

GUIDELINES FOR APPOINTMENT, PROMOTION AND TENURE ROLLINS SCHOOL OF PUBLIC HEALTH OF EMORY UNIVERSITY

Revised: August, 2018

TABLE OF CONTENTS

I	Purpose of Document
II	University and School Policies
III	Position Titles for Faculty: Tenure and Non-Tenure Track
IV	Criteria for Appointment, Promotion and Tenure
V	Appointment as Instructor
VI	Appointment of or Promotion to Assistant Professor
VII	Appointment of or Promotion to Associate Professor
VIII	Appointment of or Promotion to Professor
IX	Award of Tenure
X	Appointment of Non-Tenure Track (Limited or Non-Continuous) Associate Faculty or Lecturer
XI	Appointment of Non-Tenure Track (Limited or Non-Continuous) Clinical or Research Track
XII	Joint appointments
XIII	Adjunct Faculty and Faculty Ranks with Special Titles
XIV	Procedures for Promotion and Tenure Review
XV	Appointment, Promotion and Tenure Committee and Review Process: Bylaws
XVI	Appeals
XVII	Emeritus Appointments
XVIII	Records
XIX	Three Year Evaluation of Tenure Track Faculty
XX	Changing Tracks

I. PURPOSE OF DOCUMENT

This document sets forth principles, criteria and procedures for appointment, promotion and the award of tenure for faculty members within the Rollins School of Public Health of Emory University.

II. UNIVERSITY AND SCHOOL POLICIES

All policy, procedures and actions regarding faculty appointment, promotion and award of tenure, as well as terminations, shall conform to the By-Laws of the University, *Statement of Principles Governing Faculty Relationships* (the University “Gray Book” that is included in the *Emory University Faculty Handbook*), the By-Laws of the Rollins School of Public Health and the Affirmative Action and Non-Discrimination Policies and Procedures of Emory University and the Rollins School of Public Health. Consult the *Emory University Faculty Handbook* for a description of university rules and procedures.

Review and recommendation for appointment, promotion or award of tenure shall be based on qualifications of the candidates without discrimination in regard to race, color, religion, sex, sexual orientation, age, national origin, disability or veteran status. These attributes also shall not be used in a discriminatory manner in review or recommendation for termination.

Before an initial appointment is recommended, all University and School requirements pertaining to affirmative action and equal employment opportunity must be fulfilled. The recommendation must be accompanied by the affirmative action reports required by the University and by the School.

III. POSITION TITLES FOR FACULTY TENURE AND NON-TENURE TRACKS

Fulltime (regular) faculty members with primary appointments in the RSPH are appointed or promoted to the following position titles:

Tenure Track

Instructor
Assistant Professor
Associate Professor
Professor

Non-Tenure Track

Lecturer
Associate*
Senior Associate*
Instructor (Clinical or Research)**
Assistant Professor (Clinical or Research)**
Associate Professor (Clinical or Research) **
Professor (Clinical or Research)**
Faculty Affiliates

*As of 2013, Associate and Senior Associate titles are not used for faculty appointments.

**Herein referred to as Clinical/Research Track (CRT) Faculty.

A. TENURE TRACK APPOINTMENTS

Faculty members appointed to the tenure track shall have sufficient credentials and potential so that they are expected to eventually satisfy the School evaluation criteria for the award of tenure. Unless approved by the President under unusual circumstances, faculty members with *limited* appointments may remain in the tenure track with limited appointments no longer than seven years of continuous service. The School appoints faculty members to the tenure track in anticipation that these persons will attain tenure and make significant long-term contributions to public health and to the School. Tenured faculty have *continuous* appointments. In unusual circumstances, described in the *Statement of Principles Governing Faculty Relationships*, tenured faculty members may be terminated.

B. NON-TENURE TRACK APPOINTMENTS

Non-tenure track faculty positions provide the School with opportunities to develop collaborative faculty relationships with public health agencies, recruit qualified scientists for special grants and contracts, and facilitate joint appointments with other schools in the University. This flexibility allows the School to respond quickly to trends in public health. Non-tenure track appointments are annually renewable and *limited*. They may be terminated at any time based upon financial resources and/or organizational needs of the School, provided that appropriate notification is given or that the conditions of the appointment are clearly stated in an appointment letter. Faculty members appointed to the non-tenure track sometimes have credentials that are not equivalent to those appointed to the tenure track in comparable ranks.

IV. CRITERIA FOR APPOINTMENT, PROMOTION AND AWARD OF TENURE OF RSPH FACULTY

A. MISSION AND GOALS OF THE SCHOOL REFLECTING EXPECTATIONS OF FACULTY

It is crucial to the academic integrity of the School that high standards are maintained for appointment, promotion and tenure of faculty. The criteria for evaluating faculty performance reflect the Mission of the Rollins School of Public Health: *to impact health and well-being through excellence in teaching, research, and the application of knowledge in partnership with domestic and global communities.*

The Goals of the Rollins School of Public Health, in achieving its mission are:

- To educate individuals to become skilled professionals to advance the health and well-being of all communities

- To discover, disseminate, and apply public health science
- To build capacity for public health practice
- To sustain an inclusive, diverse academic community that fosters excellence in instruction, research, and public health practice

B. ASSESSMENT OF FACULTY ACHIEVEMENT

The Rollins School of Public Health shares with the larger university the following general standards in the assessment of merit for promotion and tenure:

Standards for appointments at rank, along with promotion and tenure, reflect the expectations that a faculty holds of its members. Candidates for appointment or promotion to Associate Professor must show academic excellence, including meritorious scholarship, creative inquiry, and teaching, as well as have the demonstrated promise to become leaders and transform their field as their career progresses. Candidates for appointment or promotion to Professor must show scholarly excellence and be established, nationally or internationally, as among the most distinctive and recognized voices in their discipline, consistently examining and addressing their field's most pressing questions.

For promotion in rank and the awarding of tenure, candidates should ideally display excellence in all three areas of scholarship, teaching and service. However, it is recognized that in order to fulfill the missions of the School and the University, it often is necessary for faculty members to concentrate their efforts in one or two of the three areas. Thus, a tenure track faculty member may be recommended for promotion in rank and for tenure on the basis of excellence in at least one area AND very good performance in the remaining areas of achievement. Faculty on the clinical or research track may be recommended for promotion in rank on the basis of excellence in one area OR very good performance in at least two areas.

C. TEACHING CRITERION (TENURE TRACK AND CRT)

The first evaluation criterion is teaching. This criterion includes a range of activities beyond classroom instruction. Individuals being considered for an initial appointment at the level of instructor or assistant professor should demonstrate a commitment to teaching and the potential to perform effectively in that role.

