are accepted) and/or appear on official letterhead.

Definition of terms:

- **Internal Reviewer** = An individual who currently holds an active ladder faculty title at HMS or another Harvard school
 - **External Reviewer** = An individual who does not hold any Harvard title (ladder or non-ladder); if previously appointed at Harvard, title must have been formally terminated for at least 2 years
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Promotion to Assistant Professor: (e.g., internal promotion from Instructor)

- At least 4 letters – evaluators must hold an active title of Associate Professor or Professor at an academic institution, and their primary status cannot be Emeritus/Emerita or Adjunct.

At least 2 internal

At least 1 external

The 4th letter can be internal or external

First Appointment as Assistant Professor: (e.g., appointment from Member of the Faculty)

- At least 4 letters – evaluators must hold an active title of Associate Professor or Professor at an academic institution, and their primary status cannot be Emeritus/Emerita or Adjunct.
- Members of the Search committee that selected the candidate are not eligible to provide letters.

At least one external letter from outside candidate's prior home institution

2nd, 3rd, and 4th letters can be internal or external

If candidate has been at HMS/HSDM for at least 2 years, soliciting at least one internal letter from a Harvard faculty member is **strongly encouraged**

Promotion to Assistant Professor by Longer Service Criteria:

- At least 3 letters – evaluators must hold an active title of Assistant Professor, Associate Professor, or Professor at an academic institution and their primary status cannot be Emeritus/Emerita or Adjunct.

At least 2 internal

3rd letter can be internal or external