



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 = An **external** letter writer 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).

Note: Letters must be solicited by the department, not the candidate. Letters must be signed by the letter writer (digital signatures are accepted).

Promotion to Associate Professor:

- At least 6 letters – evaluators must hold an active title of Associate Professor or Professor at an academic institution and cannot be Emeritus/Emerita.

At least 2 internal

At least 2 external; at least one of these letters must be impartial (see above for definition of impartial)

The 5th and 6th letters can be internal or external

First Appointment as Associate Professor:

- At least 6 letters – evaluators must hold an active title of Associate Professor or Professor at an academic institution and cannot be Emeritus/Emerita. Members of the Search committee that selected the candidate are not eligible to provide letters.

At least 2 external letters from outside prior home institution(s); at least one of these letters must be impartial (see above for definition of impartial)

3rd, 4th, 5th, and 6th letters can 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