



**BOSTON UNIVERSITY
SCHOOL OF PUBLIC HEALTH**

**GUIDELINES FOR FACULTY
APPOINTMENTS AND PROMOTIONS**

Approved by the SPH Governing Council

June 5, 2014

I. Introduction

Faculty appointments and promotions at Boston University School of Public Health are governed by policies and procedures of the University, Medical Campus and SPH, as set forth in the BU Faculty Handbook, in BUMC policies and procedures, and in these guidelines. Within the parameters established by these documents, the school, through its Governing Council and Appointments and Promotions Committee, may establish additional policies and procedures.

The guidelines outlined in this document are intended to clarify expectations for SPH faculty seeking promotion, department chairs considering rank for new faculty positions, and faculty and committees reviewing the suitability of the applications. These guidelines are intended to adapt University guidelines and to apply them to the circumstances of SPH. In both the University and SPH guidelines, flexibility is built into the criteria for appointments and promotions and the criteria are likewise subject to interpretation by the Appointments and Promotions Committee, the Governing Council and the Dean. The guidelines outlined here are intended to be consistent with the University and Medical Campus policies. In case of conflict, the policies of the University and Medical Campus take precedent.

These guidelines reflect the school's commitment to establishing and maintaining high standards of academic and professional excellence and achievement amongst its faculty. This commitment is consistent with Boston University's 2007 Strategic Plan, which identifies "hiring, promoting, and retaining faculty members who are excellent teachers and leaders in research, scholarship, and professional accomplishment" as a key objective (<http://www.bu.edu/president/strategic-plan/>)

This document is organized as follows: Section II defines the categories and ranks of faculty appointments at BUSPH; Section III outlines the criteria for faculty appointment and promotion to those categories and ranks; Appendix A specifies procedures for promotions, Appendix B specifies procedures for appointments, and Appendix C specifies procedures for changing to a different faculty category.

II. STANDARD FACULTY CATEGORIES AND RANKS AT BUSPH

This section defines the categories and ranks that apply to standard faculty appointments and promotions at BUSPH. The general and specific criteria outlined for each rank are used by department faculty, department chairs, the A&P Committee, the Governing Council and the Dean to determine ranks for new appointments and eligibility of promotion.

The categories and ranks employed by BUSPH represent a subset of those authorized by the University in the Classification of Ranks and Titles section of the BU Faculty Handbook, which is available online at <http://www.bu.edu/handbook/policies/promotions/ranks.html>.

BUSPH appoints, develops and promotes faculty in the following tracks: unmodified, clinical, research and lecturer. Faculty in each of these tracks are critical to the successful pursuit of the School's tripartite mission of education, research and service. As per BUMC policy, tenure is not available to faculty in any category. As per the BU Faculty Handbook section on Appointment and Continuance of BUMC Faculty, all standard faculty at SPH are eligible for a rolling appointment after an initial defined-term appointment.

The expectations for faculty with unmodified titles focus on research scholarship and the achievement of a national/international reputation for that scholarship, and also include expectations for education and service activities. The expectations for faculty with clinical titles focus on education and service, along with an expectation to engage in a modest level of scholarship. The expectations for faculty with research titles focus on research and service. Faculty with lecturer titles are expected to focus on teaching and service and have no requirement for scholarship.

BUSPH also appoints and promotes faculty with adjunct and secondary titles. An adjunct title identifies a faculty member whose primary place of employment is not Boston University. Secondary titles are awarded to selected faculty whose primary academic appointment is at another Boston University school or college.

A. Ranks for Faculty with Unmodified Titles

Instructor:

At the Medical Campus, Instructor is the entry level rank for those who have recently completed their doctoral training, post-doctoral training, residency or fellowship training. This rank is appropriate for new faculty, generally with M.D., Ph.D. or equivalent degrees, who have the potential for academic advancement. Medical Campus individuals at the instructor level may be in positions of advanced training prior to leaving the institution or being promoted to the assistant professor rank.

Assistant Professor:

Generally, an assistant professor has been awarded a doctoral or professional degree or equivalent, exhibits commitment to teaching and scholarly or professional work of high caliber, and participates in University affairs at least at the department level.

