

Policies and Procedures for Faculty Appointments, Reappointments, and Promotions at the Harvard School of Public Health

Revision voted by the faculty on June 4, 2007

Previous revisions and emendations:

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 of 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 reappointment and promotion, 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, and the associate 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 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.
- **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 1) 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.A. primary faculty (tenure ladder)	1.B. primary faculty (non-ladder)	2. secondary faculty	3. adjunct faculty	4. visiting faculty
professor (with tenure)	professor of the practice	professor	professor	professor
associate professor		associate professor	associate professor	associate professor
assistant professor		assistant professor	assistant professor	assistant professor
	senior lecturer		senior lecturer	
	lecturer		lecturer	lecturer
	member of the faculty			

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 dean, 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.

1. 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.

1.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 2 for more information about the eleven-year rule and about advancement on the tenure ladder; see page 22 and Appendix 8 for information about extension of the tenure clock.) Ordinarily, tenured and tenure-ladder appointments are expected to be fulltime.

1.A.1. Professor

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
- National and international recognition as a scholar whose research has had a significant impact on his/her field
- In collaborative research, demonstrated intellectual leadership
- Excellent performance in classroom teaching or individual training; active participation in academic programs
- National or international leadership within the candidate's field, as evidenced, for example, by memberships in study sections, advisory groups, prestigious professional societies, editorial boards, etc., and by awards, prizes, and other notable scholarly achievements
- Promise of future productivity and innovation

1.A.2. 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

1.A.3. 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

1.B. Primary faculty (non-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.

1.B.1 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.

1.B.2. Senior lecturer

(The following was originally voted by the faculty on January 19, 2006.)

An appointment as senior lecturer carries a five-year term and may be renewed indefinitely. A senior lecturer may contribute primarily either to research or to education. While senior lecturers are generally expected to have a fulltime commitment to the school, individuals with a time commitment of at least fifty percent may be considered for this rank. The qualifications for a senior lecturer should be viewed as equivalent to or exceeding those expected of an associate professor. An appointment as senior lecturer is recommended in the following circumstances:

- A lecturer who has demonstrated leadership in either research or education may be recommended for promotion to senior lecturer.
- 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.) The nominating department or committee must demonstrate that the individual's qualifications are at least equivalent to those expected of an associate professor.
- An appointment as senior lecturer may be recommended for an associate professor at HSPH who leaves the tenure ladder, either because (1) s/he wishes to reduce, permanently or for an extended period of time, his/her time commitment to the school or (2) s/he is leaving 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. A change in rank from associate professor to senior lecturer is a lateral move, in terms of the faculty member's qualifications.

1.B.3. Lecturer

(The following was originally voted by the faculty on January 19, 2006.)

An appointment as lecturer carries a three-year term and may be renewed indefinitely. A lecturer may contribute primarily either to research or to education and is expected to have at least a fifty-percent time commitment to the school. The qualifications for a lecturer should be viewed as equivalent to those expected of an assistant professor. An appointment as lecturer is recommended 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.) The nominating department or committee must demonstrate that the individual's qualifications are at least equivalent to those expected of an assistant professor.

- An appointment as lecturer may be recommended for an assistant professor at HSPH who leaves the tenure ladder, either because (1) s/he wishes to reduce, permanently or for an extended period of time, his/her time commitment to the school or (2) s/he is leaving the tenure ladder (i.e., s/he will not be promoted to associate professor), but there are compelling reasons to retain him/her on the faculty. The latter option will be exercised rarely, if ever. A change in rank from assistant professor to lecturer is a lateral move, in terms of the faculty member's qualifications.

1.B.4. 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; SCARP is informed of the appointment, and the appointment form is sent to the Office of the Governing Boards.

2. 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 3 for the form used to nominate secondary faculty, which provides additional examples.) 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 schoolwide faculty meetings.

3. 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 4 for the form used to nominate adjunct faculty, which provides additional examples.) 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 nonfaculty 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 schoolwide faculty meetings.

4. 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.

Procedures for Faculty Searches

1. 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.

