RECRUITMENT LETTER TEMPLATE
Emory University School of Medicine

I. Faculty appointment.

We have enjoyed our conversations with you about the possibility of your joining the School of Medicine as a faculty member in the Department of [Dept name]. We are excited about the contributions you could make to the Department and the School and believe this would prove to be an excellent opportunity for you as well.

A. For full-time Assistant Professor or below, all tracks or no track assignment at recruitment (limited appointment):

I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as [academic rank] Assistant Professor or Instructor: of / Associate or Sr. Associate: in [Dept name], [if track assigned at recruitment: _______ track,] effective on [effective date] or, if later, the date on which all contingencies described below have been satisfied. You may expect to hear from the Dean shortly after we receive your positive response to this letter. This appointment would be renewable on an annual basis. [If no track assigned at recruitment: Your assignment to a track would be delayed for a three-year period (assuming renewal of your appointment). Based upon our discussions with you, I anticipate that at the end of that period you would be assigned to the _______ [anticipated future track name] track, though this could change to the extent your professional goals may have changed.] [If applicable: You would be assigned to the Division of [Division name]] [For clinical faculty: In addition, your appointment would be contingent upon your obtaining clinical credentials {and membership in the appropriate Emory-affiliated practice plans}, as described below.] [If applicable, insert language such as “After the first year, assuming satisfactory performance and assuming renewal of your appointment, further renewal of your faculty appointment would be contingent upon your obtaining external research funding sufficient to cover 50% of your salary by the end of your second year and 75% of your salary by the end of your third year, as further detailed below.”]

B. For full-time Associate Professor or Professor with tenure:

I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as [academic rank] of [Dept name], with tenure, effective [effective date, allowing sufficient time for collection and final approval of tenure packet] or, if later, the date on which all contingencies described below have been satisfied. [If applicable: You would be assigned to the Division of [Division name]] [For clinical faculty: This appointment would be contingent upon your obtaining clinical credentials [if applicable: and membership in the appropriate Emory-affiliated practice plans, as described below].] Tenured appointments at Emory are granted by the Board of Trustees. The procedure
includes approval by the department; review and recommendation to the Dean by the School’s Faculty Committee on Appointments and Promotions and Council of Chairs; and then approval by the Dean and the request from the Dean to the Provost and the Board of Trustees. Your final approved rank would be determined upon completion of this process. Once we receive your positive response to this letter, we will provide instructions on preparation of the materials required for the review process. Depending on the meeting dates of the Faculty Committee, the Chairs, the President's Advisory Committee, and the Board, this process may take five or more months from the time we submit your materials to the Dean’s office.

**Transient Appointment (if the candidate will arrive before the tenured appointment can be processed):** The Board of Trustees expects that the entire process for the faculty appointment will have been completed before the faculty member arrives. A transient appointment should be utilized only when the candidate will arrive within five months following issuance of the recruitment letter. In that event, the entire process must be completed and sent to the Provost within six months.

Because you would arrive before the appointment and tenure process can be completed, we would request that initially you be given a transient faculty appointment as Acting Associate Professor/Professor, tenure track. Your senior rank and the grant of tenure would require approvals at all levels. We would have less than six months to complete the entire approvals process, so it will be extremely important for you to work with us to complete your packet as soon as possible.