1. DIMENSIONS OF THE TEACHING ROLE

The following dimensions of teaching should be considered for evaluating teaching performance:

- a. Classroom Instruction
- b. Non-Classroom Instruction
- c. Thesis/Dissertation Supervision

- d. Mentor/Role Model/Career Advisement
- e. Training/Continuing Education
- f. Teaching-Related Contributions to Ones Field

2. DOCUMENTATION OF ACHIEVEMENTS IN TEACHING

For each of the dimensions listed above, the following information may be used to document teaching activities and performance.

a. Classroom Instruction

- listing of RSPH or University courses taught (including whether primarily responsible for the course) course title and number, how often the course was taught, the number of classroom hours per course, and the number of students enrolled
- summary scores and comments from student course evaluations for courses primarily taught
- listing of other courses or seminars in the RSPH or University together with summaries of student course evaluations if available or other supportive evaluation documentation
- exit survey information which may identify faculty who are exceptional teachers
- alumni survey information, which may identify exceptional teachers
- evaluations of guest lecturer performance
- observer evaluations, i.e., observations of actual classes or recordings of teaching by colleagues with recognized skills as educators
- letters or reports related to teaching achievements
- new courses or syllabi developed, used as evidence of innovative approaches to teaching and curricula development
- number of extramural continuing education short-courses taught at Emory and evaluations if available
- information, e.g., reports about students drawn to Emory as a result of faculty member's reputation as a teacher
- efforts to develop or improve teaching skills
- information about student performance and competency outcomes
- teaching activities that help RSPH meet pre-established outcomes as described in accreditation plans

b. Non-Classroom Instruction

- field supervision
- clinical instruction
- teaching in non-traditional settings
- training of research or teaching assistants

c. Thesis/Dissertation Supervision

- doctoral dissertations directed with title, name of student and

- department
 - doctoral committees served on with title, name of student and department
 - master's theses/papers directed with title, name of student and department
 - master's theses/papers committees served on with title, name of student and department
 - evidence of advising "difficult" or "weak" students and/or helping to improve such students' performance
 - peer-reviewed presentations and publications resulting from dissertations and theses directed
- d. Mentor/Role Model/Career Advisement
- testimony of students in letters or evidence from exit surveys of being an effective mentor in preparation for a professional career or job placement
 - papers and presentations in collaboration with students or resulting from student advisement
 - testimony in letters or evidence from exit questionnaires of being an effective mentor as a program adviser for graduate students
 - evidence of helping faculty peers improve their teaching skills
- e. Training/Continuing Education
- listing of training/continuing education short-courses and other programs taught outside the University at professional associations, governmental agencies, international organizations, summer school programs, and as a private consultant
 - evaluations of short-course activities
 - development of training or educational programs or courses and their evaluation
- f. Teaching-related Contributions to the Field
- textbooks
 - chapters in textbooks
 - teaching modules or other programs (e.g., audiovisual) of instruction developed
 - research designed to improve education and training and its dissemination through publication and presentation
 - service on and/or chairing teaching-related committees or programs in the RSPH, university, national or international professional associations, agencies, etc.

3. CRITERIA FOR VERY GOOD AND EXCELLENT PERFORMANCE

a. Very Good in Teaching

Very good performance in classroom instruction or very good performance in at least two other dimensions of teaching

- b. Excellence in Teaching:
Excellence in classroom instruction and excellence in at least two other dimensions of teaching plus recognition that teaching activities have made a significant impact nationally or internationally in one's field or in public health generally

4. CLARIFICATIONS

- a. Excellence in teaching involves a reputational component—that the faculty member has earned national and/or international recognition from peers in the profession.
- b. Excellence in teaching connotes an objective, current, accurate, and balanced command of the subject matter of the field, an integration of knowledge, effectiveness in communication, innovation in course syllabi and willingness to interact and exchange views with students and colleagues at the highest levels of intellectual stimulation and inspiration, as judged by students and peers.
- c. An assessment very good and excellent performance in classroom instruction should give attention to the quantity of classroom instruction actually performed, i.e., the actual number of courses taught with primary responsibility while a faculty member. A specific formula for quantity is not suggested but should consider the candidate's length of service, previous teaching experience and proportion of effort dedicated to research activities. All faculty are expected to be routinely involved in the teaching and training of students.
- d. In assessing the quality of classroom instruction, more weight should be given to courses in which the faculty member is entirely responsible for the course and gives most or all of the lectures/classroom activities as compared to courses in which the faculty member coordinates but does a minimum amount of active teaching and/or gives a small number of lectures.
- e. Teaching is more than the delivery of lectures and includes other creative methods of involving students in the process of learning, e.g., applications of technology or use of innovative teaching methods such as case studies or problem-based learning, group projects, simulation experiences, computerized instruction, etc.
- f. Mentoring, is recognizably more difficult to evaluate than the other dimensions, and evidence is likely to be primarily based on written testimonials or letters from other faculty, students or alumni, and from student exit interviews.
- g. Thesis/dissertation supervision and mentoring are intended to be distinct areas of performance. Good or excellent

performance in one does not imply comparable performance in the other. For example, one could provide excellent direction on research and not perform as an effective mentor for career advancement. They should be addressed independently.

D. SCHOLARSHIP OR RESEARCH CRITERION (TENURE TRACK AND CRT)

The second evaluation criterion is original and creative scholarship or research defined as the substantive generation of new knowledge. Since new knowledge can be useful and influential only if it is disseminated, it is necessary that the information is communicated to others in the field of study, usually in written form. There should be a good balance between the number and the quality of the candidate's publications. The essence of creative scholarship is quality and significance as assessed by peer judgment and by relevant publications. Individuals being considered for an initial appointment at the level of Instructor or Assistant Professor should display potential in this area.

1. DIMENSIONS OF SCHOLARSHIP

Consideration of scholarly achievement may include, but is not limited to, the following:

- a. Quality and number of publications in peer reviewed journals
- b. Significance of program(s) of research on the field (on other programs of research and/or importance for the improvement of population health or public health practice)
- c. Impact of scholarly publications or extent to which the work is cited by peers
- d. Capacity to attract funding to support and sustain programs of research; competition for funding from public and private agencies
- e. Books, monographs and chapters containing creative scholarship
- f. Invited papers and refereed presentations at professional meetings
- g. Leadership in collaborative studies and the development of research centers

2. CRITERIA FOR VERY GOOD AND EXCELLENT PERFORMANCE

- a. Very Good in research
 - Mix of primary or senior-authored and co-authored articles sufficient to establish candidate as a recognized contributor to the field (senior authorship is designated in various ways)
 - Considered by leading scholars to be making important contributions to the field

- Original or synthetic research and writing that contributes to the advancement of scholarship or public health more generally
- Provides leadership on externally funded programs of research, usually as principal or co-investigator, sufficient to sustain support for effort

b. Excellence in research

- Quality and quantity of primary or senior-authored papers establishes candidate as leading investigator in the field (senior authorship is designated in various ways)
- Considered by leading scholars to be among the best investigators in candidate's professional cohort
- Original research has significant impact on field of scholarship or public health more generally
- Research attracts sustained support from competitive sources of external funding, normally as principal investigator

E. SERVICE OR PUBLIC HEALTH PRACTICE CRITERION (TENURE TRACK AND CRT)

The third evaluation criterion is professional service to the School, the University, community, professional organizations, various levels of government, and the national and international public health community. It includes contributions through the practice of public health. Individuals being considered for an initial appointment at the Instructor or Assistant Professor level should display potential in this area.

