

LETTERS OF RECOMMENDATION

Applicants to the residency program are required to have three letters of recommendation submitted by individuals who are in a position to evaluate their qualifications for residency training. The goal of this letter is to provide an overall assessment of the candidate's suitability.

The Dean and Residency Director would like a frank appraisal of the applicant's capacity for success in this program. Traits that should be included are teaching ability, past job/task performances, experience and expertise, intellectual ability, and personal attributes as they pertain to leadership skills, teambuilding, perseverance, and communication skills.

Successful candidates will hold the academic title of **Instructor of Clinical Pharmacy** with the College of Pharmacy at The University of Texas at Austin.

The applicant has waived his/her right to review the information provided in this recommendation.

Letters must be addressed to:

Dr. M. Lynn Crismon, Dean
The University of Texas at Austin College of Pharmacy
Residency Program
1 University Station, A1900
Austin, TX 78712-0120

The deadline for receiving letters of recommendation is **January 15, 2009**.