**C. For full-time Associate Professor, tenure track:**

I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as Associate Professor of _____ [Dept name], tenure track, effective ______ [effective date, allowing sufficient time for collection of tenure packet and processing] or, if later, the date on which all contingencies described below have been satisfied. [If applicable: You would be assigned to the Division of _____.] [For clinical faculty: In addition, your appointment would be contingent upon your obtaining clinical credentials {and membership in the appropriate Emory-affiliated practice plans}, as described below.] [If applicable: After the first year, assuming satisfactory performance, renewal of your faculty appointment would be contingent upon your obtaining external research funding, as further detailed below.] This rank carries the requirement that the faculty member must attain tenure by the end of the fifth full academic year. Typically, assuming annual renewal, the proposal for the grant of tenure is reviewed during the winter of the fourth full academic year. The procedure for tenure track appointment at the Associate Professor level includes approval by the department; review and recommendation to the Dean by the School’s Faculty Committee on Appointments and Promotions (FCAP) and Council of Chairs (COC); and then approval by the Dean. Your final approved rank would be determined upon completion of this process. Once we receive your positive response to this letter, we will provide instructions on preparation of the materials required for the review process. Depending on the meeting dates of the FCAP and the COC, this process may take three or more months.
months from the time we submit your materials to the Dean’s office [if effective date 4 months or more away: and must be completed before your arrival].

**Transient appointment:**
Because you would arrive before the appointment process can be completed, we would request that initially you be given a transient faculty appointment as Acting Associate Professor, tenure track. Your senior rank would require approvals at all levels. We will have less than six months to complete the entire approvals process, so it will be extremely important for you to work with us to complete your packet as soon as possible.

**D. For full-time faculty, Associate Professor and Professor, clinical track, research track, or MEST:**
I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as ______ [academic rank] of _______ [Dept name], ________ [track name] track, effective _____ [effective date] or, if later, the date on which all contingencies for this appointment described below have been satisfied. This appointment would be renewable on an annual basis. [If applicable: You would be assigned to the Division of ______. [Division name]] [For clinical faculty: In addition, your appointment would be contingent upon your obtaining clinical credentials and membership in the appropriate Emory-affiliated practice plans, as described below.] [If applicable, insert language such as “After the first year, assuming satisfactory performance and assuming renewal of your appointment, further renewal of your faculty appointment would be contingent upon your obtaining external research funding sufficient to cover 50% of your salary by the end of your second year and 75% of your salary by the end of your third year, as further detailed below.”] The procedure leading up to the appointment includes approval by the department and then review and recommendation to the Dean by the School’s Faculty Committee on Appointments and Promotions (FCAP) and the Council of Chairs (COC). Your final approved rank would be determined upon completion of this process. Once we receive your positive response to this letter, we will provide instructions on preparation of the materials required for the review process. Depending on the FCAP and COC meeting dates, this process may take up to three months from the time we submit your materials to the Dean’s office [if effective date 4 months or more away: and must be completed before your arrival].

**Transient appointment:**
Because you would arrive before the appointment process can be completed, we would request that initially you be given a transient faculty appointment as Acting Associate Professor/Professor, ________ track. Your senior rank would require approvals at all levels. We will have less than six months to complete the entire approvals process, so it will be extremely important for you to work with us to complete your packet as soon as possible.

**E. For part-time faculty (not temporary), all ranks:**
I am pleased to notify you that I wish to propose to the Dean your appointment to the
faculty of the School of Medicine as ______ [academic rank] of ______ [Dept name], [if track assigned at recruitment: _______ track,], part-time (____ FTE), effective __ [effective date] or, if later, the date on which all contingencies for this appointment described below have been satisfied. [For Assistant Professor and below, if applicable: Your assignment to a track would be delayed for a three-year period (assuming renewal of your appointment). Based upon our discussions with you, I anticipate that at the end of that period you would be assigned to the ________ [anticipated future track name] track, though this could change to the extent your professional goals may have changed.] You would be assigned to the Division of ______. [Division name]] This appointment would be renewable on an annual basis. You may expect to hear from the Dean shortly after we receive your positive response to this letter. [If applicable, insert language such as “After the first year, assuming satisfactory performance and assuming renewal of your appointment, further renewal of your faculty appointment would be contingent upon your obtaining external research funding sufficient to cover 50% of your salary by the end of your second year and 75% of your salary by the end of your third year, as further detailed below.”]