1. DIMENSIONS OF SERVICE/PUBLIC HEALTH PRACTICE

Service or Public Health Practice includes but is not limited to the following;

- a. Contributions to the promotion of public health
- b. Contributions to the delivery of public health services
- c. Contributions to the academic community within the department, school and university
- d. Service to agencies and organizations as a consultant or technical advisor
- e. Leadership of public health societies, services and programs
- f. Service on national or international panels engaged in the improvement of health or health services
- g. Recognition or awards for contributions to the field of public health or public health services
- h. Membership on editorial boards and editorships
- i. Other service to the profession

2. CRITERIA FOR VERY GOOD OR EXCELLENT PERFORMANCE

a. Very good in service or public health practice

- Participation in the governance functioning of the university. Such activities may occur at the department, school or university level.
- Contributions to the profession which may include:
 - Serving professional societies (e.g., participation in association functions or meetings, receipt of awards/honors from those associations, holding appointed or elective leadership roles, etc.)
 - Serving as expert consultants (e.g., advisor or on advisory panels for private or governmental public health agencies, serving on study section panels for funding agencies, providing assistance and advice to organizations and agencies, grant reviews, etc.)
 - Serving as peer reviewers for publications (e.g., editorial boards of journals, advisory editor for a book series, referee for major journals, etc.)

b. Excellence in service or public health practice

- In addition to the requirements for *very good performance* in service or public health practice, *excellence* requires the documentation of practice-based activities that have a demonstrated substantial impact on:
 - the improvement of public health; and/or
 - the effectiveness of organizations and programs that deliver services to improve public health
- These contributions should have a scholarly origin in that they significantly advance knowledge or techniques in the field.
- These contributions should be disseminated in writing, normally peer reviewed journals and books, but may also include other forms of writing and presentations. These contributions should be recognized by leaders in the field of academic public health as significant and valued by the public health community through funding or other indicators of support.

V. APPOINTMENT AS INSTRUCTOR

Instructors usually have an earned doctorate in their field of study, are in a post-doctoral training status, or are very close to obtaining the doctorate. This is a limited 2-year appointment that is renewable and the time in rank does not count towards tenure for faculty on the tenure track. Expectations for performance are comparable to those appointed at the rank of Assistant Professor.

VI. APPOINTMENT OF OR PROMOTION TO ASSISTANT PROFESSOR (TENURE TRACK)

Appointment or promotion to the rank of Assistant Professor is normally extended to individuals with a doctorate degree in the relevant academic field who display evidence of competence and promise in scholarship, teaching and service. Appointees to the rank of Instructor or Assistant Professor are normally expected to:

- conduct and/or collaborate on independent original research that leads to dissemination through publication
- obtain funding to support research or program activities
- participate in the academic programs of the School by fulfilling teaching obligations
- supervise student research in theses and dissertations
- participate in service activities of the School, the University and the broader public health community
- engage in the application or practice of public health.

An appointment at the rank of Assistant Professor is *limited* and annually renewable. Reappointment at the rank of Assistant Professor will be initiated by the Department Chair, in consultation with senior department faculty, with notification to the Dean. In accordance with the *Statement of Principles Governing Faculty Relationships* (The “Gray Book”), a limited appointment at the rank of assistant professor in the tenure track shall not exceed seven years from the date of the appointment.

VII. APPOINTMENT OF OR PROMOTION TO ASSOCIATE PROFESSOR (TENURE TRACK)

Associate Professors are considered members of the senior faculty. They are expected to assume an increased responsibility in the life of their Department, School, University and professional community.

A. ASSESSMENT OF ACHIEVEMENT IN TEACHING, RESEARCH AND SERVICE

Ideally, candidates should display excellence in the areas of research, teaching and service. However, it is recognized that in order to fulfill the missions of the School and the University, it often is necessary for particular faculty members to concentrate their efforts in one or two of the three areas. Thus, an individual may be promoted to the rank of Associate Professor on the tenure track with documented *excellence* in at least one area AND evidence of at least *very good* performance in the other two areas.

Descriptions of the criteria for the documentation and assessment of teaching, research and service for all faculty are found in Sections IV. C, D and E. According to Emory University standards, *Candidates for appointment or promotion to Associate Professor must show academic excellence, including meritorious scholarship, creative inquiry, and teaching, as well as have the demonstrated promise to become leaders and transform their field as their career progresses.*

B. PROMOTION OR APPOINTMENT WITH TENURE

In the tenure track, promotion to the rank of Associate Professor usually entails an award of tenure. However, an Assistant Professor in the tenure track may be promoted to the rank of Associate Professor without tenure. Faculty members may be appointed to the rank of Associate Professor in the tenure track without the awarding of tenure. Those appointed in or promoted to the tenure track as non-tenured associate professors must be awarded tenure within 5 years.

The appointment of Associate Professor with tenure is a continuous appointment. Continuous appointments shall be made by the Board of Trustees upon the recommendation of the President who shall have conferred regarding such recommendations with the Dean of the School.

C. PROCESS FOR PROMOTION

A decision to initiate an appointment at or promotion to the rank of Associate Professor is the responsibility of the Department Chair in consultation with senior faculty members in their unit (those at the rank to which the faculty member is being promoted or a higher rank). Whenever the Department Chair considers a candidate for appointment or promotion, the Chair will inform the candidate personally and in writing of his/her decision to consider the candidate for promotion and later, on whether the senior faculty decided to recommend or not recommend appointment or promotion and the reason(s) for the decision.

The chair is expected to solicit the names of potential external evaluators from the candidate and senior faculty and transmit them to the Associate Dean for Academic Affairs, who will formally solicit letters (see Section XIV) evaluating the candidate's scholarly achievements and, to the extent that the external evaluators are able, achievements in teaching and service or public health practice. External evaluators of candidates for whom tenure is being considered should be provided with a dossier including, but not limited to, the candidate's curriculum vita, a personal statement by the candidate on achievements in teaching, research and service, a summary of teaching evaluations and representative publications. Other materials may be appropriate in order to document achievements.

Following the receipt of the external evaluation letters, the Department Chair and senior faculty make a final decision about whether to recommend promotion (and tenure). The recommendation for promotion (and tenure) is made to the Dean and

the candidate's dossier is submitted to the Associate Dean for Academic Affairs. The dossier should be accompanied by a letter from the chair indicating the assessment by department senior faculty members of the candidate's qualifications for promotion on each of the criteria and the vote of the eligible faculty members for the recommendation. Promotions of faculty who hold continuous appointments shall be made by the Board of Trustees upon the recommendation of the President who shall have conferred regarding such recommendations with the Dean of the School.

VIII. APPOINTMENT OF OR PROMOTION TO PROFESSOR (TENURE TRACK)

The most crucial attribute of a Professor is that the candidate should have a national or international reputation for excellence in the discipline and should exhibit leadership and dedication to the School.

