POLICIES AND PROCEDURES FOR FACULTY APPOINTMENTS, REAPPOINTMENTS, AND PROMOTIONS AT THE HARVARD SCHOOL OF PUBLIC HEALTH
Policies and Procedures for Faculty Appointments, Reappointments, and Promotions at the Harvard School of Public Health

Updated on November 3, 2014

Previous revisions and emendations:
June 4, 2007
January 8, 1987
April 13, 1989
June 15, 1989
June 4, 1990
March 1, 2000
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Policies and Procedures for Faculty Appointments, Reappointments, and Promotions

The policies and procedures outlined in this document cover the appointment, reappointment, and promotion of faculty members at the Harvard School of Public Health (HSPH). The categories and ranks of faculty used at HSPH are specified in the section “Types of Appointment and Related Criteria.”

Some overarching principles relating to appointments, reappointments, and promotions are as follows:

- These policies and procedures are intended to achieve an appropriate degree of uniformity and equity in appointments. They should not be used to introduce inflexibility or unnecessarily cumbersome procedures. Because all possibilities cannot be foreseen, procedures may be modified in special instances in the better interest of the school and university or to avoid injustice to an individual. When stated policies and procedures are not followed, the reasons must be documented and must be acknowledged in the minutes of the Standing Committee on Appointments, Reappointments, and Promotions (SCARP).

- Various individuals and committees hold responsibility for aspects of the appointment, reappointment, and promotion processes, including the deans, department chairs, members of search and review committees, and members of SCARP. The function of each is to make recommendations on behalf of the school. Only the designated official or committee in the university’s central administration has the authority to confer final approval on the majority of the school’s faculty appointments, reappointments, and promotions.

- Those responsible for any step in the procedures relating to searches and reviews must ensure that there is no discrimination in the employment or advancement of qualified individuals on the basis of race, color, sex, sexual orientation, religion, age, national or ethnic origin, political beliefs, veteran status, or handicap. More affirmatively, all searches and reviews must include those procedures judged necessary to ensure that opportunity is provided for the recruitment and promotion of women and members of minority groups.

- An individual (or department) who believes that appropriate procedures have not been followed in the context of a specific appointment, or that an injustice has been done to an individual, may appeal to the chair of the department, the chair of SCARP, or the dean. The dean may appeal a decision made by the university’s central administration.

- Prior to forwarding a recommendation for an appointment, reappointment, or promotion, department chairs shall consult with all primary members of the department at ranks equivalent to and/or higher than that of the proposed appointment, as indicated in the specific procedure, and document the results of the consultation in the submission to SCARP. In some cases, a meeting of the faculty may be specified.
Standing Committee on Appointments, Reappointments, and Promotions

The Standing Committee on Appointments, Reappointments, and Promotions (SCARP) reviews recommendations for faculty appointments, reappointments, and promotions; advises the dean on the resolution of these recommendations; ensures that school policies and procedures leading to these recommendations have been followed and that any exceptions have been documented; and proposes new policies and procedures and revises existing ones as needed, subject to the approval of the full faculty. After reviewing recommendations for promotion from assistant to associate professor, SCARP provides feedback to individual faculty members about aspects of their academic record that should be strengthened. Finally, SCARP may be asked to play a role in adjudicating grievances when an individual or department chair believes that appropriate procedures have not been followed in the context of a specific appointment or that an injustice has been done to an individual. Details relating to committee membership are as follows:

- **SCARP members:** Members are appointed by the dean from among the school’s tenured professors. The nine members of SCARP are selected because of their academic distinction and integrity. They are also selected to bring disciplinary, departmental, and administrative breadth to the committee. It is expected that their allegiance as members of SCARP will be to the school as a whole and that they will not view themselves as representatives of particular academic departments, though it is expected that a member will be familiar with a case in his/her department when it appears on SCARP’s agenda. The dean, the dean for academic affairs, the senior associate dean for academic affairs, and the assistant dean for faculty affairs serve *ex officio*.

- **Term of membership:** Ordinarily, three members are appointed each year to serve for three-year terms. No more than two terms may be served consecutively.

- **Chair and vice-chair:** The members of SCARP elect a chair and vice-chair annually from the continuing members. The chair may not serve for more than two consecutive years.

- **Quorum and voting privileges:** A meeting will not be scheduled unless five voting members have indicated that they will be present; once scheduled, however, the meeting will be held as long as four voting members are present at the scheduled time. Ordinarily, only the nine appointed faculty members vote on recommendations; however, if fewer than five appointed members are present, the senior associate dean for academic affairs may vote. A member leaves the room when a vote is taken on a recommendation pertaining to the member’s own academic department, or if the member served on the search or review committee from which a recommendation is being voted on.

- **Subcommittees:** SCARP normally acts as a committee of the whole, but may choose to designate a subcommittee to examine more carefully a particular case of appointment, reappointment, or promotion in which there are questions about the procedures followed, or to draft or review proposed procedures.

Because it is essential that all information provided to and discussed by SCARP remain confidential, SCARP members are required to read and sign the document “Role of Committee Members and Guidelines for Confidentiality” (see Appendix I) at the first meeting of each academic year.
Types of Appointment and Related Criteria

The categories of faculty appointment at HSPH, and the corresponding ranks, are as follows:

1. **Primary faculty, tenured and tenure ladder**
   Professor
   Associate Professor
   Assistant Professor

2. **Primary faculty, non-tenure ladder**
   Professor Emeritus
   Research Professor
   Professor of the Practice
   Senior Lecturer
   Lecturer
   Member of the Faculty

3. **Secondary faculty** (primary appointment in another Harvard faculty)
   Professor
   Associate Professor
   Assistant Professor

4. **Adjunct faculty** (primary appointment outside of Harvard)
   Professor
   Associate Professor
   Assistant Professor
   Senior Lecturer
   Lecturer

5. **Visiting faculty**
   Professor
   Associate Professor
   Assistant Professor
   Lecturer

All appointments except those as professor with tenure are made for limited periods of time, or terms.

All faculty members are appointed in one of the school’s academic departments. A faculty member who is making significant contributions to two departments may be appointed in both departments, with the agreement of the deans, the two department chairs, and the faculty member. In this case, one department is designated as the primary affiliation and is responsible, as appropriate and relevant, for the appointment, career development, salary, benefits, and any other financial and space arrangements agreed to at the time of appointment or subsequently.
I. **Primary faculty**

Primary faculty are those whose chief affiliation is with HSPH and for whom HSPH holds responsibility for their appointment and career development. Most primary faculty members are employees of Harvard University, in which case HSPH is also responsible for salary, benefits, and any other financial and space arrangements agreed to at the time of appointment or subsequently. In some cases, a faculty member may be an employee of a Harvard teaching hospital, in which case the financial responsibility is held by the employing institution.

Occasionally, a faculty member with a significant commitment to HSPH and another Harvard school may hold simultaneous primary appointments (known as a “joint” appointment) at both schools. A joint appointment may be made following a search in which both schools have participated. While the two schools normally share responsibility for the financial aspects of the appointment, other arrangements may be negotiated on a case-by-case basis. While joint appointments are usually made only at the professorial rank, in the unusual case that the appointment is at the rank of assistant or associate professor, the two schools must agree on how responsibility for the individual’s career development will be shared. It is more common for a faculty member whose primary appointment is in another Harvard school and who makes a significant continuing contribution to the academic programs of HSPH to be given a secondary appointment at HSPH (see below).

The titles of primary faculty may reflect the name of the individual’s academic department or a specific disciplinary focus. All primary faculty have the privilege of voting in faculty meetings.

A. **Primary faculty (tenured and tenure ladder)**

Assistant and associate professor are described at HSPH as “tenure ladder” appointments, to convey the fact that tenure is awarded only at the rank of full professor. While the combined total of term appointments as assistant and associate professor ordinarily does not exceed eleven years, ladder extensions are granted in certain circumstances. (See Appendix II for more information about the eleven-year rule and about advancement on the tenure ladder; see page 22 and Appendix VIII for information about extension of the tenure clock.) Ordinarily, tenured and tenure-ladder appointments are expected to be fulltime.
**Professor**

(Revisions were voted by the faculty on January 21, 2010)

Appointments at the rank of professor (unmodified) are made with tenure, i.e., are without limit of time. Criteria considered in evaluating a candidate’s qualifications for a tenured professorship include the following:

- Originality, independence, and excellence in science and scholarship
- National and international recognition as a scholar whose research has had a significant impact on his/her field
- In collaborative research, evidence of intellectual leadership and identifiable individual contributions to science and scholarship
- National or international leadership within the candidate’s field
- Promise of future productivity and innovation
- Contributions to classroom teaching, research training and mentorship, and/or leadership of educational programs
- Impact of translational activities that foster improvements in public health

**Associate professor**

An appointment as associate professor ordinarily carries a term of five years. However, in certain circumstances, for example if a five-year term would extend the individual’s time on the tenure ladder beyond eleven years, the appointment may be granted for a shorter term. Criteria considered in evaluating a candidate’s qualifications for appointment as an associate professor include the following:

- Nationally recognized as an independent investigator whose research has contributed to his/her field
- Continuing publication in refereed journals of original research that is in the forefront of the field; should be first (or senior) author or contributor of major ideas and innovations, with identifiable independence from senior scientific mentors
- Participation in mutually reinforcing collaborations with colleagues
- Excellent performance in classroom and individual instruction, and/or leadership in educational program development
- Membership and active involvement in professional societies
**Assistant professor**

An initial appointment as assistant professor carries a term of three years. Appointments at this rank are ordinarily renewed only once, for a second three-year term. The total number of years at this rank may not exceed eight. Criteria considered in evaluating a candidate’s qualifications for appointment as an assistant professor include the following:

- Evidence of a high level of scientific competence in a specialty area and promise for important contributions
- Major contributor to refereed publications or other evidence of potential for scholarship
- Evidence of a high level of competence in oral communication and a demonstrated interest in teaching

**B. Primary faculty (non-tenure ladder)**

HSPH also appoints primary faculty whose positions are not on the tenure ladder and who are not subject to the eleven-year rule. Normally, appointments of non-ladder primary faculty are renewable as long as the need for the appointment exists and the expectations for performance are met.