F. For temporary faculty (full or part-time), all ranks, not including visiting faculty:
I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as ______ [academic rank] of ______ [Dept name], on a temporary _______ [part-time (____ FTE)] [full-time] basis, beginning on ______ [effective date] or, if later, the date on which all contingencies for this appointment described below have been satisfied, and ending on ______ [termination date]. You may expect to hear from him shortly after we receive your positive response to this letter.

F. For visiting faculty (full or part-time), all ranks. If the faculty candidate holds an academic rank at another institution equivalent to an academic rank used in the SOM, then that rank would be used in the candidate’s proposed title (e.g., Visiting Associate Professor). Otherwise, the candidate would be proposed with the title Visiting Scholar.

I am pleased to notify you that I wish to propose to the Dean your appointment to the faculty of the School of Medicine as Visiting ______ [academic rank or “Scholar”] of ______ [Dept name], on a temporary _______ [part-time (____ FTE)] [full-time] basis, beginning on ______ [effective date] or, if later, the date on which all contingencies for this appointment described below have been satisfied, and ending on ______ [termination date]. You may expect to hear from him shortly after we receive your positive response to this letter.

G. For administrative appointments in Department, TEC, ECC, Winship, Grady, VAMC

I would also propose to appoint you as _______________ [administrative title]. This administrative appointment would be at the discretion of [if departmental appt: the Chair / or another as applicable] and would always be contingent upon your faculty appointment.
H. **Secondary appointment in another department**

A secondary appointment involves no additional compensation from the second Department. A second letter signed by the Chair of the secondary department should be issued unless the recruitment letter includes his or her co-signature.

I would also ask the Chair of the Department of _____ [secondary Dept name] to request a secondary faculty appointment in the School of Medicine as _____ [rank] of _____ [secondary Department name].

I. **Joint appointment in another department**

A joint appointment involves compensation from both Departments. In that case, the recruitment letter should be signed by both Chairs after appropriate editing and should specify the salary and other funding commitments from both Departments and all other terms relating to the joint appointment.

J. **Distinguished chair and endowed professorship appointments**

If the Department intends to request an appointment to an endowed or other distinguished chair or professorship: We would also request your appointment as the _______________ of _______________ [distinguished or endowed title].

2. **Required language for TEC or ECC status.**

   **For TEC employment:**

   I would also propose to the Director of The Emory Clinic, Inc. (TEC) that you be approved for employment as a _______________ [TEC status: Physician Member, Professional Member, Associate, or Affiliate] in TEC. [For non-temporary faculty members, if applicable: Your continued faculty appointment would be contingent on maintenance of your TEC employment status.] [Use the following sentences only for TEC Physician Members and Professional Members:] A copy of a generic TEC employment agreement is enclosed as Attachment E for your review. The official contract would be presented to you during orientation. Please refer to your TEC employment agreement for the terms of your TEC employment. [Use the following sentence only for TEC Associate and Affiliate Members:] The terms of your TEC employment would be governed by TEC policies.  

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1 Physicin Member - available all regular faculty clinicians who will be appointed to TEC. Professional Member - available for a limited number of non-M.D. health care professionals who provide necessary clinical services; e.g., Ph.D.s, Podiatrists, Dentists, etc. Associate Status - available for fellows who are in non-ACGME-accredited fellowships who hold temporary (start and end date specified; one year or less) appointments as faculty in the SOM and TEC, usually one year. These individuals will be able to bill for their services. Affiliate Status - available for those faculty physicians who are heavily engaged in research/teaching and contribute nominally to TEC's health delivery mission; e.g., psychiatrists who cover one or two weekends annually, or end-career physicians, with nominal clinical productivity (e.g., one session weekly). The first two classes (members) execute an Employment Agreement that includes a non-compete covenant. Faculty who hold Associate and Affiliate status do not.
For ECC employment:

I would also propose to the [for Department of Pediatrics: Board] [for all other Departments: President] of Emory Children’s Center, Inc. (ECC) that you be approved for ECC employment. Your ECC employment would always be contingent on your faculty appointment and would be renewable on an annual basis for as long as you hold a faculty appointment that requires such employment. [For temporary faculty members, replace preceding sentence with: Your ECC employment would always be contingent on your faculty appointment and would end when your faculty appointment ends.] [For non-temporary faculty members, if applicable: In addition, your continued faculty appointment would be contingent on maintenance of your ECC employment.] The ECC employment agreement is enclosed as Attachment [If no TEC employment contract: E] [If also TEC employment contract: F] for your review. Please sign and return it together with the enclosed copy of this letter.