Associate Professor:

Generally, an associate professor meets the requirements for appointment as an assistant professor, enjoys a national reputation as a scholar or professional, shows a high degree of teaching proficiency and commitment, and demonstrates public, professional, or University service beyond the department.

Professor:

Generally, a professor meets the requirements for appointment as an associate professor, and, in addition, has a distinguished record of accomplishment that leads to an international or, as appropriate, national reputation in his or her field.

B. Ranks for Faculty with Modified Titles**Instructor:**

At the Medical Campus, Instructor is an entry level rank for those who have recently completed their training. Medical Campus individuals at the instructor level may also be those in positions of advanced training who are performing some aspects of faculty work.

Assistant Clinical or Research Professor:

Generally, an assistant clinical or research professor has been awarded a post-baccalaureate degree, exhibits the potential for teaching or research work of high quality and is committed to service at least at the department level.

Associate Clinical or Research Professor:

Generally, an associate clinical or research professor meets the requirements for appointment as an assistant clinical or research professor, has made substantial contributions as a teacher or researcher, and participates in School or University service beyond the department.

Clinical or Research Professor:

Generally, a professor meets the requirements for appointment as an associate professor and, in addition, has been awarded a doctoral or equivalent professional degree, has a distinguished record of accomplishment in education or research, and participates at a leadership level in internal and/or external service activities.

C. Ranks for Faculty with Lecturer Titles**Lecturer:**

A Lecturer is a faculty member appointed primarily to provide instruction for a stated term of full-time or part-time service, as specified in the appointment letter. The title reflects strong teaching ability and a relevant basis of scholarly work or professional expertise and achievement.

Senior Lecturer:

Generally, a Senior Lecturer meets the requirements for appointment as a Lecturer, and has demonstrated excellence in teaching for at least five years.

Master Lecturer:

Generally, a Master Lecturer meets the requirements for appointment as a Lecturer, and has demonstrated excellence in teaching for at least ten years.

D. Ranks for Faculty with Professor of the Practice Titles

Associate Professors of the Practice and **Professors of the Practice** are officers of instruction who are or have been distinguished practitioners in their respective professions and whose primary responsibilities lie in teaching, mentoring, and service to the University.

There is generally no promotion process for Associate Professors of the Practice as the activities that would justify promotion cannot be pursued while one is a full time faculty member.

E. Ranks for Faculty with Adjunct Titles

The prefix Adjunct identifies a faculty member whose primary place of employment is not Boston University or whose primary employment within Boston University is not in a faculty capacity. The Adjunct prefix should generally not be used in combination with the clinical or research modifiers.

F. Ranks for Faculty with Secondary Appointments

Secondary titles may be awarded to selected faculty whose primary academic appointment is at another Boston University school or college. Secondary appointments and promotions at BUSPH are typically at the same rank as the primary BU title and have the same duration.

III. CRITERIA FOR APPOINTMENT AND PROMOTION

A. General Expectations for Faculty with Unmodified Titles

Candidates being considered for appointment or promotion to a faculty rank on the unmodified track holding are expected to make contributions in all three areas of faculty activity: education, scholarship/research and service. Scholarship may be pursued and achieved in the area of education, research or service, as described below.

General Expectations of SPH Faculty on the Unmodified Track at Each Academic Rank

	Instructor	Assistant Professor	Associate Professor	Professor
Preparation	Generally has doctoral or equivalent degree	Generally has doctoral or equivalent degree	Generally has doctoral or equivalent degree	Generally has doctoral or equivalent degree
Education	Exhibits potential for quality teaching	Exhibits commitment to teaching	Shows a high degree of teaching proficiency and commitment	Shows a high degree of teaching proficiency and commitment
Research/Scholarship	Exhibits potential for research/scholarship achievement	Exhibits commitment to research/scholarship of high caliber	Has a national reputation for research/scholarship in his or her field	Has an international and national reputation for research/scholarship in his or her field
Service	Willingness to perform school service	Actively participates in service at least at the departmental level	Actively participates in service beyond the departmental level	Demonstrates leadership in internal and/or external service activities

B. General Expectations for Faculty with Modified Titles

Candidates being considered for appointment or promotion to a faculty rank on the modified track are expected to make substantial contributions in either education or research, depending on their title, and in service.

