

## SAMPLE LETTER TO SOLICIT REFERENCES

We are considering \_\_\_\_\_ (name),  
\_\_\_\_\_ (title), \_\_\_\_\_ (dept)  
for permanent appointment in the professional service. In order to help us reach our decision, we would appreciate your candid assessment of his/her professional achievements and significant contributions in university service. Please give your opinion of his/her technical and professional competence, his/her greatest skills and strengths, and his/her professional growth. We would appreciate your estimate of how s/he compares to other professional employees of similar rank and title, as well as your judgment about his/her motivation, interpersonal skills and other distinctive qualities. Any other considerations you believe relevant to our determination would be most welcome. We need your letter by \_\_\_\_\_.

To the extent possible under current legal principles, the candidate will not have access to your letter of reference unless you give us specific permission, in writing, to provide a copy to him/her. Such a written statement of permission from you must specify whether the candidate may see your letter in its entirety, as written, or only with all identification of source or authorship deleted.

Thank you for your assistance in helping us reach an informed decision in this matter.