

REFERENCE LETTER REQUIREMENTS FOR PROMOTIONS

CURRENT			
Series	Internal letters	External Letters	Teaching assessments¹
Ladder Rank	3	5	5
In Residence	3	5	5
Clinical X	3	5	5
Adjunct	3	5	5
HS Clinical	3	5	5
Volunteer Clinical/ Adjunct WOS (to Assoc Prof)	Minimum of 2		0
Volunteer Clinical ² / Adjunct WOS (to Full Prof)	Minimum of 4		5
Professional Research	3	5	N/A
Academic Administrator/ Coordinator	3 to 5 total		N/A

PROPOSED			
Series	Internal letters	External Letters	Teaching assessments¹
Ladder Rank	3	3	5
In Residence	3	3	5
Clinical X	3	3	5
Adjunct	3	3	5
HS Clinical	3	3	5
Volunteer Clinical/ Adjunct WOS (to Assoc Prof)	Minimum of 2 total in any combination		5
Volunteer Clinical ² / Adjunct WOS (to Full Prof)	Minimum of 2 total in any combination		5
Professional Research	Minimum of 3 total in any combination		N/A
Academic Administrator/ Coordinator	Minimum of 3 total in any combination		N/A

¹ In lieu of formal evaluations (when formal evaluations are not available) or to supplement formal evaluations

² Includes HS Clinical WOS faculty not paid by affiliate

REFERENCE LETTER REQUIREMENTS – OTHER ACTIONS

Merits step 5 to 6, 9 to A/S, and Accelerated Merits beyond next step

CURRENT			
Series	Internal letters	External Letters	Teaching assessments¹
Ladder Rank	3	3	5
In Residence	3	3	5
Clinical X	3	3	5
Adjunct	3	3	5
HS Clinical	3	3	5
Professional Research	3	3	N/A

PROPOSED			
Series	Internal letters	External Letters	Teaching assessments¹
Ladder Rank	3	3	5
In Residence	3	3	5
Clinical X	3	3	5
Adjunct	3	3	5
HS Clinical	3	3	5
Professional Research	Minimum of 3 total in any combination		N/A

¹ In lieu of formal evaluations (when formal evaluations are not available) or to supplement formal evaluations