

**PLANNERS**

The following **planners** and/or their spouse/partner *have reported no relevant financial relationship* with a commercial interest.

Dennis Brown, PhD	Ann Skoczinski, PhD
Donna Lawton, MS	Theodore Stern, MD
Nancy Rigotti, MD	

The following planners and/or their spouse/partner *have reported a relevant financial relationship* with a commercial interest.

**Anne Kilbanski, MD, Course Director**  
 Principal Investigator (research grant): Ipsen  
 Scientific Advisory Board: Crinetics  
 Consultant: Chlasma

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**SPEAKERS**

The following **speakers** and/or their spouse/partner *have reported no relevant financial relationships* with a commercial interest.

Theodore Stern, MD

The following speakers and/or their spouse/partner *have reported a relevant financial relationship* with a commercial interest.

None.

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# Drafting Your Chief's Letter

**THEODORE A. STERN, MD**  
 Director of the Office for Clinical Careers, Chief Emeritus of the Avery D. Weisman, MD, Psychiatry Consultation Service, and Director of the Thomas P. Hackett Center for Scholarship in Psychosomatic Medicine, MGH  
 Ned H. Cassem Professor of Psychiatry in the Field of Psychosomatic Medicine/Consultation, HMS

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The Chief's Letter describes you and your work, so does your CV Narrative...

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### Narrative Report: Purpose

To provide a concise description of your major contributions and achievements to those outside of your immediate field.

- Written in the first person
- Limited to:
  - 1 page for Assistant Professor
  - 1.5 pages for Associate Professor
  - 2 pages for Professor
- Provide the facts...without boasting

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### Narrative Report: Structure

- Opening paragraph
- A paragraph on your Area of Excellence
- A paragraph on your teaching and education
- A paragraph on each of your significant supporting activities
- A concluding paragraph (summary)

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### Narrative: Opening Paragraph

Provide an overall summary of your major activities and achievements

- Include an estimate (proportion) of your effort dedicated to:
  - Teaching
  - Research
  - Clinical service
  - Administrative activities
  - Other relevant professional roles

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Narrative: Paragraph 2  
Primary Area of Excellence

Describe your achievements in your Area of Excellence be it Investigation, Teaching and Educational Leadership, or Clinical Expertise and Innovation.

- Describe work in progress, e.g. grants and manuscripts

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Narrative: Paragraph 3  
Teaching and Education

Describe your teaching, educational efforts, and mentorship activities.

- Not necessary to include if this is your primary area of excellence

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Narrative: Concluding Paragraph  
Summary

Integrate and summarize your contributions (already described).

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Now let's look at the Chief's Letter components...

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Sample Letters

- [Assistant Professor – Clinical](#)
- [Associate Professor – Investigation](#)

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Introductory Paragraph

I propose the [promotion OR appointment] of *(name and degree of candidate)*, [to OR as] *(rank and department of proposed appointment) (full-time/part-time)*, at Harvard Medical School. Dr. *(candidate's last name)* Area of Excellence is *(Investigation/Clinical Expertise and Innovation/Teaching and Educational Leadership)*. His/her significant supporting activity(ies) is/are *(Administration and Institutional Service/Clinical Expertise/Education of Patients and Service to the Community/Investigation/Special Merit in Education – these are optional – choose any that apply)*. Dr. *(candidate's last name)* accomplishments are focused in the area(s) of *(succinctly summarize in one sentence)*.

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Description Of The Candidate And His/Her Contributions

BACKGROUND AND TRAINING (one paragraph)

REVIEW OF CURRENT ACTIVITIES

For all candidates currently at Harvard, emphasize the candidate's activities at Harvard and its affiliates, but also include a brief description of outside positions, if applicable.

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Description Of The Candidate And His/Her Contributions

AREA OF EXCELLENCE – choose ONE from the following:

- *Clinical Expertise and Innovation*
- *Investigation*
- *Teaching and Educational Leadership*

Using the rank-appropriate metrics outlined in the [faculty handbook](#), describe the candidate's:

- *contributions, achievement and impact*
- *reputation*
- *demonstration of scholarship*

Faculty Handbook - [http://fa.hms.harvard.edu/files/hmsofa/files/fom\\_handbook.july2016.v2\\_0.pdf](http://fa.hms.harvard.edu/files/hmsofa/files/fom_handbook.july2016.v2_0.pdf)  
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Description Of The Candidate And His/Her Contributions

EVALUATION FOR TEACHING AND EDUCATION

All candidates will be evaluated for teaching and educational contributions to the Harvard community. Describe these activities in this section unless Teaching and Educational Leadership is the area of excellence and they have already been addressed above.

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Description Of The Candidate And His/Her Contributions

SIGNIFICANT SUPPORTING ACTIVITIES

Include this section only if at least one of the optional significant supporting activities has been formally designated as part of the candidate's proposed promotion profile. Report on activities to which the candidate has made substantial contributions outside his/her area of excellence, choosing all that apply from these five categories:

- Administration and Institutional Service
- Clinical Expertise
- Education of Patients and Service to the Community
- Investigation
- Special Merit in Education

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Horizontal lines for writing the description of the candidate and his/her contributions.

Review Solicited letters (if already obtained)

Provide a brief overview of the letters and comment on any concerns raised therein. Note any declines or instances in which no response was received.

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Horizontal lines for writing the review of solicited letters.

Statement on Integrity and Professionalism

(Required as either a component of this nominating letter, as a separate addendum to the nominating letter, or as noted on the Assistant and Associate Term Appointment Promotion Cover Sheet FORM)

Dr. (candidate's last name) is a faculty member in good standing with an appropriate hospital appointment and associated credentialing (for clinical faculty). To the best of my knowledge, other than as may be indicated in this letter, Dr. (candidate's last name) has not been sanctioned or disciplined by a hospital, state licensing board, the NIH, the FDA, or any other legal, regulatory, or institutional authority. There are no current investigations or other concerns known to me that raise questions about his/her integrity, professionalism, competence, or the quality of his/her contributions as a faculty member of Harvard Medical School.

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Horizontal lines for writing the statement on integrity and professionalism.

Summary

Provide a concluding paragraph summarizing the proposal.

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Chief's Signature

At the discretion of the appointing department head, the letter may be co-signed by the institutional department head, division chief, or other appropriate senior member of the department.

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Excerpts from Reference Letters

- [Samples – Investigation](#)
- [Samples - Clinical](#)

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Interactive Section

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[Letter Template](#)

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