2. Requesting a search

- 2.A. 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.
- 2.B. 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.
- 2.C. With the approval of the deans, the department chair writes to the chair of SCARP to announce that a search is being launched. This letter includes the information provided to the deans, as described above, with the exception of the financial details. SCARP may comment on the position description or committee membership.

3. Procedures for an open search

- 3.A. The dean and department chair agree on the list of individuals who may be asked to serve on the committee, and the associate dean for faculty affairs recruits the members to serve.
- 3.B. 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 5).
- 3.C. 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 advertised in print (at least one print ad is required by the university) 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 a letter (or email) is sent 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 6 for procedures related to identified internal or external candidates.)
- 3.D. 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.
- 3.E. Candidate visits are scheduled. Visits include a 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 or dean for academic affairs.
- 3.F. 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 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.
- 3.G. After meeting to formulate its recommendation, the committee reports its conclusions to the dean and the department chair; the 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, preferably in the order in which the committee recommends that they be considered for appointment.

- 3.H. 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 submit a written statement of its concurrence or reasons for non-concurrence.
- 3.I. 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.
- 3.J. The deans and department chair are responsible for the recruitment. The search committee does not communicate with candidates who are recommended. The signed offer letter is sent only after the final approval of the appointment has been given.

4. 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. 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 associate dean for faculty 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 and dean for academic affairs concur with this proposal.

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

- 4.A. 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.

- 4.B. 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.
- 4.C. The department chair writes to SCARP to inform that committee that a targeted search is being launched. The letter should include documentation of the official deliberation of the department's primary, tenured faculty.
- 4.D. The dean approves the final list of committee members, and the associate 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, at least two of whom do not hold HSPH appointments. Targeted search committees are staffed by the Office of Faculty Affairs, and either the dean for academic affairs or the associate dean for faculty affairs serves on the committee.
- 4.E. 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 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.
- 4.F. 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.

5. Modified search procedures

In unusual circumstances, there may be a compelling reason to modify some aspect of the usual procedures in a particular search. A request to do so may originate with the search committee, the department chair, or the dean. The rationale for modifying the procedures must be documented. Because SCARP is charged with ensuring that appropriate procedures are followed, it is advisable to consult with SCARP before deviating from established procedure in any significant way.

Procedures for Faculty Reviews

1. 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; special review procedures may also be used in the 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

2. Appointment of faculty not on the tenure ladder

2.A. Professor of the practice

2.A.1. A proposal to appoint a specific individual as professor of the practice may be initiated by the dean, the director of the Division of Public Health Practice, 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.)

2.A.2. Unless the proposal originated with the dean, the department chair addresses a formal, written request to the dean for academic affairs, who discusses the request with the school's senior management group. The request should include the "Request for New Faculty Position" form, available from the Office of Faculty Affairs, which requires the department chair to provide 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. The committee is normally chaired by the dean for academic affairs and would typically include a member of the department in which the appointment will be based, a current professor of the practice, and an individual from outside the school with expertise in the nominee's field of practice.

- 2.A.3. With the approval of the dean, the department chair writes to the chair of SCARP to announce that a review is being launched. This letter includes the information provided to the deans, as described above, with the exception of the financial details, and should include documentation of the official deliberation of the department's senior faculty.
- 2.A.4. The dean and department chair agree on the list of individuals who will be asked to serve on the committee, and the associate dean for faculty affairs solicits their participation.
- 2.A.5. 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.
- 2.A.6. If the dean is in agreement, 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.
- 2.A.7. Following SCARP review, the dean may submit the recommendation for appointment to the senior vice provost for faculty development and diversity for final approval.

2.B. Lecturer/senior lecturer

- 2.B.1. 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.
- 2.B.2. See steps 2.A.2. and 2.A.3., above.
- 2.B.3. 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.
- 2.B.4. 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; if the proposed rank is senior lecturer, the department must demonstrate that the nominee's qualifications are

at least equivalent to those expected of an associate professor. 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.

- 2.B.5. Following SCARP review, the dean may submit the recommendation for appointment to the Office of the Governing Boards for final approval.

