

## 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. Arm's length referees are referees who:
  - (i) have not collaborated scientifically with the candidate in the past 5 years;
  - (ii) are not from the same institution as the candidate (Note: The different institutions within SingHealth are considered as 1 single institution as they are all under the same SingHealth cluster.);
  - (iii) are not former or current supervisors of the candidate; and
  - (iv) have no personal connections with the candidate (i.e. they could be colleagues in a similar field but have no further substantive connections).
3. Collaborators are defined as individuals with whom the candidate has:
  - (i) published in the past 5 years; or
  - (ii) an on-going research collaboration.
4. For appointment / promotion at Associate Professor or Full Professor levels:
  - (i) Process is through an ACP / SRP / Office of Education (OoE) Nomination and Appointment Committee (NAC).
  - (ii) The 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 provide letters.
5. Local referees are referees based in Singapore, while international referees are those based outside of Singapore.

**(A) Faculty Appointments**

S/N	Appt Type	Academic Track	Type of Tenure Appt	Academic Rank	Minimum No. of Reference Letters Required	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
1	Regular Rank	Track IA / IB / IC	Tenure-Track Appt	Asst Prof	3	No Restriction	No Restriction	Suggest 1	<ul style="list-style-type: none"> <li>The candidate or the SRP / ACP / OoE can solicit the reference letters.</li> <li>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.</li> </ul>
	Regular Rank	Track IA / IB / IC	Tenure-Track Appt	Assoc Prof	4	Not counted toward minimum no.	No Restriction	Minimum 3	<ul style="list-style-type: none"> <li>The SRP / ACP / OoE solicits the letters independently of the candidate.</li> <li>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.</li> </ul>
				Prof	6	Not counted toward minimum no.	No Restriction	Minimum 4 (Recommend 1 from Duke University)	
				Assoc Prof	6	Not counted toward minimum no.	No Restriction	Minimum 4 (Recommend 1 from Duke University)	
				Prof	6	Not counted toward minimum no.	No Restriction	Minimum 5	
			Tenured Appt (i.e. with tenure)	Assoc Prof	6	Not counted toward minimum no.	No Restriction	Minimum 4 (Recommend 1 from Duke University)	

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						Local / International	Local		
								(Recommend 1 from Duke University)	
2	Regular Rank	Track IIA / IIB	Non-Tenure Track Appt	Instructor / Asst Prof	3	No Restriction	No Restriction	No Restriction	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
	Regular Rank	Track IIA / IIB	Non-Tenure Track Appt	Assoc Prof	4	Maximum 1	No Restriction	Minimum 3	<ul style="list-style-type: none"> <li>The SRP / ACP / OoE solicits the letters independently of the candidate.</li> <li>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.</li> </ul>
				Prof	6	Maximum 1	No Restriction	Minimum 4	<ul style="list-style-type: none"> <li>The SRP / ACP / OoE solicits the letters independently of the candidate.</li> </ul>

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						Local / International	Local		
								(Recommend 1 from Duke University)	<ul style="list-style-type: none"> <li>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.</li> </ul>
3	Regular Rank	Track IIC – Practice Track	Non-Tenure Track Appt	Assoc Prof	4	Maximum 1	No Restriction	Minimum 3	<ul style="list-style-type: none"> <li>The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate.</li> <li>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.</li> </ul>
	Regular Rank	Track IIC – Practice Track	Non-Tenure Track Appt	Prof	6	Maximum 1	No Restriction	Minimum 4 (Recommend 1 from Duke University)	<ul style="list-style-type: none"> <li>The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate.</li> <li>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.</li> </ul>
4	Adjunct / Clinical	-	-	Prof	2	Not counted toward minimum no.	No Restriction	No Restriction	<ul style="list-style-type: none"> <li>The SRP / ACP / SDGHI / Centre / OoE solicits the letters independently of the candidate.</li> <li>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.</li> </ul>
				Instructor / Asst Prof / Assoc Prof	Not Required	N.A.	N.A.	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	No. of Reference Letters to be Solicited From			Notes
						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
1	Research Scheme of Service	-	Non-Tenure Track Appt	Principal Research Scientist	4	Maximum 1	No Restriction	Minimum 3	<ul style="list-style-type: none"> <li>The P.I. and / or SRP / ACP / SDGHI / Centre Director solicit(s) the letters independently of the candidate.</li> <li>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.</li> <li>The AP cover letter from the P.I. and SRP / ACP / SDGHI / Centre Director supporting the candidate for appointment / promotion to Principal Research Scientist can be counted as a reference letter.</li> </ul>
				Senior Principal Research Scientist	6	Maximum 1	No Restriction	Minimum 4 (Recommend 1 from Duke University)	<ul style="list-style-type: none"> <li>The P.I. and / or SRP / ACP / SDGHI / Centre Director solicits the letters independently of the candidate.</li> <li>Up to half the no. of referees can be suggested by the candidate. The rest of</li> </ul>

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						Non-Arm's-Length Referees		Arm's Length Referees	
						Local / International	Local		
									the referees should be chosen by the P.I. and / or SRP / ACP / SDGHI / Centre Director independent of the candidate. <ul style="list-style-type: none"> <li>• 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.</li> </ul>