Internal or External Reference Letter Template: Promotion to Principal

Dear [Dr. LName]

In the [SEMESTER of [YEAR], the Department of [DEPARTMENT] will consider the promotion of Dr. [CANDIDATE] from [CURRENT RANK] to Principal [RANK]. Within Carnegie Mellon's engineering college, the decisions to promote to Principal [RANK] is normally made after eight years of professional experience. The Special faculty track does not provide indefinite tenure.

This promotion is an important decision, and it is the practice of the University to have an internal committee review the candidate's qualifications and accomplishments. The committee has a number of criteria for promotion, including demonstration of expertise and depth of knowledge; sustained accomplishment in a particular specialization; competence and creativity in implementation of research ideas, problem solving and management of research; impact of contributions to research projects; impact of contributions to teaching, education, administration, and service.

We would very much appreciate receiving a letter concerning your evaluation of Professor [NAME]'s professional contributions with which you are familiar. Activities that you may wish to consider are their past and present research, interactions with colleagues both within Carnegie Mellon University and externally, facilitation of research programs, and any additional contributions. [ENCLOSED OR LINKED] you will find Professor [NAME]'s curriculum vitae and copies of several manuscripts that reflect their research work. We seek comments with regard to:

* the quality of their work and its impact (or potential impact) to research projects;
* their professional reputation and contribution to the mission of the College of Engineering;

The review committee will also consider Dr. [NAME]'s educational activities, if teaching assignments have been accepted. Of great importance will be excellence of teaching (both undergraduate and graduate), proficiency in guiding students on projects and theses, success in developing new educational programs, and contributions to the overall activities of the Department, College and University. We would, of course, welcome any comments on their educational activities that you may have.

Your evaluation of Dr. [NAME] will be carefully considered by the review committee. We would appreciate a response by [DATE]. Your letter will be kept confidential to the extent permitted by law and will be read only by those persons directly involved in the review process.

Thank you for your help on this important matter.

Sincerely,