2.C. Secondary and adjunct faculty

- 2.C.1. 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.
- 2.C.2. SCARP has created nomination forms to elicit specific information about the nominee's contributions to the department's academic activities (see Appendices 3 and 4). 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.
- 2.C.3. Following SCARP review, the dean may submit the recommendation for appointment to the Office of the Governing Boards for final approval.

2.D. Visiting faculty

- 2.D.1. 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, 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 by the school's senior management group. 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.

- 2.D.2. With the approval of the dean, the department chair writes to the chair of SCARP to describe the nominee's proposed role and qualifications, enclosing the nominee's curriculum vitae.
- 2.D.3. Following SCARP review, the dean may submit the recommendation for appointment to the Office of the Governing Boards for final approval.

3. Promotion of faculty

3.A. Promotion from assistant to associate professor

- 3.A.1. 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. It is expected that the promotion review process will be completed at least twelve months prior to the expiration of the individual's current appointment.
- 3.A.2. The department chair appoints a committee of faculty members above the rank of the nominee (i.e., associate professors, senior lecturers, term professors, and tenured professors) to evaluate the candidate's qualifications for promotion to associate professor. The review should include the solicitation of letters of evaluation from experts familiar with the candidate's qualifications. The committee prepares a written report documenting its conclusions and recommendation.
- 3.A.3. 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.
- 3.A.4. The department chair communicates the outcome of the meeting, including any negative views expressed by members of the department, to the deans.
- 3.A.5. 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.

3.A.6. Following SCARP review, the dean 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 reappointed in rank (as long as the total number of years at that rank does not exceed eight); may, in unusual circumstances, be reviewed for transition to an appointment as lecturer; or 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).

3.B. Promotion from lecturer to senior lecturer

- 3.B.1. 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 and the dean for academic affairs.
- 3.B.2. With the approval of the dean, a promotion review is conducted by members of the faculty member's academic department. The review should include the solicitation of letters of evaluation from experts familiar with the nominee's qualifications.
- 3.B.3. 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.

3.B.4. Following SCARP review, the dean may submit the recommendation for appointment to the Office of the Governing Boards 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.

3.C. Promotion from associate professor to professor with tenure

Appendix 2, "Reviews for Advancement on the Tenure Ladder 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.

3.D. Promotion of secondary and adjunct faculty

- 3.D.1. When an individual holding a secondary faculty appointment at HSPH is promoted at his/her home school, 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.
- 3.D.2. When an individual holding an adjunct faculty appointment at HSPH is promoted at his/her home institution, the department chair may, at the time of reappointment (see below), propose a promotion to reflect the new rank. The department chair may submit a proposal for early reappointment if desired, in order to synchronize the individual's faculty titles. An adjunct lecturer who does not hold an academic appointment elsewhere may also be proposed for promotion to adjunct senior lecturer. In these cases, SCARP will consider whether the individual's qualifications meet HSPH's criteria for appointment at the proposed rank.

4. Reappointment of faculty in rank

4.A. Reappointment of primary faculty

- 4.A.1. 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.

- 4.A.2. A reappointment review is conducted by members of the faculty member's academic department.
- 4.A.3. 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.
- 4.A.4. Following SCARP review, the dean may submit the recommendation for reappointment to the Office of the Governing Boards for final approval. In the case of 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).

4.B. Reappointment of secondary and adjunct faculty

Reappointment of secondary and adjunct faculty follows the same procedures as for their initial appointment (see 2.C., above).

4.C. Reappointment of visiting faculty

- 4.C.1. 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 dean, the reappointment may be implemented administratively (i.e., without SCARP review).
- 4.C.2. Recommendations for reappointment of visiting faculty are sent to the Office of the Governing Boards.

5. Reappointment with a change of status

5.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.

- 5.A.1. 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.
- 5.A.2. A review for reappointment with a change of status is conducted by members of the faculty member’s academic department.
- 5.A.3. 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.
- 5.A.4. Following SCARP review, the dean may submit the recommendation for reappointment with a change of status to the Office of the Governing Boards for final approval.

5.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 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.

5.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 by the length of the leave of absence, not to exceed two years. Leaves taken for professional purposes are included in the eleven years. Two specific policies that have been approved by the faculty are as follows.

