**EXHIBIT A**

**SAMPLE APPOINTMENT LETTER: ASSISTANT PROFESSOR**

Dear Dr.\_\_\_\_\_\_\_\_\_\_\_:

Dr. \_\_\_\_\_\_ is being considered for a faculty position as an Assistant Professor in the Department of \_\_\_\_\_\_\_\_\_\_ at the University of California, Irvine. We would appreciate obtaining your evaluation of Dr. \_\_\_\_\_\_\_\_\_'s potential as an independent research scientist and teacher. I am enclosing Dr.\_\_\_\_\_\_\_\_\_\_\_\_\_'s curriculum vitae and recent reprints for your convenience.

Although the contents of your letter may be passed on to the candidate at prescribed stages of the review process, your identity will be held in confidence. The material made available will lack the letterhead, the signature block, and material below the latter. Therefore, material that would identify you, particularly your relationship to the candidate, should be placed below the signature block. In any legal proceeding or other situation in which the source of the confidential information is sought, the University does its utmost to protect the identity of such sources.

I am very much obliged for any assistance you can give us in this matter. Because of our schedule in this action, I would appreciate having your comments within the next month to six weeks, if at all possible.

Sincerely,

Dean/Chair/Executive Committee Chair

Enclosures