For membership in the Winship Cancer Institute:

Contingent on your School of Medicine faculty appointment, I would also propose to the Director of the Winship Cancer Institute of Emory University (Winship) that you be appointed as a Winship member. Your Winship status would always be contingent on your faculty appointment and would end when your faculty appointment ends or such status is no longer required.

For employment by the VAMC:

I understand that you also would be employed by the VAMC on a ____/8ths basis. [If applicable (e.g., for 8/8ths VA faculty): Your faculty appointment would be contingent on your VAMC employment and would be subject to immediate termination in the event that your VAMC employment ends.]

3. Description of responsibilities
Attachment A outlines your primary responsibilities, which will be used to assess your academic progress. These may change over time at the discretion of your Chair. [For non-temporary appointments only: Information regarding criteria for promotion can be found on the Faculty Affairs and Development website atmed.emory.edu/main/administration/faculty_affairs_dev/.] Faculty development is an important part of our academic mission and faculty development opportunities are detailed on our website at med.emory.edu/faculty_dev/.

4. Compensation, benefits and support.
The salary, employment benefits and other support that would be associated with your faculty appointment are outlined in Attachment B.

5. Credentialing requirements.
A. Credentialing for clinical service. [if applicable]

Attachment C lists some requirements for your appointment in [TEC / ECC], and credentialing in the Emory Healthcare and Grady Memorial Hospital systems. I enclose this list because most of these must be accomplished before your start date and for issuance of your first salary check. In particular, you must have your Georgia Medical License and complete the credentialing process in [Emory Healthcare / Grady Health Systems/Children’s Healthcare of Atlanta] before you can bill for patient services, be added to our third party payer panels; and be eligible to receive the clinical component of your salary. Licensing and credentialing usually require three or four months if you provide all information promptly but could take up to six months if we encounter delays in obtaining the information. Staff members in the Department [and TEC] are available to answer questions and provide assistance. Your faculty appointment would always be contingent on your obtaining and maintaining medical staff privileges and managed care credentialing to perform your clinical duties at the healthcare facilities in which you are assigned to practice.

B. Credentialing for academic appointment

This is for any candidate who (i) will not be credentialed through TEC or ECC or (ii) will be credentialed through TEC or ECC and is expected to be designated the “instructor of record” for any SOM course listed in the School Bulletin. The SOM must have certified transcripts on file for all instructors of record, so if a clinician will not initially be an instructor of record but may later be designated in that role, it would be prudent to collect the transcript upon recruitment to avoid the necessity of having to do so later.

The School of Medicine requires that you provide a certified copy of your transcript that shows successful completion of your highest degree program. [If applicable: If the transcript is in a language other than English, please also provide a certified translation.]

6. Compliance with policies and closing.

School of Medicine faculty [if applicable: and TEC/ECC appointees] are subject to the policies of the School [, TEC [, ECC] and University. Most University and School policies are posted on the Emory website and may be found at the web addresses listed in Attachment D. Attachment D also contains information on School of Medicine policies of particular interest, including Emory’s mandatory policy on industry and other professional relationships and certification requirements. [For part-time faculty: Please note that School of Medicine policy does not permit employed faculty to practice medicine or other licensed professions in any form outside the Emory-owned or Emory-approved practice plans without the prior written approval of the Chair and the Dean’s Office.]

