March 20, 2018

Dr. Rajesh Koothrappali

3524 Ventura Avenue,

Pasadena, CA 91103

Re. ***Penny Hofstadter, M.D., MPH***

Dear Dr.Koothrappali:

Dr. Penny Hofstadter, a Clinical Assistant Professor in the Department of Otolaryngology in the School of Medicine at UNC-Chapel Hill, is being considered for promotion to Clinical Associate Professor. If successful, this promotion would become effective on or about Date. We write to seek your opinion about Dr. Hofstadter’s worthiness for this promotion. To aid in your review of his/her qualifications and contributions, his/her *Curriculum Vitae* and a couple of his/her most recent and/or most important publications are enclosed.

At UNC, promotions in the fixed-term track are typically based upon excellence in one of five specific pathways (i.e., *research; clinical activity; teaching; administration; and community professional service*). In his/her particular case, the Department of Otolaryngology is basing its recommendation on *clinical activity*. Faculty members whose primary focus is clinical activity are expected to demonstrate their scholarship by documenting substantial clinical activity and productivity. Simultaneously, the faculty member is expected to demonstrate a record of: scholarship related clinical activity; and/or innovation in clinical activity; and/or excellent teaching of clinical activity; and/or funding for support of clinical programs; and/or leadership in development of clinical programs; and/or invited presentations at local or regional meetings. Factors such as originality, creativity, indispensability, and unique abilities are particularly relevant when making this evaluation.

We also expect faculty members who are being promoted in the fixed-term track to have achieved a local or regional reputation for excellence in their respective field. Soliciting input from reviewers such as you is essential in establishing the reputation of a given faculty member. Toward this end, we would value your evaluation as to the importance of Dr. Hofstadter’s area of study and the significance of the contributions he/she has made to it. We are also particularly interested in your opinion of his/her stature relative to his/her peers locally or regionally. Additional activities and/or responsibilities that are often used to demonstrate one’s local or regional reputation include: documented participation in local or regional symposia; membership on study sections, editorial boards, and/or advisory panels; election to office in local and regional academic and/or professional societies; invitations to present lectures and seminars at other academic centers and at regional professional meetings; awards from regional professional organizations; and any other indicators of visibility that extend throughout or beyond the boundaries of UNC-Chapel Hill and the state of North Carolina. It is understood that many of these activities (e.g., service on study sections, election to regional office, etc.) tend to occur somewhat later in an academic career. Thus, evidence used to document the local or regional reputation of a given faculty member must be commensurate with the academic level of the individual under review.

In this letter, we are asking for your opinion as to Dr. Hofstadter’s suitability for promotion according to the promotion criteria described above that are in place here at UNC-CH. It would not be helpful, nor would it be relevant to state that: “*Dr. Hofstadter would qualify for promotion at our institution.”*

We will appreciate any assessment you are able to make about the quality of Dr. Hofstadter’s teaching and professional service contributions. While we do recognize that these areas are often more difficult to assess than is scholarship, any evaluative comments that you can provide to us will be valued. In addition, we will benefit from having your thoughts regarding Dr. Hofstadter’s interpersonal skills, his/her organizational citizenship, as well as any other intangibles you might be able to share with us.

In preparing your response, we do ask that you provide us with the following information:

1. Your opinion as to whether or not you would recommend Dr. Hofstadter for this promotion
2. A brief summary of your reasons for this opinion
3. A description of your relationship (if any) with Dr. Hofstadter

Finally, please understand that your letter will become a part of Dr. Hofstadter’s personnel file. As such, our state law mandates that it be open to Dr. Hofstadter should he/she request to review it.

Thank you very much for your willingness to assist us with this important process. We do recognize the substantial amount of time and effort required to provide us with this assessment of Dr. Hofstadter. Please understand that time is of the essence in this process. Therefore, we ask that you notify Dr. Sheldon Cooper as soon as possible if you will not be able to provide us with your review within four weeks of the date of this letter. His/her e-mail address is: Sheldon\_cooper@med.unc.edu

Sincerely,

Sheldon Lee Cooper, M.D., Ph.D., M.P.H.

Chair of Department

The Howard Wolowitz Distinguished Professor

Chair of Department of Otolaryngology