A. ASSESSMENT OF ACHIEVEMENT IN TEACHING, RESEARCH AND SERVICE

The evaluation criteria described above for an Associate Professor also are relevant for the rank of Professor. The criteria are more fully described in Section IV. *Candidates for appointment or promotion to Professor must show scholarly excellence and be established, nationally or internationally, as among the most distinctive and recognized voices in their discipline, consistently examining and addressing their field's most pressing questions.*

The candidate for promotion to the rank of Professor should therefore have appreciably more accomplishments than at the rank of Associate Professor. Candidates for the rank of Professor should also show evidence of mentoring the work of others, including masters, doctoral and post-doctoral students and/or junior faculty members.

As for an Associate Professor, a balance of accomplishments in each of the three areas of scholarship, teaching and service is expected. Faculty on the tenure track are expected to document *excellence* in at least one area AND at least *very good* performance in the others.

B. PROMOTION OR APPOINTMENT WITH TENURE

In the tenure track, promotion or appointment to the rank of Professor entails tenure unless extraordinary conditions prevail. Following a new appointment at the rank of Professor, until the Board of Trustees approves the awarding of tenure upon recommendation of the President, who shall have conferred regarding such recommendations with the Dean of the School, the person appointed at the rank of professor shall have the title, *Acting Professor*.

C. PROCESS FOR PROMOTION

Recommendations for appointment or promotion to the rank of Professor require a dossier and set of procedures that are identical to those for an appointment or promotion to Associate Professor with tenure (see Section XIV). The process is

initiated by the Department Chair, in consultation with those at the professorial rank in the department. External letters from experts in the candidate's field are solicited, followed by a final review of the record and recommendation by the full professors. The Chair submits a recommendation to the Dean and the dossier to the Associate Dean for Academic Affairs, with a letter transmitting the assessment of the eligible faculty on the candidate's achievements on each criterion for promotion, the rationale for a promotion and the faculty vote.

Unless exceptional circumstances prevail, the minimum amount of time at the Associate Professor rank before possible promotion to Professor is four years.

IX. AWARD OF TENURE

Tenure is not an automatic consequence of service on the faculty for any given number of years. Rather, it is a privilege that is earned by merit and conferred on an individual faculty member by action of the Dean of the School, the President of the University and the Board of Trustees. The long-term needs of the School are also to be considered in tenure decisions.

Tenure may be awarded at the time a candidate is appointed to the rank of Associate Professor or Professor or at any time after an appointment. It may also be awarded at the time a candidate is promoted from Assistant Professor to Associate Professor, although the decision about promotion and tenure need not be simultaneous.

Tenure is granted to those faculty members on the tenure track who have unequivocally demonstrated a present capacity and future potential to contribute substantively and meaningfully to the broader aims and objectives of the School. The University, in conferring tenure, and the faculty member, in accepting it, undertake to fulfill important responsibilities and commitments. Accordingly, the decision to recommend tenure requires careful consideration in regard to the qualities of the individual and the needs of the School.

A grant of tenure at this School means that so long as the position occupied by the faculty member continues in existence, the faculty member alone may occupy it with compensation provided, which is appropriate to the faculty member's rank and responsibilities. Appointments, whether tenured, in the tenure track or in the non-tenure track, may be terminated for the following reasons (also see *Statement of Principles Governing Faculty Relationships*):

- The faculty member becomes permanently physically or mentally incapacitated
- The faculty member gives just cause for dismissal (e.g. incompetence, neglect of academic duty, moral delinquency or other such adequate cause)
- The faculty member voluntarily resigns from the School position

- The academic program of which the faculty member is a part is discontinued by the Board of Trustees

X. APPOINTMENT OF NON-TENURE TRACK (LIMITED OR NON-CONTINUOUS) LECTURER

This designation is generally used for faculty members with a doctorate or nearly completed doctorate in their field of study. They are normally actively involved in the teaching and training of students but may also contribute to research activity. Those appointed to the position of Lecturer may be terminated without advanced written notice as required for those in certain other non-tenured ranks (See *Statement of Principles Governing Faculty Relationships*).

As provided in Article IV, Sec. 3 of the By-Laws of Emory University: “Limited appointments shall be made by the Dean of the academic unit primarily concerned and shall be reported annually to the Provost and Executive Vice President for Academic Affairs.”

XI. APPOINTMENT TO NON-TENURE TRACK (LIMITED OR NONCONTINUOUS) CLINICAL OR RESEARCH TRACK FACULTY

A. CLINICAL AND RESEARCH TRACK

The Clinical and Research Tracks are non-continuous/limited appointments of faculty who have earned a doctoral degree in field and might otherwise be qualified for and receive a tenure- track appointment but for whom a tenure track line is unavailable, whose credentials do not necessarily meet the requirements necessary for a tenure track appointment, or who possess special skills and make contributions that would not normally result in accomplishments in three areas of performance that would meet the requirements for the awarding of tenure.

These appointments are not bound by the Emory University requirement that promotion must be accomplished within seven years. As provided in Article IV, Sec. 3 of the By-Laws of Emory University: “Limited appointment shall be made by the Dean of the academic unit primarily concerned and shall be reported annually to the Provost and Executive Vice President for Academic Affairs.”

B. CLINICAL AND RESEARCH TRACK RANKS

There are four levels of non-continuous or limited faculty rank in the Clinical (CT) and Research Track (RT):

- Instructor
- Assistant Professor
- Associate Professor
- Professor

Appointments to the Clinical Track normally imply that the principal activity is in clinical training or in the practice of public health. Clinical Track faculty may participate in a range of activities, however, and are expected to contribute service to the school.

Appointments to the Research Track normally imply that the principal activity is in public health research. Research track faculty may participate in a range of activities, however, and are expected to contribute service to the school.

Clinical and Research Track faculty, not being in the tenure track (i.e., being limited or non-continuous), are annually renewable and appointments vary in duration depending upon the need for which they were hired. These faculty members are also eligible to be considered for extended multi-year appointments with the appropriate approvals.

Faculty appointed to the Clinical or Research Track are normally expected to play a significant role in supporting their salary with external funding either through their own initiative or through services supported by externally funded projects in the school.

These faculty appointments are to be made in accord with the same procedures as have been established for tenure track faculty appointments as described in Section XIV and XV.

Faculty appointed to Clinical or Research track positions are eligible to apply for tenure track positions in the school when such positions have been announced and advertised as part of an authorized open search process.

C. CRITERIA FOR APPOINTMENT IN CLINICAL AND RESEARCH TRACK RANKS

Instructors usually have an earned doctorate in their field of study or are very close to obtaining the doctorate. Individuals at the rank of Assistant Professor and above in the non-tenure track (CT & RT) must have an earned doctorate in their field. Individuals in the non-tenure track (CT & RT) may remain in any rank indefinitely.

D. CRITERIA FOR PROMOTION IN CLINICAL AND RESEARCH TRACK RANKS

Promotion of CRT faculty members will be considered for those who are making a substantial and meaningful contribution to the mission of the department and school and document achievements that are considered to be “excellent” in at least one of the three domains (teaching, research and service/practice) or “very good” in at least two domains. These criteria are described in Section IV.