Some current faculty members hold term professorships made under previous criteria that are at variance with criteria presented in this document. The continuation of their current rank and title has been approved by the provost as long as these individuals are approved for reappointment. Because the criteria by which they were originally appointed are no longer in use, reappointment decisions are made on a case-by-case basis.

**Research professor**

Individuals who qualify for the title of “research professor” are those who meet the requirements for emeritus status and would like to relinquish tenure but wish to remain involved in faculty activities. Research professors are appointed for one-year terms and may serve in this position for a maximum of five years. Individuals who request this title in lieu of the regular title of Professor Emerita or Emeritus are required to obtain approval each year from their department chair. Approval may be granted only to those who submit formal written requests stating their planned research activities for the coming year.

The terms of the research professorships require that an active program of research in retirement be underway. If an individual accepts another full time academic appointment after retirement from Harvard, the appropriate title will be professor, emeritus or emerita.
**Professor of the practice**

An appointment as professor of the practice may be proposed for an individual recognized for his/her prominence and effectiveness as a leader in public health practice, defined for this purpose as the design, implementation, and evaluation of policies and programs to deliver services aimed at improving the health of defined populations, generally at the state, national, or international level. Practice appointments are most likely to arise when the school identifies an individual with the ability and experience needed to play a significant role in the academic and practice community at HSPH; for example, when a senior official leaves a government post during a transition of administration.

The faculty title normally takes the form of “professor of the practice of public health.” Appointments are ordinarily five years in duration and can be renewed indefinitely. A professor of the practice is generally expected to have a fulltime commitment to the school, though individuals with a time commitment of at least fifty percent may be considered for this rank. In exceptional circumstances, the school may seek to create a practice position at a lower rank.

While the school also wishes to increase the number of faculty members whose practice-related efforts evolve as an integral part of their research interests and teaching responsibilities, applied research or community-based activities conducted as a member of the faculty at this or another academic institution would rarely, if ever, be sufficient to qualify such an individual for a practice faculty position.

**Senior lecturer and Lecturer**

*(Originally voted by the faculty on January 19, 2006, the following clarification was discussed and endorsed by SCARP on October 18, 2012.)*

Appointments as lecturer and senior lecturer are intended to provide greater flexibility with respect to individuals’ background and activities than do appointments on the tenure ladder. In terms of background, candidates may fall anywhere along a spectrum of professional to academic. Collectively, their contributions to the school also lie on a spectrum, from predominantly teaching to predominantly conducting research. Consequently, it is not possible to define an absolute set of criteria that would apply to these appointments across the board. Instead, the department, in proposing individuals for these ranks, should begin its recommendation with a statement of the need that this candidate would fill, and SCARP, in reviewing these recommendations, should consider the qualifications of the candidate in relation to that need.
a. **Senior lecturer**

An appointment as senior lecturer carries a five-year term and may be renewed indefinitely. An appointment as senior lecturer may be appropriate in the following circumstances:

- Senior lecturer may be the first faculty appointment at HSPH for an individual who, in the course of a search or review for appointment, is found to be qualified for faculty appointment but whose circumstances, while meeting a particular need of the department, are inappropriate for a position on the tenure ladder. Such individuals generally bring special experience or skill to the faculty. (It is also possible that the individual may be qualified for a position on the tenure ladder but that such a position is not available at the time of appointment.)

- A lecturer who has demonstrated leadership in either education or research may be recommended for promotion to senior lecturer.

- An appointment as senior lecturer may be recommended for an associate professor at HSPH who leaves the tenure ladder; i.e., s/he will not be promoted to tenure, but there are compelling reasons to retain him/her on the faculty. For purposes of equity and consistency, senior lecturer is the only faculty rank that should be used for individuals who leave the tenure ladder as associate professors.

b. **Lecturer**

An appointment as lecturer carries a three-year term and may be renewed indefinitely. An appointment as lecturer may be appropriate in the following circumstances:

- Lecturer may be the first faculty appointment at HSPH for an individual who, in the course of a search or review for appointment, is found to be qualified for faculty appointment but whose circumstances, while meeting a particular need of the department, are inappropriate for a position on the tenure ladder. Such individuals generally bring special experience or skill to the faculty. (It is also possible that the individual may be qualified for a position on the tenure ladder but that such a position is not available at the time of appointment.)

- An appointment as lecturer may be recommended for an assistant professor at HSPH who leaves the tenure ladder but there are compelling reasons to retain him/her on the faculty. This option will be exercised rarely, if ever.

**Member of the faculty**

This title is reserved for an individual who does not hold another faculty rank and who holds a senior administrative position at HSPH. The appointment is coterminous with the individual’s administrative position. No review is conducted.
II. Secondary faculty

A secondary appointment may be proposed for a member of another Harvard faculty who is expected to make or who continues to make a significant contribution to HSPH’s academic activities. Contributions are ordinarily expected to constitute a minimum of 5% fulltime equivalent (FTE); examples of activities that meet this requirement include serving as the primary instructor of a course, as a student’s primary dissertation advisor, or as mentor to a postdoctoral fellow. (See Appendix III for additional appointment criteria, appointment procedure, and the form used to nominate secondary faculty.) Occasionally, the appointment or reappointment of a highly distinguished individual whose contributions are less tangible may be considered.

While research collaborations are not sufficient grounds to grant a secondary appointment, it is a school requirement that an individual who serves as principal investigator on a grant funded through the school hold an HSPH appointment. In such cases, a secondary appointment may be granted administratively (i.e., without SCARP review).

The titles of secondary faculty take the form of, for example, “professor in the Department of Epidemiology.” HSPH ordinarily honors the individual’s rank (assistant, associate, or full professor) held in his/her primary faculty, usually Harvard Medical School. Appointment and reappointment of such an individual are ordinarily made for terms that are coterminous with his/her primary appointment, but no single term may be longer than five years. Secondary faculty have the privilege of voting in school wide faculty meetings.

III. Adjunct faculty

An adjunct appointment may be proposed for an individual whose primary affiliation is not at Harvard University and who is expected to make or who continues to make a significant contribution to HSPH’s academic activities. Contributions are ordinarily expected to constitute a minimum of 5% FTE; examples of activities that meet this requirement include serving as the primary instructor of a course, as a student’s primary dissertation advisor, or as mentor to a postdoctoral fellow. (See Appendix IV for additional appointment criteria, appointment procedure, and the form used to nominate adjunct faculty.) Occasionally, the appointment or reappointment of a highly distinguished individual whose contributions are less tangible may be considered. Contributions to HSPH academic activities that do not constitute 5% effort may also be recognized with a non-faculty annual appointment such as instructor or visiting scientist.

While research collaborations are not sufficient grounds to grant an adjunct appointment, it is a school requirement that an individual who serves as principal investigator on a grant funded through the school hold an HSPH appointment. In such cases, an adjunct appointment may be granted administratively (i.e., without SCARP review).

While HSPH ordinarily honors the individual’s rank (assistant, associate, or full professor) held in his/her current or former home institution, consideration may also be given to whether the
nominee would be a finalist ("short-listed") in a search at the proposed rank. Persons who have not held an academic rank will ordinarily be appointed at the rank of lecturer. In each case, the title at HSPH is preceded by the modifier “adjunct.” Terms are ordinarily five years (for adjunct professor, associate professor, and senior lecturer) or three years (for adjunct assistant professor and lecturer) and may be renewed indefinitely. Adjunct faculty do not have the privilege of voting in school-wide faculty meetings.

IV. Visiting faculty

A visiting appointment may be proposed for an individual with academic rank in another university or who holds a relevant professional position who will be present at HSPH for a designated period of time, for example while on leave from his/her home institution. Visiting faculty are expected to participate in academic activities to an extent commensurate with their qualifications and length of appointment.

While HSPH ordinarily honors the individual’s rank (assistant, associate, or full professor) held in his/her current or former home institution, consideration may also be given to whether the nominee would be a finalist ("short-listed") in a search at the proposed rank. Persons who have not held an academic rank will ordinarily be appointed at the rank of lecturer. In each case, the title at HSPH is preceded by the modifier “visiting.” Ordinarily, the appointment is for a period of up to one year with renewal for an additional year. Visiting faculty do not have the privilege of voting in schoolwide faculty meetings.
I. **Circumstances in which a search may be conducted**

The decision to launch a search normally begins with the identification of a particular need within a department, ideally within the context of the department’s and the school’s strategic plan. It can also begin with the identification of an individual by the department chair or the dean whose potential appointment represents an opportunity for the department or school.

