Solicited Letters of Evaluation from Outside Leaders in the Field (5 minimum, 8 maximum for professorial faculty; 4 for Faculty Research Assistants and Instructors)

Letters should generally be from leaders in the candidate's field, chosen for their ability to evaluate the candidate's scholarly work. Letters should not be solicited from co-authors, co-principal investigators, former professors, or former students. If such letters are necessary, include an explanation and state why the evaluator can be objective. Letters should generally be from tenured professors or individuals of equivalent stature outside of academe who are widely recognized in the field. External letters for professorial faculty should never be solicited from clients or others whom the candidate has directly served in his/her work. For FRA's and Instructors, the letters can be from internal evaluators who have worked with the candidate but can objectively evaluate the candidate's dossier. Careful consideration should be given to minimizing conflict of interest when choosing all evaluators.

The candidate may submit a list of individuals meeting these criteria and, from this list, at least three will be selected by the department chair or head (or chair of the unit's Promotion and Tenure Committee). The other reviewers are to be selected by the chair, head, dean, or faculty committee according to practices determined within the unit. All letters must be requested by the department chair, head, dean, or the unit's promotion and tenure committee chair, not the candidate. Provide a brief (paragraph) description of the outside evaluators that makes it clear that they meet the criteria. Clearly indicate which outside reviewers were chosen by the candidate. In the final dossier, no more than half of the outside reviewers can be chosen by the candidate.

A representative form letter can be found at: SAMPLE REPRESENTATIVE FORM, but any reasonable variation is acceptable. Include a copy of the actual letter used. Each reviewer should be sent a copy of the candidate's position description, candidate's statement, and current vita. Copies of publications are not usually sent to reviewers, but may be sent at the discretion of the individual soliciting the letter. Provide a log of contacts with the reviewers, including letters and telephone calls. Letters from external reviewers should be available prior to initiating the review of the dossier.
Supervisor’s Role

In addition to the information available in the candidate’s dossier, the supervisor will also consult the candidate’s personnel file maintained in the unit. The supervisor’s letter of evaluation may include comments on any information in the candidate’s file that is relevant to the evaluation of assigned duties, scholarship, collegiality, professional integrity, or willingness to accept and cooperate in assignments. If the individual serving in the unit chair/head role is on a 1040 assignment, he/she can write the supervisor’s letter of evaluation.