

**UW DEPARTMENT OF PEDIATRICS**  
**LETTER OF RECOMMENDATION INSTRUCTIONS**  
**CLINICIAN-SCHOLARS | FACULTY-SCIENTISTS | RESEARCH FACULTY**

**OBJECTIVE**

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*To paint an overall picture of your experience, capabilities, strengths, characteristics, and professional promise from a third-person perspective.*

**GENERAL**

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All letters of recommendation (LORs) received by the Department Chair must be included in the promotions package.

Faculty Affairs will request your Letter of Recommendation writers **following** notification of the Department Chair's decision to proceed with the promotions process (*after the Departmental Promotions Committee initial review*).

**DIVISION HEAD AND FACULTY CANDIDATE**

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- Select (with input from the candidate) potential letter writers who:
  - Are greater or equal in academic rank for which the candidate is being considered.
  - Will provide a fair evaluation of the candidate's service including how the candidate meets specific departmental guidelines for promotion. The Division Head may wish to contact the potential letter writer for their willingness to write a letter before the due date, to avoid last minute notifications of not being able to meet the deadline.
  
- Request **no more than ten (10) letters** (not including the two letters from the Division Head and Department Chair).
  - **A minimum of three letters must be internal** (*i.e., from faculty at UWMC/SCH/FHCRC or within the Seattle area*).
    - If 25% or more of the candidate's time is administrative, one internal letter must come from the person to whom the faculty member is accountable for that activity.
  - **A minimum of three letters must be external** (*i.e., from faculty outside the State of Washington*). External letters must include the External Referee Form, which will be provided to the letter writer.
    - At least three external letters must be "NOTA" or "None of the Above" (*i.e., individuals other than present and past colleagues, mentors, collaborators, co-investigators, friends, relatives, , or former UW faculty members who can answer "None of the Above" on the External Referee Form*).

**DIVISION ADMINISTRATIVE STAFF**

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1. Prepare the "Promotion Contact List LOR" spreadsheet (*note the **external reviewer** and **internal reviewer** tabs on the bottom of the Excel spreadsheet*)

- Include the name of each letter writer, degree, their title or academic rank, institution or division/department, and email address.
  - Identify the relationship to the candidate for all external letter writers, particularly those who are considered NOTA – confirm there are three (3) NOTA selected.
2. Submit the completed Excel spreadsheet to [UWPedsFA@seattlechildrens.org](mailto:UWPedsFA@seattlechildrens.org).

#### **FACULTY AFFAIRS TEAM**

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1. Email requests for LORs for all candidates as soon as all necessary promotion materials are available on the confidential secure website.
2. Track requests and responses.
3. Communicate with the Division Head and faculty member if there are problems or delays to effectively coordinate and follow up on requests.