Searches are conducted for tenured professorships, except when a promotion review is authorized for an associate professor. A search for a tenured professor is normally conducted as an open search (i.e., one that is advertised and in which a candidate pool is actively sought), though in special circumstances a targeted search may be authorized. Open searches are always conducted for initial appointment to the faculty as assistant or associate professor, even when there is an identified internal or external candidate.

Normally, the procedures for review (see the next section, “Procedures for Faculty Reviews”) are used to fill the positions of professor of the practice and lecturer/senior lecturer. However, if a need for such an individual has been identified but an individual to meet that need has not, a search may be conducted.

II. **Requesting a search**

A proposal to launch a search ordinarily originates with the department chair, though in unusual circumstances the proposal may be initiated by the dean. In either case, the first step is for the dean, the dean for academic affairs, and the department chair to discuss the possibility of launching a search. The department chair is expected to consult with all primary members of the department at ranks equivalent to or higher than that of the proposed appointment (i.e., for a tenured appointment: tenured professors only; for an associate professorial appointment: associate professors, senior lecturers, term professors, and tenured professors; for an assistant professorial appointment: assistant and associate professors, lecturers and senior lecturers, term professors, and tenured professors) and to document the views of these faculty members with respect to whether the search should proceed.

The department chair addresses a formal, written request to the dean, including information about the research and programmatic focus of the position, the rationale for a hire in this area vis-à-vis the department’s faculty development plan, complete financial information, and disclosure of any identified internal or external candidate. Detailed instructions for preparing this request should be requested from the Office of Faculty Affairs.
III. Procedures for an open search

Committee Membership

The deans and department chair agree on the list of individuals who may be asked to serve on the committee, and the assistant dean for faculty affairs recruits the members to serve. Ordinarily, only tenured professors may serve on search committees.

Committee Confidentiality

Members of the committee are apprised of the school’s policy with respect to the confidential nature of searches and are asked to sign a confidentiality agreement (see Appendix V).

Search Outreach

In an effort to develop a strong applicant pool, the committee conducts broad outreach, as follows; these steps may begin before or after the committee’s initial meeting:

- The position is widely advertised in print and electronic media, with all advertisements including a statement that the school is particularly interested in applications from women and minority candidates.
- The committee identifies an extensive list of individuals, institutions, and organizations to which it communicates, requesting the nomination of candidates for the position; members are expected to follow up individually with selected recipients and, normally, with all nominees.
- The committee contacts individuals who should be invited to apply, including any identified internal or external candidate. Members are expected to follow up with individuals who have been invited to apply. (See Appendix VI for procedures related to identified internal or external candidates.)

The Short List

The committee meets to discuss applicants and to prepare a list of candidates who are considered seriously competitive (the short list). In searches for non-tenured positions, letters of recommendation are solicited either before or after preparing the short list.

Candidate Visit(s)

Candidate visits are scheduled. Visits include a recorded seminar and interviews with members of the committee, with other members of the department and other relevant faculty and, for tenured positions, normally with the dean for academic affairs and/or the senior associate dean for academic affairs.
Comparison Letter Process

In searches for tenured professorships, the committee proposes a list of experts who will be asked to write comparison letters and a list of peers with whom the short-listed candidate(s) will be compared. These lists are reviewed by the academic dean before the letters are sent. The opportunity to comment on the candidates’ qualifications is also extended to tenured faculty in the department in which the search is being conducted.

Committee Recommendation

After meeting to formulate its recommendation, the committee reports its conclusions to the senior associate dean and the department chair; the academic dean may wish to meet with the search committee chair to discuss the recommendation. The committee is expected to recommend all candidates determined to be qualified for the position, and to rank them in the order in which the committee recommends that they be considered for appointment.

Search Report and SCARP Review

If the dean is in agreement, the search committee completes its report, which is submitted to SCARP for review and a vote. While SCARP may not alter a search report, it may offer suggestions to the deans concerning either the committee’s recommendation or contents of the report, which the deans may subsequently convey to the department chair.

Provost’s Appointments Review Committee (PARC) or Ad Hoc Committee Review

Following SCARP review, the dean may submit the recommendation for university-level approval. Recommendations for appointment to tenured positions are forwarded to members of an ad hoc committee of experts chaired by the provost; recommendations for appointment to tenure-ladder positions are forwarded to the senior vice provost for faculty development and diversity for final approval.

Communication with the Candidate

The deans and department chair are responsible for the recruitment. The search committee does not communicate with candidates who are recommended. The appointment letter is sent to nominees only after the final approval of the appointment has been given.
IV. Procedures for a targeted search

(A previous version was voted by the faculty on October 26, 2006.)

Ordinarily, professorial positions are filled by an open search that is widely advertised and in which vigorous efforts are made to generate an appropriate pool of candidates. However, on occasion, the school may decide to pursue a targeted (rather than open) search for a tenured professor. To conduct a targeted search, approval from the senior vice provost for faculty development and diversity is required. The procedures for a targeted search may be used only when all of the following conditions are met:

- There is a clear definition of the position to be filled, and the position definition is aligned with the programmatic needs of a department or of the school as a whole.

- An individual external to the school has been identified for this position who, because of his/her record of nationally/internationally recognized scholarship, distinguished teaching, and significant service, has outstanding qualifications for the position.

- The primary, tenured faculty of the academic department in question have met in person for an official discussion of the proposal to conduct a targeted search. The views of any faculty members not present must be sought and documented. The dean for academic affairs or the senior associate dean for academic affairs must attend this meeting. The purpose of the meeting is to provide guidance to the department chair about whether to recommend launching a targeted search.

- The dean, the dean for academic affairs, and the senior associate provost for faculty development and diversity concur with this proposal.

The procedures for requesting and conducting a targeted tenure search are as follows:

A. Targeted Search Proposal

The department prepares a proposal that addresses the first three conditions listed above, including documentation of the official deliberation of the department’s primary, tenured faculty.

B. Means of Conducting the Search

The department chair discusses the proposal with the dean and dean for academic affairs. If the dean agrees to conduct a targeted search, the deans and the department chair will consider how best to carry it out given the specific circumstances of the case. In some situations, the dean may instead authorize an open search in which the individual may compete.
C. **Committee Membership**

The academic dean approves the final list of committee members, and the assistant dean for faculty affairs solicits their participation. A targeted search committee is normally composed of four or five members knowledgeable about the field in question. Targeted search committees are staffed by the Office of Faculty Affairs.

D. **Committee Meetings and Review**

The targeted search committee convenes in one or more sessions to discuss the position to be filled and the candidate’s qualifications for appointment to a tenured professorship. The candidate may be invited to make a presentation and/or to interview with the committee and others. Comparison letters are solicited from experts in the field; the list of recipients and of peers must be approved by the academic dean before the letters are sent. The opportunity to comment on the candidate’s qualifications is also extended to tenured faculty in the candidate’s department.

E. **Committee Recommendation, Dean, SCARP and Ad Hoc Review Committee approval**

If the committee concludes that the appointment should go forward, the committee sends its recommendation, report, and supporting documentation to the dean. The report must document the committee's process of deliberation and must specifically and thoroughly address the candidate’s qualifications. If the dean is in agreement, the materials are forwarded to SCARP, whose members must be satisfied that appropriate procedures have been followed. Following SCARP review, the dean may forward these materials to members of an ad hoc committee of experts chaired by the provost.

*Note: The Office of Faculty Affairs will monitor the invocation of this procedure over time to ensure that women and minorities are not disadvantaged by its use.*
Procedures for Faculty Reviews

I. Circumstances in which a review may be conducted

Review procedures are normally used in the following circumstances:

- Appointment of faculty not on the tenure ladder (i.e., professors of the practice, lecturers and senior lecturers, and secondary, adjunct, and visiting faculty)
- Promotion of primary faculty from assistant to associate professor and from lecturer to senior lecturer
- Promotion of an associate professor to a tenured professorship
- Reappointment of faculty within rank
- Change of status from assistant professor to lecturer and from associate professor to senior lecturer

II. Appointment of faculty not on the tenure ladder

A. Professor of the practice

Proposal

A proposal to appoint a specific individual as professor of the practice may be initiated by the dean or a department chair. Regardless of where the proposal originates, the dean, the dean for academic affairs, and the chair of the academic department in which the appointment will be based should discuss the proposal, and the department chair is expected to convene a meeting of the senior members (i.e., tenured and term professors) in his or her department, documenting the views of these faculty members with respect to whether the review should proceed. (If the need for a professor of the practice has been identified, but not a specific individual, the procedures for a search will normally be used.)

Written Request

Unless the proposal originated with the dean, the department chair addresses a formal, written request to the dean for academic affairs providing details about financial aspects of the position; a position description; and a letter addressing the following:

- Identification of the nominee and a description of his/her qualifications and accomplishments (the curriculum vitae should be enclosed).
- The projected role of the nominee at the school and the relationship of the position to the mission and goals of the department and school.
- Suggestions for review committee membership, with explanation of the contribution of each proposed member, if not apparent. Committee membership is approved by the dean for academic affairs. Detailed instructions for preparing this request should be requested from the Office of Faculty Affairs.
Committee Membership

The dean for academic affairs and department chair agree on the list of individuals who will be asked to serve on the committee, and the assistant dean for faculty affairs solicits their participation.