General Expectations of SPH Faculty on the Clinical Track at Each Academic Rank

	Clinical Instructor	Assistant Clinical Professor	Associate Clinical Professor	Clinical Professor
Preparation	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience
Education	Exhibits potential for quality teaching	Exhibits potential for high quality teaching	Makes substantive contributions to the school's teaching program	Makes outstanding and sustained contributions to the school's teaching program
Research/Scholarship	Has interest in research/scholarship activities	Pursues research/scholarship activities	Has research/scholarship accomplishments	Has research/scholarship impact
Service	Willingness to perform school service	Actively participates in service at least at the departmental level	Actively participates in service beyond the departmental level	Demonstrates leadership in internal and/or external service activities

General Expectations of SPH Faculty on the Research Track at Each Academic Rank

	Research Instructor	Assistant Research Professor	Associate Research Professor	Research Professor
Preparation	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience
Education	May have interest in teaching activities	May choose to participate in teaching activities	May make contributions to the school's teaching program	May make contributions to the school's teaching program
Research/Scholarship	Exhibits potential for quality research/scholarship	Exhibits potential for high quality research/scholarship	Makes substantive contributions to the school's research/scholarship program	Makes outstanding and sustained contributions to the school's research/scholarship program
Service	Willingness to perform school service	Actively participates in service at least at the departmental level	Actively participates in service beyond the departmental level	Demonstrates leadership in internal and/or external service activities

General Expectations of SPH Faculty on the Lecturer Track at Each Academic Rank

	Lecturer	Senior Lecturer	Master Lecturer
Preparation	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience	Has doctoral degree or has master's degree plus relevant experience
Education	Exhibits potential for high quality teaching	Makes substantive contributions to the school's teaching program	Makes outstanding and sustained contributions to the school's teaching program
Research/Scholarship	Has no scholarship requirement	Has no scholarship requirement	Has no scholarship requirement
Service	Participates in service at the school and/or the department level	Participates in service at the school and/or the department level	Participates in service at the school and/or the department level

General Expectations of SPH Faculty on the Professor of the Practice Track at Each Academic Rank

	Associate Professor of the Practice	Professor of the Practice
Preparation	Has experience as an accomplished practitioner	Has experience as an accomplished practitioner at a senior level
Education	Exhibits potential for high quality teaching	Exhibits potential for high quality teaching
Research/Scholarship	Has no scholarship requirement	Has no scholarship requirement
Service	Participates in service at the school and/or the department level and in external service	Participates in service at the school and/or the department level and in external service

Criteria and Documentation for Appointment and Promotion

This section provides guidance on evaluation criteria and required documentation in the areas of teaching, research/scholarship and service for promotion to Associate Professor and Professor. All of the criteria are relevant to promotion of faculty on the unmodified track. Criteria are also relevant to promotion on a modified track or on the lecturer track as appropriate to the focus area of the faculty member.

At each level of promotion evaluation is focused on accomplishments since the previous appointment or promotion.

Teaching

Education is a core mission activity at SPH so performance as a teacher is considered very seriously in promotion decisions.

Teaching **contributions** are a primary consideration in promotion for faculty on the clinical and lecturer tracks, **and a substantive consideration for faculty members on the unmodified track.** **Faculty members on the research** track are encouraged to engage in teaching activities, especially with regard to doctoral education efforts.

The following should be documented as appropriate/relevant for individual faculty members.

- A. Serving as primary instructor or co-instructor in courses since previous promotion, with specific information for each course (including independent studies):
 - Course number, semesters taught, and student enrollment;
 - Teaching awards and student evaluations;
 - Role in developing and/or restructuring courses.
- B. Major/primary advisor for doctoral students and post-doctoral fellows, with specific information for each advisee:
 - Completion of doctoral degree;
 - Paper/presentations completed by student;
 - Professional success of doctoral student or post-doctoral fellow (position after leaving training).
- C. Committee member for doctoral students (including exam committees), with general information for each student to document activities.
- D. Advisor to MPH and students in other, non-doctoral, degree programs.
- E. Independent and directed research studies instruction, with specific information for each student to document activities. Examples include:
 - Student scholarship as a result of the faculty member's involvement with them (e.g., authorship of posters or journal articles).