1. Paid parental leave

(The following was originally voted by the faculty on April 27, 2006; a previous version was voted by the faculty on November 13, 1997.)

Faculty members 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 pay the faculty

member's academic-year salary (summer salary is not covered) during the period of the parental leave. ***Due to the July 1, 2009 conversion of faculty salaries from academic and summer to annualized salaries, the policy regarding salary support during leave has been revised. Please see new policy (click here).***

Notification of the intention to take parental leave should be provided as far in advance of the child's expected arrival date as possible to provide departments with reasonable notice for planning purposes. Faculty members should submit the parental leave form to the Office of Faculty Affairs, which will inform the relevant individuals and offices. See Appendix 7 for the form and the complete statement as approved by the faculty.

2. Appointment and tenure clock extension to meet child care needs

(The following was originally voted by the faculty on April 27, 2006; a previous version was voted by the faculty on November 13, 1997.)

Faculty members who become a parent of a child will be granted an automatic extension of their current term appointment and 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. This policy does not imply a guarantee of reappointment or promotion, and an extension of this type will not be granted to faculty members who have already been informed that their current appointment is terminal. Requests for extension submitted after the eighth year of the tenure clock will be considered but are not automatic.

To effect this automatic extension, faculty members must ensure that the Office of Faculty Affairs is informed of the birth or adoption. Faculty members who have already submitted the "notification of intention to take paid parental leave" form do not need also to submit the birth/adoption notification form; the parental leave form serves as notification. Faculty members who have not submitted the parental leave form, including those whose children were born or adopted before this policy went into place, must submit the notification form to effect the extension. See Appendix 8 for the form and the complete statement as approved by the faculty.

APPENDICES

- 1 Standing Committee on Appointments, Reappointments, and Promotions:
Role of Committee Members and Guidelines for Confidentiality
- 2 Reviews for Advancement on the Tenure Ladder at HSPH
- 3 Nomination for Secondary Appointment or Reappointment
- 4 Nomination for Adjunct Appointment or Reappointment
- 5 Role of the Search Committee and Guidelines for Confidentiality
- 6 The Conduct of Searches with Identified Internal or External Candidates
- 7 Paid Parental Leave
- 8 Appointment and Tenure Clock Extension to Meet Child Care Needs

HARVARD SCHOOL OF PUBLIC HEALTH
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:

HARVARD SCHOOL OF PUBLIC HEALTH Reviews for Advancement on the Tenure Ladder

The policies and procedures outlined in this document describe the tenure ladder at the Harvard School of Public Health and, in particular, the various points on the ladder when reviews may be carried out in consideration of a faculty member's further advancement.

In the hiring of junior faculty, the school seeks individuals who show strong promise of long-term success, and the school is committed to their professional development during their years on the tenure ladder. Ultimately, opportunities for a tenured professorship at HSPH are limited, and only a minority of faculty members on the tenure ladder will be able to advance to a tenured position at the school.

Opportunities for tenure are determined by a combination of factors, including the school's assessment of its academic priorities, its ability to provide the resources required to support a new professorial position, and the presence of an associate professor with an outstanding record of accomplishment. Factors considered in evaluating a candidate's qualifications for a tenured professorship include the following:

- Originality, independence, and excellence in science
- National and international recognition as a scholar whose research has had a significant impact on his/her field
- In collaborative research, demonstrated intellectual leadership
- Excellent performance in classroom teaching or individual training; active participation in academic programs
- National or international leadership within the candidate's field, as evidenced, for example, by memberships in study sections, advisory groups, prestigious professional societies, editorial boards, etc., and by awards, prizes, and other notable scholarly achievements
- Promise of future productivity and innovation

In every tenure decision, all of the factors listed above must be considered and, in particular, each dispositive level of evaluation must yield an unequivocal assessment that the individual is well qualified for appointment as a tenured professor. It should be clearly understood that the purpose of a review is to consider the faculty member's record in relation to the criteria for appointment and, therefore, the decision to conduct a review at any level does not guarantee that the review will have a positive outcome.