Committee Responsibilities

The committee considers the nominee’s qualifications, solicits letters of evaluation from experts familiar with the nominee’s role and qualifications, and meets to formulate its recommendation.

Report Content and SCARP review

If the deans agree, the committee prepares a report, which is submitted to SCARP for review and a vote. This report should describe the projected role of the nominee at the school and the relationship of the position to the mission and goals of the department and school and should provide a detailed assessment of the nominee’s qualifications; appendices should include the nominee’s curriculum vitae and copies of the letters received from outside experts.

Submission to the Senior Vice Provost

Following SCARP review, the deans may submit the recommendation for appointment to the senior vice provost for faculty development and diversity for final approval.

B. Lecturer/senior lecturer

Circumstances Motivating the Appointment

To meet a particular need of an academic department, a department chair may nominate an individual who does not already hold an HSPH faculty appointment for appointment as a lecturer or senior lecturer. The department chair is expected to consult with all members of the department at ranks equivalent to or higher than that of the proposed appointment (i.e., for a senior lecturer appointment: senior lecturers, associate professors, term professors, and tenured professors; for a lecturer appointment: lecturers and senior lecturers, assistant and associate professors, term professors, and tenured professors) and to document the views of these faculty members with respect to whether the review should proceed. The department chair then discusses the proposal with the dean and the dean for academic affairs.
**Written Request**

Unless the proposal originated with the dean, the department chair addresses a formal, written request to the dean for academic affairs providing details about financial aspects of the position; a position description; and a letter addressing the following:

- Identification of the nominee and a description of his/her qualifications and accomplishments (the curriculum vitae should be enclosed).
- The projected role of the nominee at the school and the relationship of the position to the mission and goals of the department and school.
- Suggestions for review committee membership, with explanation of the contribution of each proposed member, if not apparent. Committee membership is approved by the dean for academic affairs. Detailed instructions for preparing this request should be requested from the Office of Faculty Affairs.

**Review Process**

A review is conducted by members of the academic department in which the position will be based. The review should include the solicitation of letters of evaluation from experts familiar with the nominee’s qualifications.

**Report Content and SCARP Review**

The department prepares a report, which is submitted to SCARP for review and a vote. This report should describe the projected role of the nominee at the school and the relationship of the position to the mission and goals of the department and school and should provide a detailed assessment of the nominee’s qualifications. Appendices should include the nominee’s curriculum vitae, copies of the letters received from outside experts, and, if the nominee has taught at HSPH or elsewhere, information about teaching, training, and mentoring activities, including copies of course evaluation reports.

**Recommendation and Approval Process**

Following SCARP review, the deans make a final determination on a recommendation of lecturer appointment. If the recommendation is at the senior lecturer rank, the deans may submit the recommendation for appointment to the senior vice provost for faculty development and diversity for final approval.

**C. Secondary and adjunct faculty**

**Circumstances Motivating the Appointment**

To recognize contributions to a department’s academic activities, a department chair may nominate an individual for a secondary or adjunct appointment (see “Types of Appointment and Related Criteria”). The department chair is expected to consult with all primary members
of the department at ranks equivalent to or higher than that of the proposed appointment (i.e.,
for a professorial appointment: tenured professors only; for an associate professorial
appointment: associate professors, senior lecturers, term professors, and tenured professors;
for an assistant professorial appointment: assistant and associate professors, lecturers and
senior lecturers, term professors, and tenured professors) and to document the views of these
faculty members with respect to whether the review should proceed.

**SCARP Nomination Form**

SCARP has created nomination forms to elicit specific information about the nominee’s
contributions to the department’s academic activities (see Appendices III and IV). The
appropriate form should be completed in detail by the department chair, signed by the chair
and the nominee, and forwarded with the nominee’s curriculum vitae to SCARP for review and
a vote.

**Final Recommendation**

Following SCARP review, the deans make a final determination on recommendations of
secondary and adjunct faculty appointment.

**D. Visiting faculty**

**Proposal**

A proposal to appoint an individual as a visiting faculty member may be initiated by the dean or
a department chair. Regardless of where the proposal originates, the dean for academic affairs,
and the chair of the academic department in which the appointment will be based should
discuss the proposal; any proposed financial commitment may also need to be discussed. The
department chair is expected to consult with all primary members of the department at ranks
equivalent to or higher than that of the proposed appointment (i.e., for a professorial
appointment: tenured professors only; for an associate professorial appointment: associate
professors, senior lecturers, term professors, and tenured professors; for an assistant
professorial appointment: assistant and associate professors, lecturers and senior lecturers,
term professors, and tenured professors) and to document the views of these faculty members
with respect to whether the proposal should proceed.

**Written Request and Final Determination**

The department chair writes to the deans detailing the nominee’s proposed role and
qualifications, enclosing the nominee’s curriculum vitae and an offer terms form if there will be
a financial commitment. The deans make a final determination on a recommendation of
visiting faculty appointment.
Promotion of Faculty

A. Promotion from assistant to associate professor

Timing of the Review

Except in cases when the decision has been made, communicated, and documented at the time of reappointment as assistant professor that the faculty member will not be considered for promotion, all assistant professors will be reviewed for promotion to associate professor, normally by the sixth year of appointment. Permission must be sought from the dean for academic affairs to review for promotion a faculty member who has been in the rank of assistant professor for less than five years. It is expected that the promotion review process will be completed within twelve months prior to the expiration of the individual’s current appointment.

Committee Membership and Letter Solicitation Process

The department chair appoints a committee of faculty members above the rank of the nominee (ordinarily tenured professors) to evaluate the candidate’s qualifications for promotion to associate professor. The review should include at least six letters of evaluation from individuals who can provide an independent assessment of the candidate’s qualifications. These letters should be solicited from leaders in the assistant professor’s field who are in a position to render an informed, objective evaluation and who have no conflict of interest with respect to the candidate; for example, they may not be collaborators or mentors, and may not hold an HSPH faculty appointment. In addition to the six or more independent letters of evaluation, more focused letters may be requested from individuals who have a particular relationship with the candidate that enables those persons to provide a specific piece of information or perspective about the candidate’s work that is both enlightening and which cannot be easily obtained from other sources. Detailed instructions for soliciting evaluation letters should be requested from the Office of Faculty Affairs. The committee prepares a written report documenting its conclusions and recommendation.

Candidate Evaluation and Recommendation to Department Chair

The associate professors, senior lecturers, term professors, and tenured professors with primary appointments in the department are provided with the report, the candidate’s curriculum vitae, the outside letters, and selected publications of the candidate, then meet in person for an official discussion of the candidate’s qualifications. The department chair is free to include in this meeting associate and tenured professors with secondary appointments in the department according to the interests and expertise of individual secondary faculty, but is not obligated to do so. The views of any associate professors, senior lecturers, term professors, and tenured professors not present must be sought, documented, and shared at the meeting. The purpose of this meeting is to provide guidance to the department chair about whether to recommend promotion.
The department chair communicates the outcome of the meeting, including any negative views expressed by members of the department, to the deans.

**Report Contents**

The department prepares a report, which is submitted to SCARP for review and a vote; the report includes the following components:

- A detailed assessment of the faculty member’s qualifications vis-à-vis the criteria for appointment at the rank of associate professor, commenting on the faculty member’s activities in the areas of research, teaching, training and mentoring, and service. Insofar as possible, this evaluation should explicitly describe the importance of the faculty member’s research and publication record, with influential papers specifically noted.

- An assessment of the faculty member’s potential for future contributions to the department, the school, and the discipline, with an explicit assessment of the faculty member’s prospects for tenure at the school. This section of the report should include a description of the process by which the faculty member has been, and will continue to be, mentored.

- A summary of the suitability for promotion of any women or minority group members in the department currently at the same rank.

- Appendices should include the nominee’s curriculum vitae, academic report, copies of the letters received from outside experts, and information about teaching, training, and mentoring activities, including copies of course evaluation reports, and selected publications.

**Submission to the Senior Vice Provost**

Following SCARP review, the deans may submit the recommendation for promotion to the senior vice provost for faculty development and diversity for approval.

**Note:** *In the event of a negative decision regarding promotion, an assistant professor may be 1) reappointed in rank (as long as the total number of years at that rank does not exceed eight); 2) may, in unusual circumstances, be reviewed for transition to an appointment as lecturer; or 3) may be given notice that his or her appointment will be terminated at the end of the current term (if time remaining in the term is less than twelve months, the appointment is normally extended to provide a minimum of twelve months’ notice of termination).*
B. Promotion from lecturer to senior lecturer

Circumstances Motivating the Promotion and Initial Steps

A lecturer who has demonstrated leadership in either research or education may be recommended for promotion to senior lecturer. The department chair is expected to consult with all primary members of the department at ranks equivalent to or higher than that of the proposed appointment (i.e., senior lecturers, associate professors, term professors, and tenured professors) and to document the views of these faculty members with respect to whether the promotion review should proceed. The department chair then discusses the proposal with the dean for academic affairs and the senior associate dean for academic affairs.

Review Process

With the approval of the deans, a promotion review is conducted by members of the faculty member’s academic department. The review should include the solicitation of at least six letters of evaluation from individuals who can provide an independent assessment of the candidate’s qualifications. In addition, evaluations from experts familiar with the nominee’s qualifications may be solicited.