- F. Advising and mentoring students, with specific information for each student to document activities.
- G. Involvement of students in the faculty member's research and practice will be considered, based on specific information to document student activities.
- H. Invited lectures at other universities and colleges, as well as guest lectures in other courses at SPH and Boston University.
- I. Involvement in curriculum development for the department and/or the school
- J. Other teaching activities not included in A through I above will also be considered based on specific information provided by the Faculty member documenting activities.

Scholarship/Research

Scholarship and research are critical to the impact and reputation of the school. Scholarship and research may be accomplished in any of the domains of faculty activity.

Faculty members on the unmodified and research tracks are expected to have substantial scholarly/research achievements. Faculty who are on the clinical track are expected to have modest scholarly/research achievements in teaching, practice and/or their discipline. Faculty who are on the lecturer track are not required to engage in scholarly/research activities.

Faculty activities at SPH are recognized as scholarship/research if they meet all three of the following criteria:

1. generation of new knowledge or the application of existing knowledge in new ways;
2. documentation of the new knowledge generated;
3. a) public sharing of the documentation so that it is accessible to others for review and critiques. At the highest level, public sharing of information occurs following the scrutiny of peer review, and/or
b) analyses and reports that increase understanding of a problem and/or recommend insightful responses to a problem.

Faculty members claiming scholarship/research accomplishments must document those accomplishments and provide evidence that they meet the three criteria defining scholarship.

Scholarship in teaching includes publications associated with teaching materials or methods, developing funded grant proposals to support instructional activities, producing videos intended for instructional purposes, and publishing textbooks.

Scholarship in research includes the generation of research proposals, research protocols, working papers, journal articles, book chapters, and books. Research activities and knowledge generated from private consultancies that are not distributed beyond the client would not be considered academic scholarship.

Scholarship in practice includes technical reports, presentations to professional meetings that summarize new knowledge or new applications of practice-based principles, the publication of new materials or principles for public health program content, and contributions to the writing of new public health policy and legislation.

The following should be documented as appropriate/relevant for individual faculty members:

- A. The quantity and quality of a faculty member's scholarship and research output since initial appointment or last promotion will be the most important factor in determining productivity. It is recognized that the typical number of scholarly works or research publications may vary widely by academic discipline and appointment track so no set number of publications or other appropriate outputs is required. In instances where a faculty member's application contains fewer outputs, they should be of high impact and demonstrated importance to be strongly supportive for promotion.
 - 1. Publication in peer-reviewed journals is highly valued. Reports, monographs, book, and other types of publications or outputs created from scholarly activities are also appropriate. In all cases, the faculty member must demonstrate that these are recognized as scholarship.
 - 2. Depending on the field, first, second, and third, or first, second, and senior or "corresponding" authorship can be given greater weight.
 - 3. Substantive role in the planning, implementation, analysis or writing of the scholarly output is essential.
 - 4. Impact scores of the journals or journals identified as strongly reputable in the faculty member's field will be considered in assessing national reputation.

- B. For faculty on the unmodified and research tracks, demonstrated ability over the evaluation period (or several years for new appointments) to attract independent external funding and/or contribute to existing grants sufficient to support the faculty member's salary as consistent with annual reviews with the Departmental Chair will be strongly considered. External funding includes grants, contracts, and other mechanisms with government agencies (including other nations as well as local or state governments), foundations, and private sources. The following factors will be considered in evaluating funding:
 - 1. Level of role on the project, the size of the project.
 - 2. Level of competitiveness of funding source.

- C. Participation in (including presentation at) major professional conferences and within

professional meetings and forums at the local, national and/or international levels as appropriate for the faculty member's position is expected. The following factors will be considered in evaluating faculty participation:

1. Participation type (poster, oral presentation, panel, invited speaking engagements, keynote presentations, etc.).
 2. Stature or recognition of the conference or event.
 3. Recognition of the research or other scholarly work by government or advocacy groups.
- D. Recognition of the faculty member's scholarship and research by others is important, especially for promotion on the unmodified track. Evidence of such recognition includes citing in academic publications and notable scores in citation indexes.
- E. Recognition of scholarly stature can also be documented, for example, by membership on grant review panels, research advisory groups, editorial boards, and paper reviews for journals. Note that the activities completed as part of these activities could also be considered service activities.

