

Reference Letter Requirement Criteria for Duke-NUS (A) Faculty and (B) Senior / Principal Research Scientist Appointments

Note:

1. Reference letters (i.e. arm's length / non-arm's length) should be solicited from referees who are of the same academic (a) rank and (b) type (i.e. Regular Rank / Adjunct / Clinical) or higher than that for which the candidate is being considered. Exceptions can be granted for the following instances:
 - (i) For candidates who are being nominated for Regular Rank Track II Non-Tenure Track Instructor / Assistant Professor appointments, reference letters from referees who hold Adjunct / Clinical faculty appointments but whose academic rank is higher than that for which the candidate is being proposed, can be counted toward the minimum number of letters required.
 - (ii) Reference letters from referees without academic titles but who (a) hold key leadership positions in any reputable organisation or (b) are highly recognised within the field of their expertise and who are from renowned institutions / organisations, can be counted toward the minimum number of letters required.
2. It is recommended that a reference letter be solicited from Duke University for the following appointment types, even if it is not considered an arm's length letter:
 - (i) Tenured Associate Professor / tenured Professor (Track IA / IB / IC)
 - (ii) Professor (Track IA / IB / IC / IIA / IIB / IIC)
 - (iii) Clinical Professor
3. A referee is NOT considered arm's length if he / she:
 - (i) had ever collaborated and / or published with the candidate, regardless of when that collaboration took place (e.g. even if it was 20 years ago).
 - (ii) has personal connections with the candidate (e.g. former classmate, personal friend, etc).
 - (iii) had ever trained / mentored / supervised the candidate. Examples of such relationships include, but are not limited to, PhD / postdoctoral supervisor / advisor, etc.
 - (iv) ever had an employer-employee reporting relationship with the candidate.
 - (v) had ever been colleagues with the candidate in the same institution.
 - (vi) is from an institution based in Singapore (e.g. NUS, NTU, SingHealth, National Healthcare Group, A*STAR, etc) or from Duke University. *[NB: This non-arm's length referee definition is applicable only for candidates being considered for tenured Associate Professor and tenured Professor appointment / promotion.]*
4. Reference letters from arm's length referees from institutions based in Singapore or from Duke University will be counted towards the minimum number of reference letters required for appointment / promotion without the award of tenure.
5. Local referees are referees based in Singapore, while international referees are those based outside of Singapore.
6. For appointment / promotion at Associate Professor or Full Professor levels, candidate can recommend names of referees, but the NAC makes decision on whom will be contacted. Candidate should not be aware of the names of the referees who provided letters.

(A) Faculty Appointments

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	Minimum No. of Arm's Length Reference Letters Required	Notes
1	Regular Rank	Track IA / IB / IC	Tenure-Track Appt	Asst Prof	3	Suggest 1	<ul style="list-style-type: none"> The candidate or the SRP / ACP / OoE can solicit the reference letters. The candidate can either forward the letters received from the referees to the SRP / ACP Director / OoE HOO, or have the referees send the letters directly to the Director / HOO.
				Assoc Prof	4	Minimum 4	
				Prof	6	Minimum 6	
			Tenured Appt (i.e. with tenure)	Assoc Prof	6	Minimum 6	
				Prof	6	Minimum 6	
2	Regular Rank	Track IIA / IIB	Non-Tenure Track Appt	Instructor / Asst Prof	3	No Restriction	<ul style="list-style-type: none"> Reference letters from referees who hold Adjunct / Clinical faculty appointments but whose academic rank is higher than that for which the candidate is being nominated, can be counted toward the minimum no. of letters required. The candidate or the SRP / ACP / OoE can solicit the reference letters. <p>The candidate can either forward the letters received from the referees to the SRP / ACP Director / OoE HOO, or have the referees send the letters directly to the Director / HOO.</p>

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	Minimum No. of Arm's Length Reference Letters Required	Notes
				Assoc Prof	4	Minimum 3	<ul style="list-style-type: none"> The SRP / ACP / OoE solicits the letters independently of the candidate. Up to 3 of the referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / OoE independent of the candidate.
				Prof	6	Minimum 5	<ul style="list-style-type: none"> The SRP / ACP / OoE solicits the letters independently of the candidate. Up to half the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / OoE independent of the candidate.
3	Regular Rank	Track IIC – Practice Track	Non-Tenure Track Appt	Assoc Prof	4	Minimum 3	<ul style="list-style-type: none"> The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate. Up to 3 of the referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / SDGHI / Centre / OoE independent of the candidate.
				Prof	6	Minimum 5	<ul style="list-style-type: none"> The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate.
4	Clinical	-	-	Prof	4	Minimum 2	<ul style="list-style-type: none"> Up to half of the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / SDGHI / Centre / OoE independent of the candidate.
				Instructor / Asst Prof / Assoc Prof	Not Required	N.A.	

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5	Adjunct	-	-	Prof	2	Minimum 1	<ul style="list-style-type: none"> The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate. Up to half of the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the SRP / ACP / SDGHI / Centre / OoE independent of the candidate.
				Instructor / Asst Prof / Assoc Prof	Not Required	N.A.	

(B) Senior / Principal Research Scientist Appointments

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	Minimum No. of Arm's Length Reference Letters Required	Notes
1	Research Scheme of Service	-	Non-Tenure Track Appt	Principal Research Scientist	4	Minimum 2	<ul style="list-style-type: none"> The P.I. and / or SRP / ACP / SDGHI / Centre Director solicit(s) the letters independently of the candidate. Up to 3 of the referees can be suggested by the candidate. The rest of the referees should be chosen by the P.I. and / or SRP / ACP / SDGHI / Centre Director independent of the candidate. The AP cover letter from the P.I. and SRP / ACP / SDGHI / Centre Director supporting the candidate for appointment / promotion to Principal Research Scientist / Senior Principal Research Scientist can be counted as a reference letter.
				Senior Principal Research Scientist	6	Minimum 4	<ul style="list-style-type: none"> The P.I. and / or SRP / ACP / SDGHI / Centre Director solicits the letters independently of the candidate. Up to half the no. of referees can be suggested by the candidate. The rest of the referees should be chosen by the P.I. and / or SRP / ACP / SDGHI / Centre Director independent of the candidate. The AP cover letter from the P.I. and SRP / ACP / SDGHI / Centre Director supporting the candidate for appointment / promotion to Senior Principal Research Scientist can be counted as a reference letter.