Report Content and SCARP Submission

The department prepares a report, which is submitted to SCARP for review and a vote; the report includes the following components:

- A detailed assessment of the faculty member’s qualifications, commenting on the faculty member’s activities in the areas of research, teaching, training and mentoring, and service. Insofar as possible, this evaluation should explicitly describe the importance of the faculty member’s research and publication record, with influential papers specifically noted.
- An assessment of the faculty member’s potential for future contributions to the department, the school, and the discipline.
- A summary of the suitability for promotion of any women or minority group members in the department currently at the same rank.
- Appendices should include the nominee’s curriculum vitae, academic report, copies of the letters received from outside experts, and information about teaching, training, and mentoring activities, including copies of course evaluation reports.

Submission to Senior Vice Provost

Following SCARP review, the deans may submit the recommendation for promotion to the senior vice provost for final approval.

Note: A lecturer who is denied promotion to senior lecturer may continue to be reappointed as a lecturer as long as the need for the appointment exists and the expectations for performance at that rank are met.
C. **Promotion from associate professor to professor with tenure**

Appendix II, “Review for promotion to a tenured professorship at HSPH,” includes a detailed description of the events leading up to the decision to conduct a review for promotion to professor with tenure, as well as procedures for the conduct of such a review.

D. **Promotion of secondary and adjunct faculty**

When an individual holding a secondary or adjunct faculty appointment at HSPH is promoted at his/her home school or institution, the individual’s rank at HSPH can be changed administratively (i.e., without SCARP review) in order to synchronize the individual’s faculty titles. This does not extend the end date of the current term.
A. Reappointment of primary faculty

Departmental Consultation

The department chair is expected to consult with all primary members of the department at ranks higher than that of the proposed appointment (i.e., for reappointment as associate professor or senior lecturer: term professors and tenured professors; for reappointment as assistant professor or lecturer: associate professors, senior lecturers, term professors, and tenured professors) and to document the views of these faculty members with respect to whether the reappointment should proceed. This consultation is normally expected to take place sufficiently in advance of the expiration of the individual’s current appointment to permit the review to be completed at least twelve months prior to the expiration of the current appointment.

Review

A reappointment review is conducted by members of the faculty member’s academic department.

Report Content and SCARP Submission

The department prepares a report, which is submitted to SCARP for review and a vote; the report includes the following components:

- A detailed assessment of the faculty member’s qualifications vis-à-vis the criteria for appointment at the current rank, a summary of the faculty member’s achievements over the course of the current term of appointment, and a discussion of the faculty member’s activities in the areas of research, teaching, training and mentoring, and service. Insofar as possible, this evaluation should explicitly describe the importance of the faculty member’s research and publication record, with influential papers specifically noted.
- An assessment of the faculty member’s potential for future contributions to the department, the school, and the discipline. This section of the report should include a description of the process by which the faculty member has been, and will continue to be, mentored.
- Appendices should include the nominee’s curriculum vitae, academic report, and information about teaching, training, and mentoring activities, including copies of course evaluation reports.

Deans and Senior Vice Provost Approval

Following SCARP review, the deans have the final approving authority for recommendations for reappointment of assistant professors and lecturers. In the case of senior lecturers, professors
of the practice or other term professors, the reappointment must first be approved by the senior vice provost for faculty development and diversity.

**Note:** In the event of a negative decision regarding reappointment in rank, the faculty member would normally be given notice that his or her appointment will be terminated at the end of the current term (if time remaining in the term is less than twelve months, the appointment is normally extended to provide a minimum of twelve months’ notice of termination).

B. **Reappointment of secondary and adjunct faculty**

Reappointment of secondary and adjunct faculty follows the same procedures as for their initial appointment (see Section II, letter C., above).

C. **Reappointment of visiting faculty**

Visiting faculty are ordinarily appointed for one year with the option of a one-year renewal. At the request of the department chair and with the approval of the deans, the reappointment may be implemented administratively (i.e., without SCARP review).

D. **Reappointment of professor of the practice**

Reappointment of professors of the practice follows the same procedures as for their initial appointment (see Section II, letter A., above).
A. **Reappointment with a change of status from assistant/associate professor to lecturer/senior lecturer**

As described in the section “Types of Appointment and Related Criteria,” an appointment as lecturer or senior lecturer may occasionally be recommended for a faculty member who is leaving the tenure ladder at the rank of assistant professor or associate professor, respectively.

**Departmental Initiation**

The department chair is expected to consult with all primary members of the department at ranks higher than that of the proposed appointment (i.e., for a change of status to lecturer: senior lecturers, associate professors, term professors, and tenured professors; for a change of status to senior lecturer: term professors and tenured professors) and to document the views of these faculty members with respect to whether the reappointment should proceed. This consultation is normally expected to take place sufficiently in advance of the expiration of the individual’s current appointment to permit the review to be completed at least twelve months prior to the expiration of the current appointment.

**Departmental Review**

A review for reappointment with a change of status is conducted by members of the faculty member’s academic department.

**Report and SCARP Submission**

The department prepares a report, which is submitted to SCARP for review and a vote; the report includes the following components:

- A detailed assessment of the faculty member’s qualifications vis-à-vis the criteria for appointment at the current rank, a summary of the faculty member’s achievements over the course of the current term of appointment, and a discussion of the faculty member’s activities in the areas of research, teaching, training and mentoring, and service. Insofar as possible, this evaluation should explicitly describe the importance of the faculty member’s research and publication record, with influential papers specifically noted.
- An explanation of the reasons why the faculty member will not continue to advance on the tenure ladder and a description of the process by which the faculty member has been mentored.
- An assessment of the faculty member’s potential for future contributions to the department, the school, and the discipline. The case for retaining the individual as a member of the faculty must explicitly be made.
• Appendices should include the nominee’s curriculum vitae, academic report, and information about teaching, training, and mentoring activities, including copies of course evaluation reports.

**Submission to Senior Vice Provost**

Following SCARP review, the deans have the final approving authority in recommendations of reappointment of assistant professors with a change of status to lecturer. Recommendations of reappointment of associate professor with a change of status to senior lecturer are sent to the senior vice provost for faculty development and diversity for final approval.

**B. Reappointment with a change of status from primary to secondary or adjunct**

A change of status from primary to secondary or adjunct faculty at the same rank may be made administratively (i.e., without SCARP review) to permit a period of transition in cases where an HSPH appointment is required for service, such as a continuing student’s primary dissertation advisor or as the principal investigator on a grant through HSPH. The term of such an appointment will ordinarily be no more than two years; upon expiration of this transitional term, reappointment materials must be submitted to SCARP in the usual way.

**C. Reappointment with a change of status from secondary or adjunct to primary**

Transition from secondary or adjunct to primary faculty follows the school’s standard procedures for a search or review for primary appointment, as appropriate to the position. In the case of an individual who held a primary appointment at HSPH before assuming secondary or adjunct status, review procedures may be followed.
Leaves of Absence and Tenure Ladder Extensions

The total duration as assistant or associate professor combined normally will not exceed eleven years. In the event, however, that a faculty member takes a parental leave of absence or a leave for reasons of disability or illness (their own or that of a family member) during the period of assistant or associate professorship, the eleven years permitted may be extended, not to exceed two years. Leaves taken for professional purposes are included in the eleven years. Two specific policies, “paid parental leave” and “tenure clock extension to meet child care needs” may be found in Appendices VII and VIII.
Appendix I: Standing Committee on Appointments, Reappointments, and Promotions:
Role of Committee Members and Guidelines for Confidentiality

No committee of the Harvard School of Public Health bears a more weighty responsibility than the Standing Committee on Appointments, Reappointments, and Promotions (SCARP). It is responsible for reviewing recommendations for faculty appointments, reappointments, and promotions in the Harvard School of Public Health; for advising the dean on the resolution of these recommendations; for ensuring that school policies leading to these recommendations have been adhered to; and for proposing new policies and procedures and revising existing ones as needed, subject to the approval of the full faculty. SCARP thus plays a significant role in making decisions about the careers of individual members of the HSPH faculty and about the broader academic community, in helping to shape the faculty over time, and ultimately, in determining the future course of the school.

SCARP members are selected because of their academic distinction and integrity. They are also selected to bring disciplinary, departmental, and administrative breadth to the committee. However, it is expected that their allegiance as members of SCARP will be to the school as a whole and that they will not view themselves as representatives of particular academic departments.

SCARP’s role requires not only wisdom and nonpartisanship, but also discretion: members review confidential information about their colleagues and must feel free to engage in serious and open deliberations about their colleagues’ future. It is essential that this information and all deliberations remain strictly confidential. We owe this to the individuals involved and to the school as a whole. SCARP members should not provide information about the agenda, discuss cases, respond to or make inquiries, or communicate decisions to anyone—the candidates, other faculty, or any other persons outside the committee—unless specifically asked to do so by the dean, the dean for academic affairs, the associate dean for faculty affairs, or the assistant director of faculty affairs. If asked about an agenda or about a particular case, the appropriate answer is “I am not at liberty to discuss the SCARP agenda.” In general, a member of the Office of Faculty Affairs will be responsible for conveying decisions or requests for additional information to the appropriate individuals after a meeting of SCARP.