Promotion from Instructor in the CRT to the rank of Assistant Professor in the CRT may be initiated by the Department Chair, in consultation with faculty, when it is determined that the candidate has achieved credentials associated with that of an Assistant Professor in the CRT. An Assistant Professor in the CRT may be promoted

to Associate Professor in the CRT after a minimum of six years of continuous service. The minimum amount of time at the Associate Professor rank in the CRT before possible promotion to Professor in the CRT is four years.

Evaluation for a promotion in rank in the CRT (CT & RT) requires an assessment by three evaluators (two of which must be external to the university, one of which may be internal to the university).

XII. JOINT APPOINTMENTS

A. JOINT DEPARTMENT APPOINTMENTS WITHIN THE SCHOOL

A faculty member may hold a joint appointment with multiple departments in the Rollins School of Public Health. One department must be identified as the primary appointment. The recommended joint appointment shall be negotiated by the Department Chair, the Dean and the candidate. In order to receive a joint appointment, the candidate must satisfy the requirements for appointment in both departments. Tenure shall exist only with respect to the primary appointment if the faculty member holds tenure.

Promotion of a candidate with a joint appointment in multiple departments may be recommended by one or several departments. The promotion process is normally initiated by the department in which there is a primary appointment but may involve a consultation with faculty in other departments sharing the appointment. The faculty member's rank should be comparable in all departments.

B. JOINT APPOINTMENTS BETWEEN SCHOOLS

A faculty member may have a joint appointment with a department in the school of public health and a department or program in some other school in the University. The primary appointment may be in the Rollins School of Public Health or in the other school. The recommendation for such a joint appointment shall be negotiated with the candidate, the Rollins School of Public Health Department Chair, the Chair of the department in the other school and the Dean of each of the two schools. In order to receive a joint appointment, the candidate must satisfy the requirements for appointment in both schools.

Promotion of a candidate with a joint appointment in two different schools can be recommended in one or both schools. Promotion in each school requires that the candidate satisfy the standards and guidelines of each school. The faculty member's rank in the primary school is usually comparable to the rank in the other school. The school in which the

faculty member holds a primary appointment normally initiates a promotion and tenure review process.

XIII. ADJUNCT FACULTY AND FACULTY RANKS WITH SPECIAL TITLES

A. ADJUNCT FACULTY APPOINTMENTS

Faculty of the Rollins School of Public Health whose academic ranks contain the prefix *Adjunct*, i.e., Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor and Adjunct Professor, are individuals who do not have a regular Emory University faculty appointment, who have completed their graduate education and who are expected to contribute actively to the educational and/or research programs of the Rollins School of Public Health. Adjunct faculty members are given limited appointments (non-tenure track), commonly without compensation.

B. APPOINTMENT PROCESS FOR ADJUNCT FACULTY

Nominations for appointments to the adjunct faculty ranks are initiated by the Department Chair in consultation with the faculty members. Such appointments do not require an open search. The Chair conveys the department faculty recommendation for an adjunct appointment through a letter to the Associate Dean for Academic Affairs stating the rationale for the appointment (anticipated or current contributions to the department or school), and the recommended rank. Adjunct appointments are made for a period of three years, subject to renewal, with the approval of the Dean.

C. FACULTY AFFILIATES

Public health practitioners employed outside of Emory University who contribute to the school's programs and mission may be appointed as Affiliated Professors. Such appointments normally do not reside within departments but are made to Centers or Programs. Faculty or administrators initiate nominations for a Faculty Affiliate appointment which lasts three years, subject to renewal. Similar to adjunct faculty members, these appointments are typically without compensation. The nominator must submit a letter to the Dean including a rationale for the appointment. The appointment must be approved by the Dean after consultation with Associate Dean for Academic Affairs and Associate Dean for Applied Public Health.

D. VISITING, PART-TIME, AFFILATED, ACTING AND TEMPORARY APPOINTMENTS

Nominations for appointments to the faculty ranks with special titles or descriptions such as visiting, part-time, acting and temporary are initiated, recommended and processed as are those appointments for adjunct status and are subject to the approval of the Dean. Visiting, part-time and temporary

appointments shall not exceed three years and shall be reported annually to the Provost and Executive Vice President for Academic Affairs.

XIV. PROCEDURES FOR PROMOTION AND TENURE REVIEW OF RSPH FACULTY

A. INITIATION OF THE PROMOTION PROCESS (BOTH TENURE TRACK AND CRT)

At the time of the annual evaluation of faculty members, the department chair, in consultation with eligible department faculty members, notifies all faculty members who are eligible for promotion and/or for award of tenure during the next academic year. Faculty members are asked to respond in writing to the department chair whether they wish to be considered for promotion and/or award of tenure at this time. Those faculty members who wish to be considered for promotion and/or tenure work with the department chair to put together the dossier. Contents of the dossier are listed in Section XIV F.

B. PROMOTION TO THE RANK OF ASSOCIATE PROFESSOR AND PROFESSOR (BOTH TENURE TRACK AND CRT)

If there is initial agreement among eligible faculty to seek a promotion, the Chair solicits the names of potential external evaluators from the eligible faculty and the candidate and shares them with the Associate Dean for Academic Affairs, who will formally solicit the letters (external and internal depending on the track). The letters are added to the candidate's dossier which serves as the basis for a vote on a recommendation for promotion by eligible department faculty members.

In the case of promotion to Associate Professor, all tenured department faculty members are eligible to vote. In the case of a recommendation for promotion to Professor, only the full professors of the department are eligible to vote. In the case of CRT Associate and Full Professors, in addition to all tenure track faculty in the department, all CRT faculty at a higher rank are eligible to vote. The vote of eligible department faculty members becomes part of the candidate's record. A detailed explanation of dissenting opinions, if any, must be forwarded to the Dean with the department recommendation.

The dossier of the candidate recommended for promotion by their department is forwarded to the Associate Dean for Academic Affairs. Included with the dossier should be a letter to the Dean from the chair describing the rationale for a recommendation for promotion, a summary of the candidate's achievements on the principal criteria, vote of the eligible faculty members and explanation of dissenting opinions, if any. The dossier is expected to contain appropriate documentation for achievements that are deemed "excellent" or "very good."

C. REVIEW BY THE RSPH APPOINTMENT, PROMOTION AND TENURE COMMITTEE (BOTH TENURE TRACK AND CRT)

The Associate Dean for Academic Affairs distributes copies of the dossier and chair's letter to members of the Appointment, Promotion and Tenure (APT) Committee in advance of its scheduled meeting. The Committee may request specific additional information from the Department Chair. This request from the Chair of the Committee or Associate Dean for Academic Affairs should be in writing to the Department Chair.

The APT Committee reviews the credentials of the candidate and issues a written recommendation to the Dean as to whether the nomination should be approved or disapproved based upon the qualifications of the candidate. A recommendation of the APT Committee supporting the proposed promotion or appointment shall be based upon a vote in which at least a simple majority of the members concur.

When the recommendation of the APT Committee supporting the proposed promotion or appointment is not based upon a unanimous vote, a report containing the minority's opinions is required. A recommendation of the APT Committee against the proposed promotion or appointment shall be based upon a vote in which a simple majority of the members concur. When the recommendation of the APT Committee is against the proposed promotion or appointment, the APT Committee Chair should submit a report to the dean clearly delineating the perceived deficiencies of the candidate.

