

Principles of emlyon's Human Resource Strategy for Permanent Professors

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Faculty & Research Governance

emlyon business school adheres to a principle of indirect participation in faculty governance through elected representatives of professors. The institution implements a peer system and collegial principles for faculty management. The Dean for Faculty & Research is appointed by the President of the Directoire (Dean of the School) from among full professors, following consultation with the Faculty Committee. The Dean is responsible for human resource management policies and practices related to faculty, operating within the constraints of emlyon's budgetary framework. The Dean consults the Faculty Committee for decisions regarding promotions, academic sabbatical leaves, the valorization of research outputs, and amendments to the Faculty Handbook.

The Faculty Committee serves as a specialized consultative body, comprising elected representatives of permanent professors, the Dean for Faculty & Research, the Associate Dean for Research, and three members of the Executive Committee: the President of the Directoire, the Dean for Programs, and the Head of the Human Resource Department. The Faculty Handbook delineates collective working conditions and supplements the employment contract. In the event of changes, a transition period is established during which the most favorable system is applied to professors.

Organizational Structure and Research Leadership

The permanent faculty is organized into seven departments, with Heads of Department appointed by the Dean for Faculty & Research. They hold managerial roles, with a delegation of employer responsibilities. The departmental structure at emlyon is driven by pedagogical disciplines and activities. Research leadership is centralized under the Associate Dean for Research, with research activities organized within dedicated research centers. The Associate Dean leads the Scientific Committee, which serves as the consultative body for scientific and research matters, comprising the Heads of research centers, the Head of the PhD program, and research support staff. An Ethical Review Board (ERB), led by an appointed Research Integrity Officer, fulfills three key objectives: (1) providing recommendations and opinions on best practices for researchers and professors, (2) ensuring compliance with research ethics, particularly regarding the handling of personal and sensitive data, and (3) regulating suspected or confirmed cases of misconduct.

Faculty Profiles and Performance Assessment

emlyon values diverse research careers, offering three distinct tracks:

1. **Academic Research:** Focused on academic contributions and roles.
2. **Research Diffusion:** Emphasizing the dissemination of research findings.
3. **Action Learning:** Concentrating on teaching and engagement with the corporate world.

Each track allows for whole career progression across at least three levels, ranging from Associate to Level 1 and Level 2 Professors. The entry-level position for the two research tracks is Assistant Professor. The Faculty Handbook details the requirements for each of the ten possible positions (Assistant Professor plus three levels across three tracks).

emlyon adheres to the guidelines of the European Charter for Researchers regarding the assessment of researchers, employing a *collegial annual performance evaluation* across three dimensions: Teaching, Research (including various research outputs), and Institutional Contributions. Each professor completes a self-evaluation form detailing their achievements and outputs in these areas over the past academic year. An evaluation committee, consisting of the Head of Department and a senior researcher from the department, meets with the Dean for Faculty & Research and the Associate Dean for Research to discuss each professor's self-evaluation. Performance is graded on a scale from 0 to 5, with a final grade contributing to a cumulative credit system that leads to an automatic pay increase of 3% upon reaching five credits. A structured complaints and appeals process is available, involving discussions with the Head of Department, escalation to the Deans, and, if necessary, review by the Faculty Committee.

Merit-Based Promotion Principles

emlyon applies a *merit-based promotion principle*, initiated by the professor, through a centralized, collegial, and transparent process that includes:

- **Variety in Careers:** Qualitative assessments based on the chosen track (academic research, research diffusion, action learning).
- **Peer Evaluation:** Conducted within the Faculty Committee based on assessment reports from three external and independent referees.
- **Salary Adjustment:** Fixed salary adjustments based on the current salary and the pay level of the new category.

Applications for Level 1 or Level 2 full professor positions require a strong record of institutional contributions and responsibilities at emlyon.

emlyon invests in *talent development for assistant professors* through international recruitment following their PhD (R1) or post-doctorate (R2). A period of 3-6 years is dedicated to achieving a high level of peer-reviewed publications, qualifying for Associate Professor in one of the academic profiles. During this period, the teaching load begins at 90 hours per year for the first three years, capping at 120 hours thereafter. Starting in the fourth year, assistant professors may apply for promotion following the previously outlined merit-based principles.

Incentives for Managerial Roles

To sustain collegiality and a peer management system, emlyon offers incentives for taking on managerial roles within the Faculty. Positions such as Dean for Faculty & Research, Associate Dean for Research, Head of Department, and Head of the PhD program are held by permanent professors. Each mandate lasts three years and is renewable once, for a maximum of six years. A financial bonus (*prime de fonction*) is provided monthly, with a partial reintegration into the fixed salary at the end of the mandate. Automatic sabbatical leave of six or twelve months is granted upon project submission at the end of a mandate. These responsibilities are also considered in the assessment of promotion applications.

Continuous Professional Development

emlyon supports continuous professional development through annual individual training requests and dedicated research budgets. Each permanent professor can express training needs at the beginning of the academic year, which are then consolidated at the Dean for Faculty & Research level for a joint decision with the HR department. A significant portion of the training budget is allocated for French language training for non-French speakers. Individual research budgets, available from July 1 to June 30, enable professors to attend conferences, workshops, purchase software or equipment, and fund data collection for their research projects. Additionally, professors may request six or twelve months of academic sabbatical leave every seven years, with applications processed centrally at the Dean's level in collaboration with the Faculty Committee. Approval is contingent upon the quality of the project and available budget.

Compensation and Working Conditions

The compensation structure for permanent professors at **emlyon** business school is based on an *individual pay-for-performance scheme*, which includes:

- A competitive fixed salary that aligns with benchmarks within the French business school sector.
- A bonus policy that rewards publication outputs, including academic articles (based on emlyon's journal rankings), published case studies, books, and media contributions (such as articles in *The Conversation*, op-eds in newspapers, and content on the emlyon website "Knowledge").
- An automatic 3% increase in fixed salary upon the accumulation of five credits during annual performance reviews.
- Compensation for any extra teaching hours performed beyond the established annual teaching load.

emlyon emphasizes a *balanced approach between research and teaching*, with the teaching load calculated based on the publication record over the past three years, regardless of the professor's category. This assessment informs a teaching load plan for the subsequent three years. The annual work plans are categorized into two scales and a total of seven categories:

- **90 to 180 Teaching Hours:** This category requires a minimum of two peer-reviewed articles, with at least one published in a B+ journal. Grants from the ANR and ERC are considered equivalent to high-level journal publications. Additionally, the work plan includes 60 hours of student supervision and 50 interviews with program applicants.
- **220 to 320 Teaching Hours:** This category encompasses points earned through case studies, book chapters, media articles, etc. It also includes 120 hours of student supervision and 50 interviews with program applicants.

The research environment at emlyon is bolstered by professional services, including library access to databases, and enhanced by facilities such as the new campus building in Lyon, which opened in 2024. A flexible office policy is in place for all emlyon employees, including professors, allowing for full flexibility without mandatory office hours. A designated space is available for collective research activities, such as seminars and workshops, located on the Faculty's floor.