The minutes of SCARP meetings, agenda memoranda, and supporting documentation are confidential and should not be shared with anyone outside the committee. These documents should be destroyed once SCARP has completed its discussion of a case and made its recommendations, or at the end of each academic year, as appropriate.

If the trust, credibility, and integrity of the review process are to be maintained, it is essential that these simple guidelines be adhered to and respected.

I have read this statement and agree to comply with the guidelines regarding confidentiality.

Signature: Date:

Please print name:
Appendix II: Review for promotion to a tenured professorship at the Harvard School of Public Health

| Notification to department chair about launching promotion review. | Except in cases when the decision has been made, communicated, and documented at the time of promotion to associate professor that the faculty member will not be considered for tenure, all associate professors will be reviewed for promotion to tenure, ordinarily in their eighth year on the tenure ladder.

  In the first month of the faculty member’s eighth year on the tenure ladder, the Office of Faculty Affairs (OFA) writes to the department chair to inform him/her that it is time to begin this review. If the faculty member has been granted a ladder extension, this letter will be sent at the outset of the ninth or tenth year, as appropriate. (If the faculty member is eligible for but has not yet been granted a ladder extension, s/he will be reminded that any extension must be requested before a promotion review has begun.)

  In the letter, the chair is informed that s/he should either (1) confirm with OFA that the review will proceed, or (2) if s/he wishes to defer the review for any reason, or if the associate professor wishes to decline the review, the chair should immediately discuss this possibility with the senior associate dean for academic affairs. If the review will be deferred, the chair informs the candidate in writing, with a copy to OFA for the candidate’s faculty file. |

| Meeting with department chair and candidate to review procedures. | If the review is to proceed, the assistant dean for faculty affairs meets with the department chair and the candidate to explain the process.

  *This meeting ordinarily takes place within one month of the date of the original notice to the department chair.* |

| Preparation and distribution of the candidate’s dossier. | The candidate prepares his/her dossier, comprising the candidate’s curriculum vitae; professional statement (the academic report), which provides details about past accomplishments and future directions with respect to research, teaching/advising (including course evaluations and documentation of teaching history), service, and translational activities; and selected papers. In the absence of the department chair’s instructions to the contrary, candidates are encouraged to prepare their dossier in accordance with OFA guidelines. These guidelines will have been provided to the candidate at an earlier stage of the tenure ladder and are provided again at the meeting described above.

  *The candidate is ordinarily expected to submit his/her dossier within one month after the meeting with the assistant dean and the department chair.*

  The dossier is distributed to the tenured members of the department. The department chair may invite tenured HSPH faculty with secondary appointments in the department to participate in the review process according to the interests and expertise of individual secondary faculty. |
| Presentation by candidate and subsequent meeting of tenured faculty. | The candidate makes a research presentation, which is open to the school community and which tenured members of the department are expected to attend. The department should arrange for this presentation to be videotaped, so that it will be available subsequently to members of the promotion review committee in the event that a full tenure review is pursued.

The tenured members of the department meet subsequently to discuss the case and to vote on whether the department chair should recommend moving forward with the promotion review. The discussion should encompass both the candidate’s qualifications and the department’s priorities and resources. The assistant dean for faculty affairs (or alternate) must be present at this meeting.

*This meeting is ordinarily expected to take place within three months after OFA’s initial communication to the department chair about the review.* |
| Consultation with the chair of the candidate’s secondary department. | If the candidate holds a secondary appointment in another HSPH department, the primary chair also consults with the secondary chair about his/her views with respect to moving forward with the promotion review. The subsequent role of the secondary chair in a promotion review will be determined on a case-by-case basis. |
| Department chair reports decision about moving forward with promotion review. | After consulting with his/her tenured faculty and with his/her fellow department chair (if the candidate holds a secondary appointment in another department), the department chair sends the candidate’s dossier (as described above), with a brief cover letter describing the departmental review process and indicating whether s/he wishes to proceed with a full promotion review, to the assistant dean for faculty affairs. (The materials should be provided both electronically and in one paper copy.) These materials will be reviewed by the dean for academic affairs and the senior associate dean for academic affairs, who must give their approval before a tenure review can be launched.

If the department chair chooses not to pursue the promotion review, or if the deans do not authorize a review, the chair informs the candidate in writing that s/he will not be considered further for tenure, with a copy to OFA for the candidate’s faculty file. |
| Launch of promotion review committee. | Upon the deans’ approval to move forward with a promotion review, OFA begins the process of identifying committee members, consulting with relevant faculty members to assemble master lists of potential letter writers and comparands/peers, and working with the candidate to finalize his/her dossier.

The committee is composed of three or, more commonly, four tenured Harvard professors; ideally, one member will come from a different HSPH department and another from a different Harvard school. While it is important to have members who understand the candidate’s field, mentors and close collaborators should not serve. It also may be useful to avoid using non-HSPH members who would be eligible to serve as letter writers or ad hoc members. *As soon as the committee members have all agreed to serve, OFA begins the process of scheduling the first meeting, which will be held on the first available and feasible date.* |
| First meeting of promotion review committee and solicitation of letters. | At its first meeting, the committee is briefed by the assistant dean for faculty affairs and, ordinarily, by the department chair. At this or a subsequent meeting, the committee interviews the candidate, which allows committee members to fill any gaps in their understanding of the candidate’s record or plans for future work.

The most important task of the promotion review committee is the solicitation of external comparative letters of evaluation, and at its first meeting the committee focuses primarily on selecting its proposed lists of letter writers and comparands/peers. The latter are ideally outstanding scholars deemed potentially suitable for a tenured full professorship at HSPH. Approximately 20 letters are requested, with the goal of obtaining at least 12 letters, and 5 comparands/peers are listed for comparison. The proposed lists are reviewed by the dean for academic affairs and then, with his approval, are sent to the senior vice provost for faculty development and diversity for final approval. Once the lists are approved, the chair of the promotion review committee solicits the comparison letters. Individuals who decline the request for a letter on the basis of a busy schedule are offered an interview with a member of the committee, ordinarily the chair, as an alternative.

Promotion review committees may also request several (not more than four) targeted letters from colleagues and/or collaborators of the candidate or others who can provide information about the candidate’s qualifications from a particular perspective.

The senior associate dean for academic affairs requests confidential letters from tenured members of the candidate’s department.

The department chair provides a letter explaining the departmental context for the review for promotion, including a report on the vote of the tenured faculty.

*Letter requests are ordinarily expected to go out no later than two weeks after the initial meeting of the committee.* |
| Final meeting of the committee and preparation of the report. | Once the external letter requests have been sent, the first possible date for the final meeting can be projected and the final meeting scheduled. Ordinarily, a draft of the report is circulated to committee members in advance of the final meeting. At its final meeting, the committee reviews the letters and the draft report.

*A minimum of eight weeks must be allowed between the date the comparison letter requests are sent and the final meeting; given that time frame, the final meeting will be held on the first available date.* |
| Approval process. | There are four stages of approval for promotion to tenure: a promotion must be approved by the department chair, by the deans, by SCARP, and by the president of the university, who receives guidance from the provost, who chairs the ad hoc committee. The progress of a promotion can be stopped at any of these stages.

1. The final report, with all letters (except confidential letters from members of the candidate’s department) and appendices, is provided to the department chair. These materials are for the sole use of the department chair and may not be shared with others. After reviewing them, the chair decides whether to recommend to the deans that the promotion be approved. |
2. If the decision is affirmative, the materials are provided to the dean, the dean for academic affairs, and the senior associate dean for academic affairs. The department chair meets with the three deans to present the case, and the deans subsequently decide whether the approval process should continue.

_This decision is ordinarily expected to be made within a month of the department chair’s having received the report._

3. If the deans’ decision is affirmative, the report is sent to SCARP.

4. At the same time, in preparation for the ad hoc meeting, the report is sent to the senior vice provost for faculty development and diversity with the school’s list of proposed ad hoc members. This list draws from the master list from which the names of letter writers were selected, with additional consultation with promotion review committee members and others; it must be approved by the dean for academic affairs before being sent to the provost’s office. Ad hoc membership comprises three members from outside the university and two from within Harvard but with no HSPH appointment. (If, on advice from SCARP, the deans decide not to proceed, the ad hoc meeting may be postponed or canceled.)

_Once the provost’s office has approved the list of proposed ad hoc members, a specific date for the ad hoc meeting is identified. Because of the difficulty in lining up prominent scholars on short notice, it is highly desirable to allow a minimum of three months between the approval of the list and the ad hoc date._

The ad hoc meeting is held, with the dean and, ordinarily, the dean for academic affairs and the senior vice provost in attendance as ex officio members. The school also provides several witnesses, including the department chair and the chair of the promotion review committee; other witnesses may be members of the committee with particular expertise in the candidate’s field or members of the department who can provide a different perspective on the case. Subsequently, the decision about the approval or denial of the promotion is conveyed to the deans.
Appendix III: Appointment and Reappointment of Secondary Faculty

A secondary appointment may be proposed for a member of another Harvard faculty who is expected to make or who continues to make a significant contribution to HSPH’s academic activities. Contributions are ordinarily expected to constitute a minimum of 5 percent FTE, and should be described in detail on the required form.