Progress along the tenure ladder

Faculty members at HSPH are normally limited to eleven years on the tenure ladder. In general, faculty on the tenure ladder may hold an assistant professorial appointment for a maximum of six years (though in some circumstances an extension of up to two additional years as assistant professor may be approved) and may hold any combination of appointments as assistant and associate professor for at most eleven years. Thus an individual promoted to associate professor before the end of six years as

assistant professor, or an individual whose initial appointment is at the level of associate professor, is subject to the same eleven-year rule as one who spends the traditional six years and five years as assistant and associate professor, respectively.

Exceptions to this policy, insofar as they relate to potential candidates for promotion review, can be made under the following circumstances: Individuals who have taken a leave of absence for certain personal reasons, such as their own or a family member's illness or disability, may have the eleven years extended by the length of the leave of absence, not to exceed two years. Faculty members with children may also request that their time on the ladder be extended for up to two years (see policy on "Appointment and Tenure Clock Extension to Meet Child Care Needs"). Junior faculty sabbaticals and other leaves of absence taken for professional reasons are included in the eleven years.

Other circumstances are addressed on a case-by-case basis. For example, while the school is formally committed to giving faculty members a minimum of one year's notice when the decision is made that they will not be reappointed or promoted, the actual duration of a faculty member's continuing appointment ordinarily exceeds this minimum. The specific arrangement depends on the individual situation and is based on the intention to support the faculty member's transition to an appropriate career opportunity.

Steps following promotion to or reappointment as associate professor

1. Most assistant professors are reviewed for promotion to associate professor in their fifth or sixth year of appointment. A faculty member whose initial appointment is at the associate professorial rank is generally reviewed for reappointment during the fifth year of appointment. Unless the department chair indicates that a decision has already been made that the faculty member will not be considered for a tenured appointment (a decision that must be communicated to the faculty member and documented for his/her faculty file), the review by the Standing Committee on Appointments, Reappointments, and Promotions (SCARP) of a recommendation to promote an assistant professor to associate professor (or to reappoint an associate professor at the same rank) includes a discussion about that individual's prospects for further advancement. The chair of SCARP writes to the faculty member, summarizing SCARP's evaluation of the individual's academic record, assessing (insofar as possible) the faculty member's prospects for tenure, and, if appropriate, recommending actions that the faculty member should take to strengthen those prospects. The chair of SCARP consults with the department chair before sending the letter and provides the department chair with a copy of the final letter, a copy of which is also placed in the faculty member's file.
2. Upon receipt of the letter from SCARP, the faculty member and the department chair should meet to discuss goals for the faculty member over the next two to three years (i.e., the years leading up to the eighth-year review, as described below) and to establish benchmarks for assessing the faculty member's progress during that period. Prospects for tenure should be openly discussed, in terms of both the faculty member's academic achievements in relation to the factors considered in evaluating a candidate for a tenured professorship (see page 1) and the department and school's ability to create a professorial position in the faculty member's field in the foreseeable future.
3. After reviewing the letter from SCARP and consulting with the department chair, the dean for academic affairs meets with the faculty member for a similar conversation, providing feedback on

progress and prospects and describing the procedures for the next review, which normally occurs during the faculty member's eighth year on the tenure ladder.

Review during the eighth year on the ladder

1. 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 receive an "eighth-year review" to determine whether that individual will be reviewed further for promotion to tenure. Early in the eighth year of the faculty member's appointment on the ladder, the Office of Faculty Affairs communicates with both the department chair and the faculty member to outline the process. If the chair and the faculty member agree to defer the review for any reason, for example if the faculty member's tenure clock has been extended as a result of child care responsibilities, that decision must be documented in writing, noting the date that the review is expected to begin, with a copy of the letter forwarded to the Office of Faculty Affairs for the faculty member's file.
2. The departmental component of the eighth-year review comprises two steps:
 - The department chair appoints a committee of tenured professors to evaluate the candidate's qualifications for promotion to tenure. If appropriate, tenured faculty in related HSPH and Harvard departments who are familiar with the faculty member's work may be included as members of this committee or otherwise consulted, but individuals outside the university should not be consulted or asked to provide letters of evaluation. The committee prepares a written report documenting its conclusions and recommendation.
 - The tenured faculty with primary appointments in the department are provided with the committee's report and with the candidate's curriculum vitae, academic report, and selected publications, then meet in person for an official discussion of both the candidate's qualifications and the department's priorities and resources. The department chair is free to include in this meeting tenured HSPH faculty 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 tenured faculty not present must be sought, documented, and shared at the meeting. The dean for academic affairs or the associate dean for faculty affairs must attend this meeting. The purpose of this meeting is to provide guidance to the department chair about whether to recommend that the faculty member be considered for a tenured professorship.
3. If the eighth-year review is successful at the departmental level, the department chair communicates the outcome, including any negative views expressed by members of the department, to the deans.
4. In considering whether to move forward with a process to consider the faculty member for a tenured professorship, the deans may consult with outside experts about the qualifications of the candidate, review the department's academic plan, and/or meet with the department chair to discuss the department's priorities and resources. Based on this information, if the deans agree to

