**EXHIBIT C**

**SAMPLE APPOINTMENT LETTER: PROFESSOR (STEP VII)**

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

I am writing to request your assistance in the preparation of a personnel case for Professor \_\_\_\_\_\_\_\_\_\_\_ in the Department of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at the University of California, Irvine. Professor \_\_\_\_\_\_\_\_\_\_ is being considered for appointment as Professor, Step VII, effective July 1, \_\_\_\_. To acquaint you with our system, the University of California salary scale for full professor appointments has nine steps (Step I to Step IX). Typically, the normal period in a step (between Steps I and V) is three years. Steps VI to IX are reserved for Professors of great scholarly distinction and national or international recognition, highly meritorious service and excellent teaching.

It would be very helpful to me and to our Department if you would be able to provide a letter in which you evaluate the activities of Professor\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the areas of teaching, research and creative work, professional competence and activities, and university and public service, and assess the extent to which you believe Professor \_\_\_\_\_\_\_\_\_ is qualified for the proposed appointment. Please specify the leading departments (with the most rigorous standards for scholarship) where scholars pursuing the same kinds of work as Professor\_\_\_\_\_\_\_\_\_\_ are appointed. In your judgment, does Professor \_\_\_\_\_\_\_\_ meet the standards for appointment to a similar position in these departments? Would you argue that you would support Professor \_\_\_\_\_\_\_\_ at your institution?

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.

Your assistance in this matter would be greatly appreciated, and I look forward to receiving your response soon. Please call me at (949)\_\_\_\_\_\_\_\_ if I can provide any further information.

Sincerely,

Dean/Chair/Executive Committee Chair