Service

All faculty members are required to engage in service, which can include the following, all of which should be documented:

- A. Membership and leadership on departmental and school-wide standing, ad-hoc and short-term committees (e.g. faculty search committees). Leadership roles should be noted but are not required.
- B. Active involvement in campus or university-wide committees not included in A above.
- C. Advising student groups or committees in the School or the University not included in A or B above.
- D. Active involvement in local, national and international public health organizations or groups. Leadership roles should be noted but are not required.
- E. Public health service awards or recognition.
- F. Service as a reviewer for grant funding agencies, journals, and other types of reports or publications.
- G. Public health practice that serves the community not included under Professional Achievements.
- H. Other service activities not listed in A-G above.

APPENDIX A

Procedures for Promotion

Promotion at SPH is the result of demonstrated and significant additional attainments after a faculty member has been appointed or last promoted. No rigid time-table exists for promotion, although it is generally expected that a faculty member will have served full time in his or her current rank for at least five years. Exceptionally strong faculty members may be recommended for promotion earlier. Academic promotion is not an entitlement and scenarios may occur where faculty are performing adequately but not sufficiently to warrant promotion – irrespective of time in rank. Eligibility for promotion is open to all faculty members who have not achieved the top rank in their tracks. The decision to pursue promotion may be initiated by the faculty member.

A. Promotion Process

It is expected that the issue of academic promotion will be specifically discussed during the annual review of each faculty member. Faculty members are encouraged to bring this issue up with their Chair if it is not otherwise broached during the annual review.

Initiation of the promotion process is the responsibility of the individual faculty member. The promotion process begins with a discussion between the faculty member and the Department Chair. After consultation with the Department Chair, the faculty member will contact the School's Office of Faculty Resources and Support Services to initiate the process and put together a promotion packet. Early in the process the faculty member seeking promotion will prepare a summary statement of his/her education, research and service activities, update his or her CV using the standard BU format, and provide contact information for potential recommenders. The final list of recommenders will be developed in close consultation with the department chair and senior members of the department faculty.

A first level of promotion review is conducted by full-time members of the department faculty, including those with reduced-time engagements, who hold rank at least as high as that for which the candidate is being considered. For all primary promotions in SPH, the Faculty Resources Office will distribute a one page summary of the relevant criteria, the candidate's summary page and the candidate's curriculum vitae to department faculty who have primary SPH appointments. The chair will oversee a discussion among department faculty with primary appointments and at the end of that discussion will conduct a confidential vote of those faculty eligible to vote who are present in person or by electronic link. The results of that vote will be reported to the Faculty Resources Office which communicates the vote to the Appointments and Promotions Committee and other bodies involved in the review process.

The chair of the department will make a recommendation to the Appointment and Promotions Committee. Pending a positive recommendation by the Appointments and Promotions Committee, the packet is forwarded to the Governing Council and the Dean. For all modified titles (clinical and research), the decision of the Dean is final. For promotion to Assistant Professor, the packet is forwarded to the Medical Campus Provost who has final approval. For

appointment or promotion to the ranks of Associate Professor or Professor, pending approval by the Medical Campus Provost, the decision of the President of the University is final. . The chart below summarizes the steps in the approval process, based on proposed rank

Proposed Rank	Department Vote	Appointments & Promotions Committee	Governing Council	Dean	Medical Campus Provost	President of University
Professor/ Associate Professor	x	x	x	x	x	x
Assistant Professor	x	x	x	x	x	
Modified, at any rank	x	x	x	x		
Lecturer, at Any rank	x	x	x	x		

It is expected that the proposed promotion will have the support of the full time faculty members of the Department, including those with reduced-time engagements, holding rank at least as high as that for which the candidate is considered, as well as of the Department Chair. Nonetheless, a faculty member may request that the Dean forward an application for promotion to the Appointments and Promotions Committee for review even if it is not supported by all of the relevant Department faculty members or by the Department Chair. In this case, the Chair will be asked to write a letter regarding the proposed promotion to the Committee. In either case, the application must be accompanied by a vote of the department faculty at the same or higher rank of the rank proposed for the applicant on the support or lack of support for the promotion. The inclusion of all other supporting material is the faculty member's responsibility.