If the promotion is made without tenure and not at the level of Professor in the tenure track, the promotion is final with the approval of the Dean. If the promotion involves the awarding of tenure or is at the level of Professor in the tenure track, it requires further review by the central university.

D. REVIEW BY THE CENTRAL UNIVERSITY (TENURE TRACK FACULTY)

Tenure is granted by the Board of Trustees. Appointments and promotions to the rank of Professor are similarly reviewed by the central university and the Board of Trustees. If the Dean accepts a recommendation for promotion (and tenure) from the Appointment, Promotion and Tenure Committee, the Dean's recommendation accompanies the dossier through the Office of the Executive Vice President for Health Affairs. With the endorsement of that office, the dossier and dean's recommendation is submitted to the Office of the Provost. It is then reviewed by the President's Advisory Committee. With additional review by the President and Provost, the dossier and recommendation is then sent to the Academic Affairs Committee of the Board of Trustees.

The Tenure and Promotion Advisory Committee (TPAC) assists the President in promoting excellence across Emory to ensure comparable

quality while protecting school distinctiveness. The TPAC is comprised of senior faculty elected by the tenured faculty in each of the schools who review each file for tenure and promotion. The President and Provost determine which files are appropriate for forwarding to the TPAC for discussion with and recommendation to the Provost and President. As an advisory body, the TPAC does not exercise a vote on files, does not set policy, and does not serve as an appellate body.

E. SUMMARY OF STEPS FOR APPOINTMENT AND PROMOTION OF FACULTY (TENURE TRACK AND CRT)

1. SEARCH PROCESS FOR NEW FACULTY

- a. Position Approved by Dean
- b. Appoint Search Committee (at least 3 faculty members)
- c. Develop Position Description of Vacancy Announcement and Advertisement
- d. Complete Search Activity Report (SAR); Submit to Equal Opportunity Programs for Vacancy Number
- e. Search (*National in scope; Search may be more limited for a non-tenure track faculty position and a search is not required for Visiting and Adjunct Faculty*)
- f. Recommendation of appointment by department faculty to Dean

2. FACULTY APPOINTMENT AND PROMOTION STEPS

- a. Recommendation by department faculty; Dossier of candidate, evaluation letters, and letter from chair submitted to Associate Dean for Academic Affairs
- b. Appointment, Promotion and Tenure Committee review and recommendation
 - If not a faculty appointment with tenure (assistant professor, research or clinical track, lecturer), there is an “expedited” review as described in the section below
- c. Review and decision by Dean
 - *If the appointment or promotion does not involve tenure or is not at the level of Professor in the tenure track:* Dean makes decision to be implemented.
 - *If the appointment or promotion involves the awarding of tenure or is at the level of Professor in the tenure track:* Dean reviews and makes a recommendation for subsequent reviews at central university

Subsequent steps for those considered for tenure or appointment at the rank of Professor in the tenure track:

- d. Dossier covered with dean’s recommendation and RSPH APT Committee Report sent to Executive Vice President for Health Affairs

- e. Office of the Provost: President's Advisory Committee (PAC)
- f. Academic Affairs Committee of the Board of Trustees

3. VISITING AND ADJUNCT FACULTY APPOINTMENT STEPS

- a. Recommendation by department faculty; CV of candidate submitted to Associate Dean for Academic Affairs
- b. Department Chair's letter contains rationale for appointment, role in the department, and recommended rank
- a. Dean, in consultation with the Associate Dean for Academic Affairs, gives final approval

4. PRELIMINARY COMMITTEE REVIEW

Offers of faculty positions with tenure may be *contingent* on the review and recommendation of the RSPH Appointment, Promotion and Tenure Committee, Dean and the Board of Trustees. In such cases, following a vote of the department faculty to make an offer (and particularly when tenure is recommended), Departments are encouraged to seek an expedited preliminary review and recommendation from the APT Committee based on documentation collected during the search process prior to a formal offer.

5. ACTING PROFESSOR TITLE

Until Board of Trustees approval, a faculty member appointed in the tenure track as Professor (with promise of tenure) is considered to be provisionally appointed to that rank and will have the title, *Acting Professor*.

F. CONTENT OF DOSSIERS FOR FACULTY APPOINTMENTS AND PROMOTION

1. DOSSIER FOR APPOINTMENT OR PROMOTION NOT INVOLVING TENURE (CRT FACULTY)

- a. Chair's Cover Letter to Dean
 - position description (if new appointment)
 - description of search (if new appointment)
 - vote and sentiment of department faculty on candidate
 - overview of candidate's qualifications
- b. One-page summary *Curriculum Vitae*
- c. At Least 3 Letters of Recommendation from Experts in the Candidate's Field (2 must be external to the university but 1 may be internal to the university)
- d. Candidate's personal statement (no more than five pages) covering achievements in and future plans for research, teaching and service
- e. Candidate's Full *Curriculum Vita* (including past, current, or pending sponsored research as relevant)
- e. Teaching Dossier*
- f. Service Dossier**

- g. Copy of the selected scholarly work submitted to reviewers
2. DOSSIER FOR APPOINTMENT OR PROMOTION INVOLVING TENURE OR AT THE LEVEL OF PROFESSOR IN THE TENURE TRACK (Items to be added to the dossier as it is submitted by the RSPH Dean to the Executive VP for Health Affairs, Provost and PAC are indicated)

PART I

- a. Cover sheet with basis on which candidate is being proposed for promotion or appointment with tenure. List summary assessment of research, teaching, and service.
- b. *[To be added]* Dean's Letter to Provost, which includes:
- Introductory paragraph (proposed rank, effective date, criteria for recommending promotion); Faculty appointed to the rank of Professor and who arrive prior to approval by the Board shall carry the *Acting* Professor title.
 - Brief description of the position and relevance of the candidate to the strategic benefit of the institution
 - Summary of internal appointment or review process, including the chronology (e.g., time of recruitment and/or dates of various levels of review, summary of content of review at these levels, votes of department or committee)
 - External reviewers: List of potential external reviewers compiled by the candidate, faculty and Department Chair; list of those asked for evaluations who agreed or declined; reasons for declines; brief descriptions of external evaluator qualifications; explanation if more than six letters are included
 - Assessment of candidate including a brief description of the cohort within which the candidate was evaluated, candidate's credentials, and the candidate's teaching, research/scholarship and service, and candidate's career trajectory
 - Summary statement
- c. *[To be added]* Letter from RSPH APT Committee to the Dean reporting review and vote
- d. Letter from Department Chair to the Dean reporting departmental review, recommendation and vote
- e. One-page summary *curriculum vitae*
- f. *[To be added]* One copy of the form letter used to solicit external reviews with list of persons to whom sent; if different letters were used for different reviews, a copy of each.
- g. *[To be added]* Promotion and Tenure criteria that were sent to the external reviewers