The titles of secondary faculty take the form of, for example, “Professor in the Department of Epidemiology.” HSPH ordinarily honors the rank (assistant, associate, or full professor) the individual holds in his/her primary faculty, usually Harvard Medical School. Appointment and reappointment of such an individual are ordinarily made for terms that are coterminous with his/her primary appointment; the term may not extend beyond that of the primary appointment, and no single term may be longer than five years. Secondary faculty have the privilege of voting in schoolwide faculty meetings.

The procedure for nominating an individual for a secondary appointment/reappointment is as follows:

1. The department chair consults with all primary members of the department at ranks equivalent to or higher than that of the proposed appointment (i.e., for a professorial appointment: tenured professors only; for an associate professorial appointment: associate professors, senior lecturers, term professors, and tenured professors; for an assistant professorial appointment: assistant and associate professors, lecturers and senior lecturers, term professors, and tenured professors) and documents their views about whether the review should proceed. Any demurrals are noted on the nomination form.

2. The department chair completes the required form, providing an explicit description of how the 5 percent commitment will be met during the proposed term (see below). If this is a reappointment, the chair also provides an explicit description of how the 5 percent commitment was met during the previous term. The form is signed by both the nominee and the department chair.

3. The form and a current curriculum vitae are forwarded to the Office of Faculty Affairs for submission to the Standing Committee on Appointments, Reappointments, and Promotions. If this is a new appointment, a letter from the head of the department where the nominee holds a primary affiliation must be enclosed, agreeing to the secondary appointment.

CRITERIA FOR SECONDARY APPOINTMENT

Activities that always meet the 5 percent criterion include the following:

- serving as a program or course developer, primary instructor, or co-instructor of an HSPH course, with at least 50 percent of responsibility for a 2.5-credit course or 25 percent responsibility for a 5-credit course (note: the provision of occasional lectures in someone else’s course does not meet the 5 percent criterion)

NB If the nominee’s 5 percent contribution will include classroom teaching, SCARP requires that the candidate submit teaching evaluations. In cases where the nominee has no teaching record (or no evaluations to supply) he or she should ordinarily be appointed first as instructor (or offered another role-appropriate annual appointment) for one year. Subsequently, if the appointee’s course evaluations meet CEP standards, the department can submit a recommendation of secondary or adjunct appointment.

- primary dissertation advisor to an HSPH student
- member of dissertation committee of three or more HSPH students
- mentor to an HSPH postdoctoral fellow
- supervisor of an HSPH student practicum
- principal investigator on a training grant that supports HSPH students

Activities that may meet the 5 percent criterion include:

- facilitation of exchange programs between HSPH doctoral students and students at another university
- ongoing assistance in placing HSPH students in practica, dissertation projects, or research experiences

Occasionally, the appointment or reappointment of an individual whose contributions are important to the department but do not meet the above, specific criteria may be considered. In such a case, a rationale for appointment should be provided. The number of appointments made under these criteria should ordinarily not exceed the larger of 3 per department or 10 percent of the primary faculty in the department. Such appointments are known as ABCD (for “appointment by chair’s discretion”).
Occasionally, the appointment or reappointment of a highly distinguished individual whose contributions are less tangible may be considered. In such a case, a detailed description of contributions that qualify as exceptions to the 5 percent time commitment should be provided.

While research collaborations are not sufficient grounds to grant a secondary appointment, it is a school requirement that an individual who serves as principal investigator on a grant funded through the school hold an HSPH appointment. In such cases, a secondary appointment may be granted administratively (i.e., without SCARP review).
Appendix III A: Nomination for Secondary Appointment or Reappointment

Name of nominee:  
HSPH department in which the appointment will be based:  

Harvard faculty where nominee holds his/her primary appointment:  
Nominee’s title in his/her primary faculty:  

Is this a new appointment as a secondary faculty member at HSPH?  
If yes, proposed HSPH title:  

Is this a reappointment?  
If yes, current HSPH title:  
Proposed title, if different:  
Current appointment dates:  

Dates of proposed secondary appointment/reappointment:  
End date of this appointment is coterminous with primary appointment end date:  

Department chair has consulted with faculty in the department as specified in the instructions:  
Did any faculty members demur?  
(If yes, attach explanation.)  

For appointments and reappointments, provide an explicit description of how the 5% commitment will be met during the proposed term. (Please refer to the criteria for appointment.)  

For reappointments, also provide an explicit description of how the 5% commitment was met during the previous term.  

You may also provide specific information about other ways in which the nominee’s appointment will significantly help to advance the school’s mission, keeping in mind that research collaboration is not grounds for appointment.  

We have discussed and agreed upon the expectations of this appointment as outlined above.  

Nominee's signature:  

Department chair’s signature:
Appendix IV: Appointment and Reappointment of Adjunct Faculty

An adjunct appointment may be proposed for an individual whose primary affiliation is not at Harvard University and who is expected to make or who continues to make a significant contribution to HSPH’s academic activities. Contributions are ordinarily expected to constitute a minimum of 5 percent FTE, and should be described in detail on the required form.

While HSPH ordinarily honors the rank (assistant, associate, or full professor) the individual holds at his/her current or former home institution, consideration may also be given to whether the nominee would be a finalist (“short-listed”) in a search at the proposed rank. Persons who have not held an academic rank will ordinarily be appointed at the rank of lecturer. In each case, the title at HSPH is preceded by the modifier “adjunct.” Terms are ordinarily five years (for adjunct professor, associate professor, and senior lecturer) or three years (for adjunct assistant professor and lecturer) and may be renewed indefinitely. Adjunct faculty do not have the privilege of voting in schoolwide faculty meetings.

The procedure for nominating an individual for an adjunct appointment/reappointment is as follows:

1. The department chair consults with all primary members of the department at ranks equivalent to or higher than that of the proposed appointment (i.e., for a professorial appointment: tenured professors only; for an associate professorial appointment: associate professors, senior lecturers, term professors, and tenured professors; for an assistant professorial appointment: assistant and associate professors, lecturers and senior lecturers, term professors, and tenured professors) and documents their views about whether the review should proceed. Any demurrals are noted on the nomination form.

2. The department chair completes the required form, providing an explicit description of how the 5 percent commitment will be met during the proposed term (see below). If this is a reappointment, the chair also provides an explicit description of how the 5 percent commitment was met during the previous term. The form is signed by both the nominee and the department chair.

3. The form and current curriculum vitae are forwarded to the Office of Faculty Affairs for submission to the Standing Committee on Appointments, Reappointments, and Promotions.

CRITERIA FOR ADJUNCT APPOINTMENT

Activities that always meet the 5 percent criterion include the following:

- serving as a program or course developer, primary instructor, or co-instructor of an HSPH course, with at least 50 percent of responsibility for a 2.5-credit course or 25 percent responsibility for a 5-credit course (note: the provision of occasional lectures in someone else’s course does not meet the 5 percent criterion)

*NB If the nominee’s 5 percent contribution will include classroom teaching, SCARP requires that the candidate submit teaching evaluations. In cases where the nominee has no teaching record (or no evaluations to supply) he or she should ordinarily be appointed first as instructor (or offered another role-appropriate annual appointment) for one year. Subsequently, if the appointee’s course evaluations meet CEP standards, the department can submit a recommendation of secondary or adjunct appointment.*

- primary dissertation advisor to an HSPH student
- member of dissertation committee of three or more HSPH students
- mentor to an HSPH postdoctoral fellow
- supervisor of an HSPH student practicum
- principal investigator on a training grant that supports HSPH students

Activities that may meet the 5 percent criterion include:

- facilitation of exchange programs between HSPH doctoral students and students at another university
- ongoing assistance in placing HSPH students in practica, dissertation projects, or research experiences

Occasionally, the appointment or reappointment of an individual whose contributions are important to the department but do not meet the above, specific criteria may be considered. In such a case, a detailed rationale for appointment should be provided. The number of appointments made under these criteria ordinarily should not exceed the larger of 3 per department or 10 percent of the primary faculty in the department. Such appointments are known as ABCD (for “appointment by chair’s discretion”).
Occasionally, the appointment or reappointment of a highly distinguished individual whose contributions are less tangible may be considered. In such a case, a detailed description of contributions that qualify as exceptions to the 5 percent time commitment should be provided.

While research collaborations are not sufficient grounds to grant an adjunct appointment, it is a school requirement that an individual who serves as principal investigator on a grant funded through the school hold an HSPH appointment. In such cases, an adjunct appointment may be granted administratively (i.e., without SCARP review).
Appendix IV A: Nomination for Adjunct Appointment or Reappointment

Name of nominee:  
HSPH department in which the appointment will be based:  

Date:  

Institution where nominee holds his/her primary appointment:  
Nominee’s title at his/her primary institution:  

Is this a new appointment as an adjunct faculty member at HSPH?  
If yes, proposed HSPH title:  

Yes  
No  

Is this a reappointment?  
If yes, current HSPH title:  
Proposed title, if different:  
Current appointment dates:  

Dates of proposed adjunct appointment/reappointment:  

Department chair has consulted with faculty in the department as specified in the instructions:  

Yes  
No  

Did any faculty members demur?  
(If yes, attach explanation.)  

Yes  
No  

Provide an explicit description of how the 5% commitment will be met during the proposed term. (Please refer to the criteria for appointment.)

For reappointments, provide an explicit description of how the 5% commitment was met during the previous term.