1. Promotion Application

The promotions application considered by the Appointments and Promotions Committee consists of all of the necessary and appropriate documentation, including:

- Appointments and Promotions Coversheet (prepared by the Faculty Resources Office)
- A concise summary of the candidate's teaching, research and service activities and responsibilities;
- CV
- Evaluation letters from external and internal evaluators [See chart on page x for information about the number of letters required].
- A list in alphabetical order of all evaluators contacted with their academic rank, title and institution, any prior relationship with the candidate, means of selection and rationale for the choice. For unmodified promotion to Associate and Full Professor, a short bio of each evaluator is required as well.

- Department Chair cover letter that includes how the faculty member meets the requirements for promotion in each of the three areas
- Vote of Department members at the same or higher rank of the promotion sought on their support or lack of support for the promotion. Votes will be recorded as Yes, No, Abstain and Absent.
- Any supporting documentation of academic, teaching, practice and research productivity, such as journal articles or teaching evaluations.

2. Evaluation Letters

Letters from academics must be from faculty members at least at the proposed rank of the candidate or from highly regarded experts who are outside academia. The candidate may suggest evaluators. Evaluators are selected by the chair of the faculty member’s department or by the chair of the Appointments and Promotions Committee, and evaluation letters are solicited by the Faculty Resources Office. For promotion to the ranks of unmodified Associate Professor or full Professor, six external “arms-length” evaluation letters are required. These evaluators cannot have had a significant previous working, training, mentoring or collaborative relationships with the applicant. While letters from collaborators can be included, they must be in addition to the minimum requirement of six "arm's length" letters.

See the chart below for the number of letters required for promotion at each rank. Since external reputation is not the critical expectation for faculty with modified titles, promotions on the clinical and research tracks have lower requirements for external and arms-length letters. Since external reputation is not a relevant factor for promotion on the Lecturer track, and since teaching performance is difficult for outside reviewers to evaluate, this track has no requirements for external letters.

Rank	Minimum # of Letters Required	# of External Letters Required	# of Letters Required from “arms-length” evaluators
Assistant Professor	3	1	0
Asst. Clinical Professor	3	1	0
Asst. Research Professor	3	1	0
Lecturer	3	0	0
Assoc. Professor	6	6	6
Assoc. Clinical Professor	6	2	0
Assoc. Research Professor	6	2	0
Senior Lecturer	6	0	0
Professor	6	6	6
Clinical Professor	6	3	1
Research Professor	6	3	1
Master Lecturer	6	0	0

3. Chair's Letter

A letter from the Chair of the Department is a required component of the promotion packet. It should describe the Chair's level of support for the proposed promotion and comment on the strategic need within the Department and School for the promotion. When the Department Chair is a candidate for promotion, the Dean will provide the packet letter.

The letter should contain the following, as appropriate for the relevant track:

Evaluation of Teaching – Provides a thorough evaluation of the candidate's activities since their appointment or last promotion including teaching based on your observation and student evaluation of the candidate's teaching. It should discuss the candidate's direction and supervision of theses and dissertations, if appropriate, including comments about the quality of the student works supervised. It should evaluate the candidate's contribution in advising, sponsorship of student organizations, or other work with students outside the classroom.

Evaluation of Scholarly or Professional Work – Publications since their appointment or last promotion as well as other research activity or scholarly work which may not have resulted in publication should be mentioned. Comment should be included on the importance of the candidate's research and scholarly work within his/her particular field.

Evaluation of Service – The letter should comment on the nature of the candidate's participation in departmental, School or University affairs, and provide an evaluation of the quality of that participation since the last promotion. Evaluation of professional activities outside of the school should also be included.

Future Role – The letter should discuss the anticipated future role of the candidate in the department or School, teaching, research, and any other matters deemed relevant.

Evaluation Letters- The letter should specifically address the content of the evaluation letters.

The faculty member will submit the promotion packet to the Appointments and Promotions Committee through the Office of Faculty Resources and Support Services and, when complete, it will be put on the agenda for the next Appointment and Promotions Committee meeting.

