**Brief Letter for Candidate A:**

Dear Dr Koop:

I am writing to support Dr Harvey’s appointment as Clinical Assistant Professor of Medicine. Dr Harvey did his Fellowship here and I got to know him well. I consider him highly intelligent, highly motivated, and highly productive (he wrote an extraordinary number of papers for a Fellow). He has a thorough knowledge of medicine. He is excellent with patients and is exceptionally pleasant without a shred of egotism, and was highly admired, liked, and respected by his colleagues. I recommend him highly.

**Full Example Letter for Candidate A**:

Dear Dr Koop:

William Harvey MD, has been a Postdoctoral Scholar in Pediatric Orthopedic Oncology at Northsouthern School of Medicine. During his time at our institution Bill actively participated in our research and educational activities. During his last year at Northsouthern he also trained in Pediatric Orthopedic Surgery.

Dr Harvey’s research activities focused on the use of three dimensional contrast CT scanning for the assessment and quantification of blood flow and metabolism in solid bone tumors in the long bones of pediatric patients. An early study established a correlation between patterns of blood flow and tumor metabolism and the long term outcome of patients with solid tumors of long bones, while a second study . . . [+9 lines]

Some of this work has already been published in first rate orthopedic journals while other parts are currently under review by journals. Bill’s accomplishments are important for they demonstrate and underscore the clinical significance of altered patterns of blood flow and tumor metabolism for patient mortality and morbidity as well as for defining their implications for the management of patients with expected very poor prognosis for limb salvage. His accomplishments have been recognized locally by having been awarded two consecutive grants by the Greater Affiliate of the American Society for Orthopedic Surgeons. We believe it is also fair to state that his accomplishments have received, at least to some degree, national recognition as evidenced by several job offers.

Overall, we have found Bill to be a highly intelligent and hard working young man. He communicates and collaborates well with his peers and supervisors. On a more personal side, it saddened us to see him leave our institution yet we were not able to retain him for lack of funds. I believe Dr Harvey to be a man of great personal integrity. He is entirely dedicated to patient care, personable, a gentleman in every sense of the word. We believe that Bill is a promising, highly productive and creative young researcher who undoubtedly will become an independent and innovative investigator. Therefore, it is with considerable enthusiasm that we support unequivocally the proposed appointment to Assistant Professor of Pediatric Orthopedic Surgery and Oncology.

Sincerely,

Charles Lewis, MD

Chief, Dept. of Pediatric Oncology

**Brief Letter for Candidate B:**

RE: Appointment of Sarah Gray, MD:

I am pleased to recommend Dr Sarah Gray for faculty appointment as Clinical Assistant Professor. I have known Dr Gray for 8 years. She worked in research with me for 1 year and did fellowship training in our program for 2 years. She is a very good internist and endocrinologist. She is honest and reliable and of highest moral quality. She has good judgment in patient care and is very thoughtful and considerate towards those she is caring for. She is a good clinical teacher and should serve the department well in the capacity of instructing students and residents.

**Full Example Letter for Candidate B:**

Dear Alfred:

I am writing to you a letter of recommendation for my good friend, Dr Sarah Gray MD. As you probably know, I’ve known Sarah for about 7 years. I watched her career development while working at Northsouthern University, her presentations and prize winning events at the Academy of Pediatrics while a resident at Northsouthern and then her fellowship year with myself and Dr Dolittle in St. Louis some years ago.

Without any doubt, I am struck with Sarah’s integrity. She is totally intolerant of shoddy research work and any work which has a hint of padding or error. Additionally, while working with her in St. Louis, I was able to watch her surgical skills. I felt she had been very well trained surgically in St. Louis but she has a slight touch of lack of confidence at times which I feel Sam Livingood is well aware of and will carefully work with Sarah regarding any matters like that during her clinical practice at Stanford. While she has not been able to accomplish a lot in academic pulmonary medicine during the past few years due to career changes and other personal issues, she has continued to grow and mature, and am sure she would be an even stronger and more effective member of your department than she was in St. Louis. Her great gift for teaching, especially in small groups and one on one, is something that I know you will come to appreciate.

Although I can’t specifically comment on Dr Gray’s clinical skills in detail, I have been impressed with her care of patients that we are mutually involved with. I have found Sarah to be hard-working, thorough, and conscientious in providing all aspects of patient care. I believe she is a concerned and interested clinician who offers excellent care, tries hard to communicate with the patients and with the physicians. Her thoughtfulness and caring for others certainly added greatly to the atmosphere of the lab while I was there. She is more academic than most clinical physicians and this should be a resource as she becomes involved in her own programs.

Dr Gray is a thorough, hardworking, extremely intelligent and insightful woman. On a personal level Sarah is, in my opinion, the quintessence of the contemporary lady physician who very ably combines dedication, intelligence, idealism, compassion and responsibility without compromise. I feel the addition of Sarah to the faculty of Stanford University and particularly to the Department of Cardiology of Children’s Hospital to be a tremendous plus for that center. Her research work over the last few years has been ‘top drawer’ and virtually unchallengeable. I can only predict a great future for this lady and I am delighted that she has returned to further her career.

Sincerely yours,

Charles Lewis, MD

Chief, Division of Cardiology