Of course, before Emory employment begins, faculty candidates are required to provide appropriate documentation verifying legal authorization to work in the US. [If candidate
will hold an H1-B, H1-B1, or O-1 visa: Your employment also would be contingent on the University’s ability to obtain any required deemed export licenses.

If the terms outlined in this letter are acceptable to you and if you wish me to pursue the School of Medicine faculty appointment [if applicable: and TEC/ECC/Winship status], please indicate by signing the enclosed copy of this letter and returning it to me at the address noted above within ____ days of receipt. Following approval of your proposed appointment, you will receive a letter from the Dean granting the appointment. It will be essential for you to sign and return that letter promptly before your arrival.

I look forward to welcoming you to the faculty of the School of Medicine.

7. **Candidate’s signature line [follows Chair’s signature block].**

Recognizing the stated contingencies, I confirm that the terms specified in this letter for proposal of my appointment as a University faculty member [as applicable: and TEC/ECC employee / member of Winship] are acceptable.

__________________________  ______________________
(Signature)                  (Date)
### Attachment A

**Proposed Position Description**

[Information covered should include, for example:

- Scholarship responsibilities, including grant and publication expectations
- Teaching expectations and responsibilities
- Clinical expectations and responsibilities, and also site(s) - e.g., TEC, Emory University Hospital Midtown, Emory John’s Creek Hospital, Children’s at Egleston, VAMC, Grady, etc.
- Administrative duties and other service such as departmental, school, and national service activities
- Reporting line (always ultimately to the Department Chair)]]
Attachment B
Salary, Benefits and Other Support

1. Salary

**All salary from the Department/School of Medicine:**

Your starting annual salary would be $______, all provided by the Department. [If applicable: Your salary would be subject to reduction based on the research funding available for your position.] [If there is a departmental administrative appointment: Of your total compensation, $____ would be for your administrative appointment. In the event that this administrative appointment ends, your compensation would be adjusted to that of comparable faculty members, in accordance with University and School policy.] [For non-temporary appointments only: You would be eligible for merit adjustments in your salary, subject to University, School, and Department policies and guidelines.] [If applicable, add language regarding the Department’s compensation plan.] [If applicable: You would receive a one-time recruitment bonus of $_______ on or shortly after the date your faculty appointment begins. In the event you leave within ________ [period of time, e.g., one year] of your appointment’s effective date, you would return a pro-rated portion of this amount.]

**Salary from the Department/School of Medicine and TEC/ECC:**

Your starting annual salary would be $______. You would receive one paycheck from Emory University, with $____ of your salary provided by [TEC/ECC] and $____ provided by the Department. Your salary would be subject to adjustment based on the clinical compensation plan. [If applicable: Your salary also would be subject to reduction based on the research funding available for your position.] [If there is a departmental administrative appointment: Of your total compensation, $____ would be for your administrative appointment. In the event that this administrative appointment ends, your compensation would be adjusted to that of comparable faculty members, in accordance with University and School policy.] [For non-temporary appointments only: You would be eligible for merit adjustments in your salary, subject to University, School, [TEC/ECC] and Department policies and guidelines.] [If applicable, add language regarding the Department’s compensation plan.] [If applicable: You would receive a one-time recruitment bonus of $_______ on or shortly after the date your faculty appointment begins. In the event you leave within ________ [period of time, e.g., one year] of your appointment’s effective date, you would return a pro-rated portion of this amount.]