authorize a process, it is the deans' prerogative to decide whether the process will be a review for promotion to tenure or a search in which the faculty member may compete for a tenured professorship. The department chair informs the faculty member and writes to SCARP to announce that a tenure review (see below) or search will be undertaken.

5. If the eighth-year review yields a negative outcome, the department chair documents the decision in a letter to the faculty member that explains why s/he will not be recommended for promotion to tenure and sends a copy of the letter to the Office of Faculty Affairs for the faculty member's file. The department chair begins discussions with the faculty member about his/her status at the school following his/her current term of appointment; normally, the dean for academic affairs will also meet with the faculty member. In most cases, the faculty member will seek employment at another institution; in a small number of cases, s/he may move to a non-ladder term appointment as senior lecturer at the end of his/her current term.

Conducting a review for promotion to professor with tenure

As indicated above, the decision to pursue a tenure review or a search following a successful eighth-year review will be made by the dean on a case-by-case basis. If a search is conducted, the standard procedures for searches with internal candidates will apply. In either case, it should be clear to all parties, and especially to the faculty member, that the decision to pursue a tenure review or a search represents a willingness to hold the faculty member's qualifications to an even higher degree of scrutiny and should not be construed as a guarantee of promotion. The procedures for a review for promotion to tenure are as follows:

1. The department chair writes to SCARP to inform that committee that an eighth-year review of the faculty member in question has been successfully completed and to announce that a tenure review will be conducted. The chair's letter should describe in detail the process of the departmental review, the views of the department's primary, tenured faculty, and the candidate's qualifications for a tenured professorship. The report of the departmental review committee is normally used by the chair in the preparation of this letter but may be appended, if s/he chooses.
2. The dean approves the final list of committee members for the tenure review committee, and the associate dean for faculty affairs solicits their participation. A review committee is normally composed of four or five members knowledgeable about the field in question, at least two of whom do not hold HSPH appointments. Review committees are staffed by the Office of Faculty Affairs, and either the dean for academic affairs or the associate dean for faculty affairs serves on the committee.
3. The review committee, which ordinarily convenes twice, is provided with the department chair's submission to SCARP and the faculty member's updated dossier, including several publications. In addition to a detailed discussion of these materials vis-à-vis the factors considered in evaluating a candidate for a tenured professorship (see page 1), the first of the committee's two meetings includes a presentation by and an interview with the faculty member; the committee may also choose to interview the department chair. Following the meeting, if members agree that the review should proceed, the committee solicits written evaluations from outside scholars in the form of a comparison letter. Letters are also solicited from the primary, tenured professors in the faculty member's department, from whom substantive letters about the qualifications of the candidate and

the priorities of the department will be seen as evidence of departmental engagement in the process. This additional documentation is discussed at the second of the two meetings.

4. The review committee prepares a report that specifically and thoroughly addresses the faculty member's performance and qualifications. The report should comprehensively document the committee's recommendation either to promote or not to promote the faculty member. The committee forwards its recommendation, report, and supporting documentation to the dean.
5. If the recommendation is favorable and 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, these materials are forwarded to an ad hoc committee of experts chaired by the provost.

HARVARD SCHOOL OF PUBLIC HEALTH

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% 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 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; 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% 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% 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 department head of the nominee's primary affiliation must be enclosed, agreeing to the secondary appointment.)