You may also provide specific information about other ways in which the nominee’s appointment will significantly help to advance the school’s mission, keeping in mind that research collaboration is not grounds for appointment.

We have discussed and agreed upon the expectations of this appointment as outlined above.

Nominee's signature:

Department chair's signature:
Appendix V: Role of the Search Committee and Guidelines for Confidentiality

At the Harvard School of Public Health, the search committee is the chief mechanism for selecting individuals to fill specific faculty positions. Search committees play a pivotal role in helping to shape the faculty over time and, thus, in determining the future course of the school.

Searches are expected to be thorough, impartial, and vigorous in order to attract the largest possible number of qualified candidates. It is the responsibility of each search committee to make a sincere effort to recruit women and members of underrepresented minority groups to the applicant pool, for it is only through faculty searches that we have an opportunity to increase the diversity of our faculty. All searches are to be conducted as genuinely open searches, even when an internal candidate has been identified, and internal and external candidates must be held to the same requirements and procedures. Our aim must always be to fill the position with the individual whose qualifications, experience, and interests best meet the needs of the program, the department, and the school.

In general, the role of the search committee is to advertise the position, communicate with experts in the field to solicit the names of appropriate candidates, review application materials, arrange candidate visits and conduct interviews, recommend the leading candidate(s) to the dean, and prepare the final report. It is not the role of the search committee to negotiate with or offer an appointment to a candidate. Adherence to the school’s established policies and procedures in the conduct of a search must be documented in the final report and will be reviewed by the Standing Committee on Appointments, Reappointments, and Promotions (SCARP).

Search committee members are selected for their familiarity with the field being sought and for the disciplinary or departmental breadth or balance that they bring to the committee. While it is understandable that members of the committee may have a strong personal or programmatic interest in the outcome of a search, it is expected that they will demonstrate objectivity throughout the search process, keeping in mind the overall interests of the school and the critical role they are playing in the development of the faculty as a whole.

Because it is important that the committee fully understand the nature of the position to be filled and the department’s expectations of the successful candidate, the search committee or its chair should feel free to consult with the department chair at any point in the search; it is expected that the department chair will keep the substance of any such conversation confidential. The committee may also seek feedback from faculty members who participate in candidate interviews or attend candidate seminars (it is not generally appropriate to solicit feedback from students). However, the committee must be scrupulous in maintaining the confidentiality of its own deliberations.

It is imperative that the proceedings of all search committees be held in absolute confidence with regard to discussions of the committee, views of committee members, outcome of votes, content of letters of reference procured by the committee or of any other communications, and content of the final report. The only individuals authorized to read confidential materials obtained by or prepared by the committee are the members and staff of the search committee; the Dean’s Office; the Office of Faculty Affairs; the Standing Committee on Appointments, Reappointments and Promotions; the ad hoc committee (for tenure searches); the president and provost of the university and their designees; and the governing boards of the university. Other than carrying out routine communications with candidates in the search and consulting with the department chair, committee members should not provide information about their agenda, discuss candidates, respond to inquiries, or communicate decisions to anyone—the candidates, other faculty, or any other persons outside the committee—unless specifically asked to do so by the dean, the dean for academic affairs, the associate dean for faculty affairs, or the assistant director of faculty affairs.

If the trust, credibility, and integrity of the search process are to be maintained, it is essential that these simple guidelines be adhered to and respected.

I have read this statement and agree to comply with the guidelines regarding confidentiality.

Signature: ___________________________ Date: ___________________________
Appendix VI: The conduct of searches with identified internal or external candidates

All search committees must adhere strictly to the school’s search procedures. Searches should be thorough, impartial, and vigorous in order to attract the largest possible number of qualified candidates. Because we seek to identify the best candidate for every position, we are committed to genuinely open searches, even when there is an identified internal or external candidate. This process begins with the appointment of the search committee: When there is an identified candidate, the committee will ordinarily include at least one faculty member from outside HSPH, and a mentor or close associate of the identified candidate will not be invited to serve on the search committee, though such individuals may be consulted during the course of a search. The committee chair must be external to the research group with which the designated candidate is affiliated.

For searches in which there are designated candidates, the committee is expected to make every effort to develop a strong pool of applicants. Before advertising the position, the search committee must make certain that the position description is framed broadly enough to attract a reasonable pool of external candidates, while reflecting any constraints posed by funding requirements. The search committee must be able to document that the position has been advertised aggressively, that a comprehensive list of individuals and institutions has been contacted for nomination of candidates, that serious efforts have been made to identify individuals who can be invited to apply for the position, and that committee members have followed up personally with individuals who have received both the nominator and invitation letters.

If a junior search committee with a designated candidate is unsuccessful in attracting a reasonable pool of applicants and in developing a short list that includes other strong candidates, the committee is expected to revisit the first steps of the search: consider whether the position description is too narrowly framed, re-advertise the position, communicate with additional individuals and institutions to announce the re-opening of the position and to solicit candidates, and so forth. If these efforts fail to yield an appropriate number of candidates, the committee must make a case for the credibility of the pool by discussing the likely reasons for this in its search report. For example, if there is a small number of degree programs in the field, this information should be provided in the report. If the committee has information about why potential candidates may be applying for positions at competing institutions rather than for positions at HSPH, that should be discussed.

Search committees should recommend the strongest candidate for appointment and should not assume that a second position will be made available to allow both the identified candidate and an additional candidate to be appointed.

Throughout the process, search committees should ensure that all designated candidates are subject to the same requirements (for example, for letters of recommendation) and receive the same treatment as other candidates in every respect (for example, in arrangements for presentations and interviews).

NOTE: In any search, with or without a designated candidate, if an individual applies who has a close association with a member of the search committee (e.g., mentor/mentee, collaborator, coauthor), and if that applicant advances to the short list, the search committee member will be provisionally recused from service on the committee but may be consulted as the search proceeds, and may be invited back if, subsequently, there is no longer a conflict.

Adopted by SCARP 3/14/02
Revised 4-5-10
Appendix VII: Paid Parental Leave

Significant family responsibilities such as childbirth, adoption, and parenting often impose career disadvantages that women faculty, in particular, may face. It is important that faculty performance be evaluated in relation to the time that is realistically available for professional contributions given the nature of these family obligations. It is the goal of these policies to 1) help faculty balance the responsibilities of family and career development and 2) encourage and enable equal parenting.

Paid Parental Leave (faculty on the Harvard payroll)

Policy:

- Tenure ladder faculty who have significant caretaking responsibility are entitled to paid leave for up to thirteen weeks following the birth or adoption of a child.

- The school will continue to pay the faculty member’s current actual salary (annualized salary x FTE*) during the period of the parental leave, assuming that the faculty member is not performing work during the leave that is covered by the sources sponsoring that work. If the faculty member chooses to perform such work, the school will pay any portion of the annualized salary that is not covered by the related sources during the period of the leave.

- If the parental leave occurs during the “start-up period” of a tenure-ladder faculty member’s first term, any salary guarantee and/or salary savings agreement will be extended for an additional thirteen weeks. Any other leave-related issues affecting progress during the start-up period will be considered on a case-by-case basis.

- Parental leave should be requested as far in advance of the child’s expected arrival date as possible to provide departments with reasonable notice for planning purposes.* FTE (full-time equivalent) reflects the percentage of the faculty member’s annualized salary that is compensated on the HSPH payroll. For example, faculty who do not work for HSPH in July and August or who have not raised outside funding to cover that portion of their salary have an FTE of .833.

Procedure:

- Complete and submit the “Notification of Intention to Take Paid Parental Leave” section of this form as early as possible:


- Once the dates and financial arrangements have been finalized, complete and submit the [Faculty Sabbatical and Paid Leave of Absence Form](http://cdn1.sph.harvard.edu/wp-content/uploads/sites/40/2013/07/parentalofaforms_7131.pdf)
Appendix VIII: Tenure Clock Extension to Meet Child Care Needs (all faculty regardless of payroll)

Policy:
- Tenure ladder faculty who become a parent of a child will be granted, upon notification, an automatic extension of their tenure clock by one year for each child born or adopted. This type of extension will be granted for up to two years. (Ordinarily, a faculty member is allowed a maximum of two years’ extension to the tenure ladder, for any reason.)
- The granting of a tenure-ladder extension will not routinely entail an extension to the faculty member’s current term of appointment. A request to extend the faculty member’s current term must be submitted jointly by the faculty member and her/his department chair and will be considered on a case-by-case basis.
- Requests for extension submitted after the eighth-year review has been scheduled to begin will be considered but are not automatic.
- Extensions will not be granted to faculty members who have already been notified that they will not be considered for reappointment or promotion.
- The granting of an extension does not imply a guarantee of reappointment or promotion. Neither does it provide a guarantee of additional financial support to cover the period of the extension. Finally, the existence of this policy does not preclude a faculty member being terminated before the end of her/his term for lack of funding, as specified in the financial expectations outlined in the offer letter or in the signed letter of agreement.

Procedure:
- If the “Notification of Intention to Take Paid Parental Leave” form has been submitted, it is not necessary to submit the additional “Notification” form below. The “Notification of a Birth or Adoption” form should only be used when the faculty member did not request parental leave.
- Complete and submit the “Notification of a Birth or Adoption” section of this form: http://cdn1.sph.harvard.edu/wp-content/uploads/sites/40/2013/07/parentalofaforms_7131.pdf