- h. *[To be added]* External reviewers
 - Brief biographical description of each reviewer and relationship to candidate, if any
 - Letters from at least six external reviewers
 - List of external reviewers who declined or were unable to submit a letter and, if available, the reason
 - If applicable, letters from internal reviewers (may be appropriate for documenting certain achievements)
 - Indication of who recommended external reviewers: candidate, senior department faculty, chair or deans (prefer that half, or less, of reviewers are determined by the candidate to assure “arms-length” process)
 - Forms completed by external reviewers describing relationship to candidate
- i. Candidate’s personal statement (no more than five pages) covering achievements in and future plans for research, teaching and service
- j. Candidate’s Full *CV* (including past, current or pending sponsored research)

PART II

- k. Teaching Dossier *
- l. Service Dossier**
- m. Copy of the selected scholarly work submitted to external reviewers

PART III

- n. External Evaluator Tracking Form

PART IV

- o. Copy of Dean’s letter
- p. Copy of one-page *CV*

*The content of a **Teaching Dossier** will be more extensive if a promotion is based on excellence in teaching (see Guidelines). A dossier documenting “very good” teaching would typically include the following:

- Statement on achievements in teaching which may include a philosophy of or approach to teaching, steps taken to develop teaching skills, challenges that were met and addressed, etc. This narrative could be similar in content to the personal statement and can frame the other contents of the dossier.
- Representative syllabi for courses developed (may include other innovative course materials)
- Student course evaluations (representative; could include excerpts from student comments)

- Mentoring (special achievements of advisees, co-authored publications with students, list of students advised on theses and dissertations or committees, other mentoring)
- Peer evaluation (one or more observations of classroom instruction and/or course design by a faculty colleague that assesses strengths and weaknesses)
- Other contributions to teaching (descriptions and evaluations of short courses, teaching related publications, continuing education workshops, training of students, teaching related awards, letters from students reflecting on instruction or mentoring, etc.)

****A Service Dossier** is required, although some of the information provided overlaps with previous sections. Thus, some faculty members prefer to reference their statement on service/practice in the Personal Statement and document service or practice activities in the full CV. Faculty members seeking a promotion in rank are encouraged to consider including a Service Dossier if it reflects substantial achievements that should be highlighted.

The content of a service dossier will be more extensive if promotion is based on excellence in service (see Guidelines). A dossier documenting “very good” service would typically include the following:

- Statement on service or public health practice through actions, applications of research or training; may be similar in content to a personal statement and can frame the other contents of the dossier
- List of contributions to service or public health practice
- Evaluations of contributions to service or public health practice (letters, testimony, awards, etc.)

3. DOSSIER FOR APPOINTMENT OF VISITING OR ADJUNCT FACULTY

- a. Chair’s letter describing rationale for the appointment and recommended rank
- b. Current *Curriculum Vitae*

G. EXTERNAL EVALUATIONS REQUIRED for PROMOTION AND TENURE OF FACULTY ON THE TENURE TRACK

1. SOLICITATION OF EXTERNAL REVIEWS

The Associate Dean for Academic Affairs will send a dossier, received from the candidate through the department, to six or more external evaluators containing the following:

- a. Current *CV*
- b. Personal Statement
- c. 4-5 Representative Publications
- d. RSPH Promotion Guidelines
- e. Summary of teaching performance evaluations
- f. Form for reporting relationship of external reviewer to candidate

- g. If assessments from external evaluators are sought on achievements in teaching and service, additional materials pertaining to those contributions will be included.

2. EXTERNAL EVALUATOR QUALIFICATIONS

The university requires “arms-length” evaluations from leading scholars working in areas similar to that of the candidate. Thus, external evaluators:

- a. Must be senior faculty at peer academic institutions or their equivalent
- b. Recommended by the candidate, senior department faculty, Department Chair and Associate Dean for Academic Affairs and selected by the Associate Dean for Academic Affairs in consultation with the Department Chair
- c. May not be personally or professionally close to the candidate (e.g., former teachers, family members, close friends, past or current research collaborators, etc.), but evaluators may have had some professional interaction with the candidate

3. REPORTING ON EXTERNAL EVALUATIONS

- a. As indicated in section XIV F, the Dean’s letter and dossier must report the responses to requests for external letters
- b. The External Evaluator Tracking Form provided by the Office of the Provost requires: a list of all external evaluators asked to assess the candidate; their qualifications; who suggested the evaluator (candidate, faculty, Chair, etc.); whether they accepted or declined; if they declined; the reason given (if indicated)

XV. APPOINTMENT, PROMOTION AND TENURE COMMITTEE AND REVIEW PROCESS: BYLAWS

A. COMMITTEE STRUCTURE

The Appointment, Promotion and Tenure (APT) Committee is a standing committee of the School. It consists of one tenured faculty member from each academic department elected by a vote of all tenure track faculty in their department. In addition, three tenured faculty members are elected at-large by a vote of all tenure track faculty in the School and one Clinical/Research track faculty member is elected at-large by a vote of all non-tenure track faculty. Nominations for the at-large representatives may come from any department in the School. However, no department may be represented by more than two tenure track members on the APT Committee.

Elected members serve terms of three years. Representatives may be re-elected by their Departments or through at-large elections. Terms are staggered such that one-third of the Committee is newly elected each year.

The Committee normally meets monthly with more frequent meetings as may be necessary. The Associate Dean for Academic Affairs is an *ex-officio* member of the committee and the committee is supported by the office of the Associate Dean for Academic Affairs.

The APT Committee Chair is a member of the Committee who is nominated by a vote of the members and appointed by the dean to serve a term of two years. The Chair also serves on the School's Faculty Council.

B. COMMITTEE PROCESS

Following a vote on a recommendation for appointment, promotion or tenure, the outcome is made known to the Dean. The Committee will provide a written report of its deliberations, votes and recommendation to the Dean as part of the record.

When there is any dissent in the vote, the Committee will include in its written report the principal reasons for voting to approve or disapprove the action. The report is normally composed by the Associate Dean for Academic Affairs at RSPH? in collaboration with the Committee Chair and with input from the Committee. When there is significant dissent, members of the Committee may be invited to submit a minority report to accompany a report from the Committee endorsed by a majority of its members.

The candidate's dossier, and committee report containing the vote and are submitted to the Dean. All appointments and promotions that do not involve the awarding of tenure and are not at the level of a tenure track Professor are reviewed by the Dean and, if approved, reported to the Associate Dean for Academic Affairs for implementation. They are annually reported to the Office of the Provost.

Only committee members at the professorial rank will review and recommend promotions to the rank of Professor. For the review of promotions to the rank of Professor, APT committee members at the rank of Professor will assemble as an *Ad Hoc* APT Committee. Each department must have at least one faculty member serving on the *Ad Hoc* APT Committee. When a department is not represented on the APT Committee with a Professor (e.g., if their regular APT Committee member and at-large representative are a tenured Associate Professors) the tenure track department faculty will elect a representative at the rank of Professor to serve on the *Ad Hoc* APT Committee. The at-large Clinical/Research track faculty member will review all cases for promotion and tenure but only vote on those cases on the CRT.