**Salary from the Department and the VAMC, or all from the VAMC:**

Your starting annual salary would be $______. [If 8/8ths VA: , all paid to you by the VAMC]. [If salary from both Emory and the VA: You would receive one paycheck from Emory University for $____ of your salary, provided by ____. You would also receive a separate paycheck from the VAMC for $____. The University and VAMC components of your salary would be subject to adjustment based on your allocation of effort between...
them. [If applicable: The University component would also be subject to reduction based on the research funding available.] Since the School of Medicine must ensure total, all-source salary equity, you would be required to authorize the release to the School of Medicine your VAMC compensation information. [If administrative appointment with associated salary: Of your total compensation, $_____ would be for your administrative appointment. In the event that this administrative appointment ends, your compensation would be adjusted to that of comparable faculty members, in accordance with University and School policy.] [For non-temporary appointments only: You would be eligible for merit adjustments in your salary, subject to University, School, VAMC, [TEC,] [ECC] and Department policies and guidelines.] [If applicable, add language regarding the Department’s incentive plan.] [If applicable: You would receive a one-time recruitment bonus of $_______ on or shortly after the date your faculty appointment begins. In the event you leave within ________ [period of time, e.g., one year] of your appointment’s effective date, you would return a pro-rated portion of this amount.]

2. Benefits
Full University and TEC benefits are available only for those employed by the University at an effort level of 0.5 FTE or more. In addition, TEC benefits are available only for TEC Physician Members and Professional Members; TEC benefits are not available for those with TEC Associate or Affiliate status. Benefits provided by ECC to its members currently are limited to life and personal accident insurance.

For faculty who will receive full Emory benefits:
You would be eligible for the full range of excellent benefits provided by Emory University [and TEC] [and additional benefits provided by ECC]. The details of the specific benefits would be provided via online orientation. You would be contacted with login information closer to your effective date. For information about your benefits before completing orientation, including healthcare provider directories, please visit the Benefits Home Page at http://www.hr.emory.edu/eu/benefits. You can also see the Emory Human Resources website for more information, which can be reached through the Emory University home page. Details would be discussed with you by our Department staff and by representative[s] of Emory Human Resources [and TEC] when you begin your Emory employment. Faculty benefits include one month (20 working days) of vacation each academic year under current School policy. [If part-time: This is pro-rated for part-time faculty.] Vacation and academic time away must be approved in advance through your Department.

For faculty who will not receive full Emory benefits (including 8/8ths VA faculty, part-time faculty less than 0.5 FTE, and Visiting faculty receiving less than $10,000 in salary from Emory):
You would be entitled to limited University benefits such as access to the University library system, CME discounts, discounted tickets to Emory events, a discount in the Emory bookstore, [for VA Assistant Professor and above: courtesy scholarships] and...
Emory gym membership.

3. **Other support**

### Start-up package (if applicable)

Note that funding provided for operation of an organizational unit over which the faculty member will have an administrative appointment is not provided through a discretionary account as described in this paragraph. The “start-up funds” provided through a University discretionary account as described in this paragraph are for use by that individual only to fund his or her own personal educational or research activities. This does not include personal development funds (see below).

In addition to your personal compensation, the Department would provide start-up funds of $____. [Insert details, if any, of how start-up funds are required to be used.] These funds would be provided through a discretionary account in your name to be used for research and education in accordance with the School’s Discretionary Accounts Policy. Funds would be transferred to this discretionary account as expenditures charged to it accrue.

### Office, laboratory, and clerical arrangements (if applicable)

Initially, you would be assigned office and laboratory space in [location]. The Department would provide clerical assistance as for other comparable faculty as well as [access to] a computer and printer.

### Professional development funds

The Department would also provide you with a professional development fund of $____ annually, contingent on the availability of funding, which can be used for purchases and activities to further your academic progress, such as books and travel to professional conferences. [If applicable: These funds cannot be carried over from one year to another.]

### Moving expenses

Whether moving expenses are provided and in what amount are at the reasonable discretion of the Department. It is not intended to be available for all faculty recruitments. Amounts reimbursed average about $15,000. If a “scouting trip” allowance (to travel to Atlanta to locate housing) also is provided, it must be treated differently for tax purposes by both the University and the prospective faculty member. The “scouting trip” allowance is treated as a taxable signing bonus payment to which withholding must be applied. In contrast, reimbursement of bona fide moving expenses is generally not taxable and no withholding is taken.