4. Candidate Access to Reports and Evaluations

The candidate shall, at his or her request, be given copies of reports and rationales from each level of the promotion review process, but not individual evaluations which are protected by a confidentiality agreement.

B. Actions by the Appointments and Promotions Committee

Promotion applications will be presented to the Appointments and Promotions Committee by the department's committee representative. If the Appointments and Promotions Committee member representing the applicant's department cannot be present, the department chair will provide a substitute who will present the application (but not participate in the vote).

The Appointments and Promotions Committee will consider the completed promotion packet and, by 3/4 vote of the quorum in attendance, will accept, reject or return the application with a request for further clarification or documentation. In the latter case this will be communicated in writing by letter from the Chair of the Appointments and Promotions Committee. The Appointments and Promotions Committee can request additional information from the candidate or obtain it from outside sources including student evaluations of teaching and grant funding records. A recommendation for or against promotion will be forwarded by the Committee to the Dean.

C. Appeals

The candidate being reviewed for promotion has the right to appeal a negative recommendation of the Dean to the Medical Campus Provost or of the Medical Campus Provost to the President, indicating the grounds of his or her dissatisfaction with negative recommendations. This right of appeal does not extend beyond the President.

APPENDIX B

Procedures for Appointment

Initiation of the appointment process is the responsibility of the Department Chair. The Department Chair will contact the School's Office of Faculty Resources and Support Services to initiate the process.

A. Appointment Process for Standard faculty Positions

1. Department Actions

A first level of appointment review is conducted by full-time members of the department faculty, including those with reduced-time engagements, who hold rank at least as high as that for which the candidate is being considered. For all primary appointments in SPH, the Faculty Resources Office will distribute a one page summary of the relevant criteria, the candidate's summary page and the candidate's curriculum vitae to department faculty who have primary SPH appointments. The chair will oversee a discussion among department faculty with primary appointments and at the end of that discussion will conduct a confidential vote of those faculty eligible to vote who are present in person or by electronic link. Votes will be recorded as Yes, No, Abstain and Absent. The results of that vote will be reported to the Faculty Resources Office which communicates the vote to the Appointments and Promotions Committee and other bodies involved in the review process.

The department chair will then forward a faculty appointment application packet to the Faculty Resources Office. This packet will contain:

- Appointments and Promotions Cover Sheet (prepared by the Faculty Resources Office)
- CV
- Affirmative action documentation (required for initial hires, submitted to the School's Office of Faculty Resources and Support Services by the candidate's department administrator)
- Evaluation letters [See the table below for the number of letters required.]A list in alphabetical order of all evaluators contacted with their academic rank, title and institution, any prior relationship with the candidate, means of selection and rationale for the choice. For appointment to the rank of unmodified Associate Professor or Professor, a short bio of each evaluator is required as well.
- Department Chair cover letter that includes how the faculty member meets the requirements for appointment at the recommended rank

2. Evaluation Letters

Letters from academics must be from faculty members at least at the proposed rank of the candidate. The candidate may suggest evaluators. Evaluators are selected by the chair of the faculty member's department or by the chair of the Search Committee, and evaluation letters are solicited by the Faculty Resources Office. For promotion to the ranks of unmodified

Associate Professor or full Professor, 6 letters external “arms-length” evaluation letters are required. These evaluators cannot have had a significant previous working, training, mentoring or collaborative relationships with the applicant. While letters from collaborators can be included, they must be in addition to the minimum requirement of six "arm's length" letters.

See the chart below for the number of letters required for appointment at each rank. Since external reputation is not the critical expectation for faculty with modified or lecturer titles, appointments on those tracks have lower requirements for external and arms-length letters.

Rank	Minimum # of Letters Required	# of External Letters Required	# of Letters Required from “arms-length” evaluators*
Assistant Professor	3	1	0
Asst. Clinical Professor	3	1	0
Asst. Research Professor	3	1	0
Lecturer	3	1	0
Assoc. Professor	6	6	6
Assoc. Clinical Professor	6	2	0
Assoc. Research Professor	6	2	0
Senior Lecturer	6	2	0
Professor	6	6	6
Clinical Professor	6	3	1
Research Professor	6	3	1
Master Lecturer	6	2	0

3. Chair’s Letter

A letter from the Chair of Department is a required component of the appointment packet. It should describe the Chair’s level of support for the proposed appointment and comment on the strategic need within the Department and School for the appointment.

