

APPENDIX 1: PROCESS CHARTS

B. Search Process for Appointment as Professor

Step 1	Department/Affiliated Institution Discusses Need for Search
Step 2	Department Head Writes Initiating Letter to Dean
Step 3	If Appointment is in Affiliated Institution, Representative of Board of Trustees Writes Letter Documenting Financial Commitments
Step 4	Preclinical Council, Council of Social Science Departments, or Council of Academic Deans Reviews Proposal and Recommends Appointment of Ad Hoc Search Committee
Step 5	Ad Hoc Search Committee is Appointed
Step 6	Candidate Pool is Established Short List of Candidates is Identified Letters of Comparison are solicited from Referees
Step 7	Report of Ad Hoc Search Committee Nominating Final Candidate(s) is Submitted to Dean
Step 8	Ad Hoc Review Committee Considers Appointment and Makes Recommendation
Step 9	Subcommittee of Professors Considers Findings of Preceding Committees and Makes Recommendation to Dean
Step 10	Dean Makes Final Decision to Forward Appointment to Governing Boards
Step 11	Appointment is Considered and Given Final Approval by President and Provost of Harvard University
Step 12	Letter is Sent to Professor by Dean
Step 13	Letter of Confirmation is sent to Professor by Secretary to the University