The Department would reimburse you for up to $____ in moving expenses [and, at your option, expenses associated with travel to Atlanta to locate housing]. The University has negotiated substantial discounts with certain national moving companies, and we encourage you to use one of these. Billing for moving expenses could be direct to the University or you could provide receipts for reimbursement. 

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July 22, 2013
[Dept contact] can provide further information and would assist you with these arrangements. Please be aware that this provision of moving and travel expenses may have tax consequences for you. [If “scouting trip” allowance provided: Because reimbursement for travel to Atlanta to locate housing would likely be taxable and therefore subject to withholding, unlike reimbursement for your actual moving expenses, it is important that these separate items be documented distinctly and with care.]
Attachment C

Selected Requirements for Clinical Service

For faculty candidates who will perform clinical services, appointment to the School of Medicine faculty [and TEC / ECC] is contingent on satisfaction of the following requirements by the candidate. Credentialing in the Grady Health System also requires completion of the Grady credentialing process.

The candidate is required to do the following:

1. Obtain and maintain medical staff privileges and managed care credentialing at the hospitals where the candidate is assigned, such as Emory hospitals, Grady Memorial Hospital, the VAMC, and Children’s Healthcare of Atlanta.

2. Present documentation confirming successful completion of a residency training program and board certification or eligibility.

3. Possess a valid, unrestricted medical license to practice medicine in the State of Georgia. The candidate should initiate the application process immediately if not currently licensed. This process may take more than 90 days for completion.

4. If applicable, document possession of a valid Controlled Substance Registration Drug Enforcement Administration Certificate. A copy of this certificate is required for department files; a number is not sufficient.

5. If required, successfully complete ECC pre-employment drug

6. Agree to provide any subsequently needed information to the Department [and TEC / ECC / Grady] in a timely manner.

7. [If applicable: Complete the physician orientation program for [TEC / ECC].]

8. If the candidate will be credentialed in Emory Healthcare, complete the orientation program of the Emory Healthcare compliance office within 60 days following the start date.

In addition, Emory will verify all credentials presented by the candidate.

The above list is not comprehensive. Additional information will be provided.
Attachment D

Emory University Policy Websites:

http://provost.emory.edu/faculty/Document%20clearinghouse/Index.html (University Faculty Handbook)
http://provost.emory.edu/faculty/Document%20clearinghouse/PartB.html (Statement of Principles Governing Faculty Relationships)
http://med.emory.edu/main/administration/policies/faculty_staff/index.html (School of Medicine Faculty policies and procedures)
http://www.or.emory.edu (University Office of Research Administration)
http://www.emory.edu/EEO/index.html (Equal Opportunity Office)
http://www.hr.emory.edu/eu/benefits (University Benefits)
http://policies.emory.edu/7.6 (Emory University Intellectual Property Policy)

School of Medicine Policies of Particular Interest

School of Medicine Guidelines on Appointment, Promotion, and Tenure

We encourage you to give special attention to the School’s Guidelines on Appointment, Promotion, and Tenure at:


The Guidelines provide information that will be important for your professional development and advancement of your career goals at Emory. In particular, we urge you to become familiar with the criteria for promotion applicable to your rank and track; to establish, in consultation with your faculty supervisor, professional goals consistent with those criteria; and to monitor and regularly discuss with your supervisor your progress toward those goals and promotion.

School of Medicine Policy on Industry and Other Professional Relationships

Please note that the School of Medicine has adopted a Policy on Industry and Other Professional External Relationships at:


In addition, all faculty are required to use our eCOI reporting system to report their external personal arrangements and additional information needed for review and resolution of potential conflicts of interest. As part of eCOI, all faculty must certify, by December 31st of each year, that they have read and understood the Policy on Industry and Other Professional Relationships and have provided all information regarding their personal external arrangements.
This policy and our eCOI system are important in enabling our faculty to have appropriate and productive relationships with industry while ensuring the integrity of our research, education, and clinical missions.
Attachment E
TEC Employment Agreement
[if applicable]
Attachment F
ECC Employment Agreement