The letter should contain the following:

Future Role – The letter should discuss the anticipated future role of the candidate in the department or School, teaching, research, and any other matters deemed relevant. For proposed adjunct candidates, the letter should clearly state their role and anticipated contributions to the Department.

Evaluation Letters- The letter should specifically address the content of the evaluation letters.

The Department Chair will submit the appointment packet to the Appointments and Promotions Committee through the School’s Office of Faculty Resources and Support Services and, when complete, it will be put on the agenda for the next Appointment and Promotions Committee meeting.

B. Actions by the Appointments and Promotions Committee

Appointment applications will be presented to the Appointments and Promotions Committee by the department's committee representative. If the Appointments and Promotions Committee member representing the applicant's department cannot be present, the department chair will provide a substitute who will present the application (but not participate in the vote).

The Appointments and Promotions Committee will consider the completed appointment packet and, by 3/4 vote of the quorum in attendance, will accept, reject or return the application with a request for further clarification or documentation. In the latter case this will be communicated in writing by letter from the Chair of the Appointments and Promotions Committee. A recommendation for or against the appointment will be forwarded by the Committee to the Dean.

C. Adjunct Appointments and Promotions

Initiation of the appointment or promotion process for adjunct at any level is the responsibility of the Department Chair. The Department Chair will contact the School's Office of Faculty Resources and Support Services to initiate the process.

Included in the application are:

- CV of the applicant
- 3 Evaluation Letters
- A list in alphabetical order of all evaluators contacted with their academic rank, title and institution.
- Chair letter that describes the applicant's qualifications for the proposed rank as well as his or her role in the department (e.g. how is this candidate going to make a contribution to the School and the department).

Adjunct appointment/promotion applications will be presented to the Appointments and Promotions Committee by the department's committee representative. If the Appointments and Promotions Committee member representing the applicant's department cannot be present, the department chair will provide a substitute who will present the application (but not participate in the vote).

The Appointments and Promotions Committee will consider the completed packet and, by 3/4 vote of the quorum in attendance, will accept, reject or return the application with a request for further clarification or documentation. In the latter case this will be communicated in writing by letter from the Chair of the Appointments and Promotions Committee. A recommendation for or against promotion will be forwarded by the Committee to the Dean.

D. Secondary Appointments and Promotions

Initiation of the appointment or promotion process for secondary faculty ranks is the responsibility of the Department Chair. The Department Chair will contact the School's Office of Faculty Resources and Support Services to initiate the process.

Included in the application are:

- CV of the applicant
- 3 Evaluation Letters
- A list in alphabetical order of all evaluators contacted with their academic rank, title and institution.
- Chair letter that describes the applicant's qualifications for the proposed rank as well as his or her role in the department (e.g. how is this candidate going to make a contribution to the School and the department).

If the secondary promotion is done in conjunction with the promotion of the primary rank, the packet does not need to go through the Appointments and Promotions process at BUSPH.

APPENDIX C

Procedures for Changing Faculty Appointments to a Different Track

It may be appropriate for faculty to change their appointments from one track to another based on their circumstances, accomplishments and activities. Changes may occur from any track to any other track.

All proposals for appointment track change require preliminary review and approval by central administration, as is the case with proposals for new faculty positions.

The relevant criteria for the new track and title will apply to all changes in appointment track. Different procedures will apply depending on the specific type of change, as follows:

Lateral Changes

Lateral changes are those involving shifts from one track to another at the comparable rank; for example from assistant professor in one track to assistant professor in another track.

Lateral appointment changes into the unmodified track will be handled as new appointments to that track and will require a department chair's letter, an appropriate number of reference letters, and a department faculty vote, as described in the relevant section of Appendix A.

Appointment changes from the unmodified track to any other track and appointment changes between any other tracks will be handled as changes in title and will require only a department chair's letter.

Promotion Changes

Promotion changes are those that involve shifts from one track to another at a higher rank; for example from assistant professor in one track to associate professor in another track.

All promotion changes will be handled as promotions within the new track and will require the same letters and votes as any promotion in that track, as described in the relevant sections of Appendix A.