Appointments or promotions to Professor or to a rank (e.g., Associate Professor) with tenure, once approved by the Dean, are forwarded to the Executive Vice President for Health Affairs and University Provost. They are then reviewed by the President and the President's Advisory

Committee before going to the Academic Affairs Committee of the Emory University Board of Trustees.

C. EXTENSION OF THE TENURE CLOCK

If a faculty member on the tenure track who has not yet been reviewed for tenure becomes a parent by birth or adoption, he or she will be granted an automatic extension of the tenure clock by one year. The faculty member should notify his or her Department Chair and Dean in writing of this change in status at the earliest possible date. The Dean must notify the Provost and Vice President for Academic Affairs. It is the responsibility of the Department Chair and Dean to secure substitutes for the faculty member's teaching and committee responsibilities.

A tenure track faculty member may, under certain circumstances, receive a delay of the tenure review for a period not to exceed two years. Such circumstances may include among others, responsibility for managing the illness or disability of a family member or illness of the faculty member. To obtain extension of the probationary period for reasons other than childbirth or adoption, the faculty member must make a written request showing that his or her ability to demonstrate readiness for the grant of tenure has been substantially impaired.

The petition, if approved by the Department Chair and Dean, shall be submitted to the Provost and Executive Vice President for Academic Affairs. For faculty in the Woodruff Health Sciences Center, the petition must be approved by the Executive Vice President for Health Affairs before being submitted to the Provost. In the event that the petition is denied before being submitted to the Provost, the faculty member shall have the right to appeal directly to the Provost. The Provost, in consultation with the President, shall grant or deny the petition. The Provost will report regularly to the Board of Trustees on the number of extensions requested, the reasons advanced in support of each request and the granting or denial of each request.

XVI. APPEALS

In the event that the department chair declines to initiate the promotion process at the appropriate time, or if the department recommendation is unfavorable, or if the Appointment, Promotion and Tenure Committee recommendation is unfavorable, the RSPH faculty member concerned, or other faculty members acting on his or her behalf, may appeal the case to the Dean (this applies to faculty on both tracks). The Dean, with the advice of the Rollins School of Public Health Senior Executive Committee (Associate Deans), may or may not accept the appeal. If the appeal is accepted, the dean shall take such steps as are necessary to bring the case to an *Ad Hoc* Committee for its review and recommendation.

A tenure track candidate may appeal an unfavorable decision by the Dean to the Executive Vice President for Health Affairs. The Executive Vice President for Health Affairs, may appoint an *Ad Hoc* Committee to review and advise on the appeal.

Any faculty member may appeal an unfavorable decision believed to be based upon prohibited discrimination through the grievance procedure prescribed by the Office of Equal Opportunity Programs.

If the appointment of a faculty member holding a continuous appointment (tenured) is suspended, transferred or terminated, that decision may be reviewed by a Faculty Hearing Committee of five tenured faculty members (none from the academic unit of the faculty filing an appeal) selected by the Executive Committee of the Emory University Faculty Council, in consultation with the Provost and Executive Vice President for Academic Affairs. This Committee shall conduct hearings, make findings of fact, and make recommendations to appropriate university officers. Policies and procedures are described in the *Statement of Principles Governing Faculty Relationships* (“Gray Book”).

XVII. EMERITUS APPOINTMENTS

A. EMERITUS STATUS FOR REGULAR FACULTY

A retired member of the faculty who has reached age 55 and has served as a member of the Emory faculty for at least ten continuous years, and whose total age and years of continuous service equal at least seventy-five, may be considered for an “emeritus” title that reflects rank and appointment track at the time of retirement.

Following rules and guidelines for academic titles, the Dean of the academic unit where the faculty member’s appointment is housed may recommend a faculty member to the Provost and Executive Vice President for Academic Affairs and the President, who shall inform the Board of Trustees, if awarded.

B. EMERITUS STATUS FOR ADJUNCT FACULTY

Adjunct faculty who have served in that role for at least ten continuous years and whose total age and years of continuous service equal at least seventy-five, may be considered for an emeritus title that reflects rank and appointment track at the time of retirement. All such appointments must be approved by the Department Chair and Dean of the Rollins School of

Public Health before submission to the Provost and Executive Vice President for Academic Affairs.

XVIII. RECORDS

This document (and any additional department or center requirements) on promotion, tenure and termination must be kept on file in the office of the Chair of each department, the Dean of the Rollins School of Public Health, the Provost and Vice President of Academic Affairs, and the Office of Equal Opportunity Programs.

Complete records of the review process for each candidate, including all pertinent data and the written reports of recommendations, must be kept on file in the Office of the Associate Dean for Academic Affairs for a period of not less than three years, whether or not a recommendation for appointment or promotion was made.

A complete record of the appointment and promotion history of each faculty member shall be kept on file in the office of Dean of the Rollins School of Public Health for at least seven years following the individual's resignation, termination or retirement date.

XIX. THREE YEAR EVALUATION OF TENURE TRACK FACULTY

As part of the ongoing evaluation and mentoring of junior faculty, the Appointment, Promotion and Tenure Committee will review the progress of all non-continuous tenure track faculty members (e.g., assistant professors) at the end of their third year of employment.

At the end of their third year the faculty member will prepare a dossier documenting achievements in research, external funding, teaching and service or public health practice. At a minimum, the dossier will contain: 1) a current *curriculum vitae*; 2) two representative publications or manuscripts; 3) course evaluations or other documentation of teaching performance; and 4) a brief (five pages or less) personal statement by the faculty member describing achievements in teaching, research and service/practice to date and plans for the next three years.

The department's tenured faculty members will initially review the dossier. The Department Chair will write a letter to the APT committee evaluating the assistant professor's performance and progress toward promotion and tenure based on the assessment of the faculty and chair. The Chair's letter may be a composite of tenured faculty members' letters.

The Department Chair's letter, previous annual review letters of that faculty member and the dossier will be forwarded to the RSPH Appointment, Promotion and Tenure Committee, normally in July-August. During the summer or fall semester of the fourth year, the APT Committee will review the dossier and the Chair's letter and make its own evaluation of the faculty member's performance and progress towards promotion and tenure. The APT Committee evaluation will be included in a letter written to the department chair by the Associate Dean for Academic Affairs in collaboration with the APT Committee Chair.

The Department Chair and senior department faculty will then determine if the faculty member's appointment is to be renewed or will terminate following the fourth year. Normally, renewal implies an intention to continue the appointment through the sixth year for a promotion and tenure decision. The APT Committee's assessment will be shared with the faculty member and should form a basis for mentoring.

XX. CHANGING TRACKS

Changing from a non-tenure track to a tenure track position is allowed only if the candidate applies for an open national or international search for a faculty position and emerges as the top candidate. Best practices must be followed.

Changes from tenure track to a non-tenure track must be approved by the Provost. Such changes typically are made at the Assistant Professor rank and among untenured Associate Professors on the tenure track. The Dean must submit a dossier with letter of request for the change, letter of justification by the Department Chair and the candidate's *CV*. Request for Assistant Professors must be made before the third year. Request for Associate Professors who shift from tenure track to non-tenure track must be made by the third year in rank.