LETTER’S OF RECOMMENDATION
HELPFUL HINTS

To minimize the “strategizing” that is often viewed as necessary to create a candidate list:

- Candidate list: Prepared by Candidate.
- Department list: Prepared by Department without consulting candidate list.
- Overlapping names on both lists are designated “Department List”

**Candidates may not solicit their own letters of recommendation. Candidates should not contact potential reviewers prior to suggesting a list of names to the Chair.

The chair should solicit evaluations from individuals who are experts in the candidate’s field and who are able to provide an objective appraisal of the candidate’s work. A current curriculum Vitae should be included in the request packet.

Senate Series: Opinions from colleagues at other institutions where the nominee has served and from other qualified persons having first-hand knowledge of the nominee’s attainments should be included. For candidates just completing degree or postdoctoral work and being proposed for entry-level positions, letters from supervisors are appropriate. However, for appointments at higher levels, it is desirable to avoid excessive use of external referees whom reviewers may not regard as objective evaluators either because they are too close to the candidate professionally (e.g., collaborators, doctoral supervisors), or because they have a personal relationship with the candidate.

Non-Senate HS Clinical Professor Series: The intent of the external letters is to demonstrate local and possibly national reputation in the faculty member’s clinical field of expertise or teaching. The referees can be suggested by the faculty member, especially if that person is engaged in national, state or local outside activities such as being a speaker or office in a chapter of a society or organization. If practical, letters can be solicited by the department independent of the candidate, asking whether the faculty member would likely be promoted at the referee’s institution (not necessarily a UC School) based on the individual’s accomplishments at UC Irvine. External letters for professor can be obtained from physicians in the community.

Letters soliciting such evaluations should contain the following:

- An explanation of the proposed action (Above Scale),
- A request for analytical review of the candidate’s performance under the applicable criteria and comparison with other scholars in the field at similar rank, and
- The UC confidentiality statement:

It is important that the chair explain to the referees the nature of the position to be filled; e.g., probationary or tenured professorship. For appointments to the top steps of the series (VI, VII, VIII, IX and Above Scale), the chair should explain in the solicitation letter the significance of the level so the referees can evaluate achievement in relation to UC criteria for appointment.

Referees should be urged to provide critical evaluation and analysis. The letter soliciting evaluations must not contain leading suggestions.

Carefully review the reference letters for duplicate language. If you find that the letters are almost verbatim, you will need to reach out to the referee’s and ask for a revised letter. At all levels of review, if a file is found to have duplicate letters, the file will be routed back to the department to request revised letters, which will delay the review process.

For full detail see links provided below:
APP 3-20 C. External Letters (Senate)
Guidelines for Extramural/Internal Letters of Evaluation – HS Clinical Professor Series (Non-Senate)