CRITERIA FOR SECONDARY APPOINTMENT

Activities that **always** meet the 5% criterion include the following:

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

**HARVARD SCHOOL OF PUBLIC HEALTH
NOMINATION FOR SECONDARY APPOINTMENT OR REAPPOINTMENT**

Name of nominee: Date:

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? Yes No

If yes, proposed HSPH title:

Is this a reappointment? Yes No

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: Yes No

Department chair has consulted with faculty in the department as specified in the instructions: Yes No

Did any faculty members demur? Yes No

(If yes, attach explanation.)

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. (It is not necessary to comment on research collaboration, as this 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:

Please print, sign, and submit all pages to: Tina Goldsmith
Office of Faculty Affairs
Kresge 1010
Last Updated: 6-26-07

HARVARD SCHOOL OF PUBLIC HEALTH**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% FTE, and should be described in detail on the required form.

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 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% 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% 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% criterion include the following:

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

**HARVARD SCHOOL OF PUBLIC HEALTH
NOMINATION FOR ADJUNCT APPOINTMENT OR REAPPOINTMENT**

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

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? Yes No
If yes, proposed HSPH title:

Is this a reappointment? Yes No
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? Yes No
(If yes, attach explanation.)

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. (It is not necessary to comment on research collaboration, as this 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:

Please print, sign, and submit all pages to: Tina Goldsmith
Office of Faculty Affairs
Kresge 1010
Last Updated: 6-26-07

HARVARD SCHOOL OF PUBLIC HEALTH

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:

Please print name:

HARVARD SCHOOL OF PUBLIC HEALTH

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 senior search committee with a strong internal candidate is not initially successful in developing a strong short list, it must develop a list of leading figures in the field who would be plausible members of a short list. The committee must approach the members of that list and personally invite them to apply, disclosing the existence of an internal candidate. If those individuals decline, they form the basis for the comparison group in the comparator letter.

If a junior search committee with a strong internal candidate is unsuccessful in attracting a reasonable pool of applicants and in developing a short list that includes strong external 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 internal candidates (and any identified external candidate) are subject to the same requirements (for example, for letters of recommendation) and receive the same treatment as external candidates in every respect (for example, in arrangements for seminars 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 excused from further formal service on the committee but may be consulted as the search proceeds.

HARVARD SCHOOL OF PUBLIC HEALTH 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.

Policy:

- Faculty who have significant caretaking responsibility are entitled to paid leave for up to thirteen weeks following the birth or adoption of a child.
- ***Due to the July 1, 2009 conversion of faculty salaries from academic and summer to annualized salaries, the policy regarding salary support during leave has been revised. Please see new policy ([click here](#)).***
- 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.

Procedure:

Faculty members should submit the following information to the Office of Faculty Affairs.

Notification of Intention to Take Paid Parental Leave

Faculty member's name (please print): _____

Anticipated date of birth or adoption: _____

Please indicate whether you ...

- will not be performing paid work during your parental leave.
- will continue to work during your leave at ___ FTE. This work will be covered by the following source(s): _____

Faculty member's signature: _____

Date submitted: _____

HARVARD SCHOOL OF PUBLIC HEALTH

Appointment and Tenure Clock Extension to Meet Child Care Needs

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.

Policy:

- Faculty who become a parent of a child will be granted an automatic extension of their current term appointment and 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. Please note that this policy does not imply a guarantee of reappointment or promotion.
- Faculty whose children were born or adopted before this policy went into place may submit the notification form. Requests for extension submitted after the eighth year of the tenure clock will be considered but are not automatic.

Procedure:

Faculty members should submit the following information to the Office of Faculty Affairs to notify the school of the birth or adoption. (Faculty who have already submitted the "notification of intention to take paid parental leave" form do not need to submit the form below; the parental leave form serves as notification.)

Notification of a Birth or Adoption

Faculty member's name (please print): _____

Date of birth or adoption: _____

I understand that my current term appointment and tenure clock will be automatically extended for one year for each child born or adopted and that there is a maximum extension of two years prior to tenure.

Faculty member's signature: _____

Date submitted: _____