POLICIES AND GUIDELINES
GOVERNING APPOINTMENTS, PROMOTIONS, AND PROFESSIONAL ACTIVITIES OF THE FULL-TIME FACULTY OF THE JOHNS Hopkins UNIVERSITY SCHOOL OF MEDICINE

JANUARY 2013
FOREWORD

OVER THIRTY YEARS AGO, a joint committee of the Medical School Council and the Advisory Board of the Medical Faculty generated a set of policies and guidelines governing appointments, promotions, and professional activities of the full-time faculty of The Johns Hopkins University School of Medicine. These policies, incorporated into what we affectionately call the “Gold Book,” provide a valuable framework for the important collegial relationship between faculty members, their department directors, and the Dean.

In accordance with the purpose of this document to provide a framework for the good-faith interactions between the faculty and the leadership of the institution, it was modified during 2004-2005 by the recommendations of the Committee on Clinician Educators with the full and active participation of the Medical School Council and the Advisory Board of the Medical Faculty. We will continue to modify and revise this document so that all faculty members are fully informed of Hopkins policies and procedures.

We believe open and frank discussions of these issues are an important element of Hopkins tradition. Never has medicine undergone such radical changes that currently face us. Solutions to the challenges presented to us can only be devised by our combined efforts.

I hope this book will prove useful to you and reinforce the attitude of trust and good faith often cited as that which sets Hopkins apart from other institutions.

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January 2013
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Policies and Guidelines Governing Appointments, Promotions, and Professional Activities

I. General Considerations

A. Purpose of this Document

It is a long-standing tradition at The Johns Hopkins University School of Medicine that obligations of faculty members and the School to each other are established through an informal system of negotiations and agreements made in good faith between a faculty member and his or her Department Director and with the Dean. The policies and guidelines set forth here provide a framework in which these good-faith interactions may continue. They should in no way inhibit direct personal interchanges among faculty members, Department Directors, and the Dean on issues related to their joint responsibilities.

B. Institutional Goals

The mission of the Johns Hopkins School of Medicine is to educate medical students, graduate students, and postdoctoral fellows in accordance with the highest professional standards; to prepare clinicians to practice patient-centered medicine of the highest standard; and to identify and answer fundamental questions in the mechanisms, prevention and treatment of disease, in health care delivery and in the basic sciences. Faculty members are encouraged to assume leadership roles in education, research, clinical practice, and/or administration. The pursuit of these goals reaffirms the historic role of this school.

C. Obligations of the School of Medicine to its Full-Time Faculty Members

The obligations of the School to its faculty are:

1. To protect the right of each faculty member to academic freedom: that is, the right to pursue knowledge and to write and speak freely as responsible citizens without institutionally imposed, arbitrary restrictions.

2. To judge a faculty member as a researcher, educator, clinician, and/or program builder, based solely on legitimate intellectual and professional criteria and without regard to race, color, religion, gender, age, national or ethnic origin, veteran status, political view, sexual orientation, disability, or any other legally impermissible criteria.

3. To provide an intellectual environment, work space consistent with available facilities and financial support, and an appropriate amount of time for scholarly growth and achievement.

4. To provide opportunity for academic advancement and to consider appointments and promotions to faculty positions on the basis of established criteria and procedures.

5. To provide appropriate compensation for the services of its faculty members over specific periods of employment.

D. Obligations of Full-Time Faculty Members to the School of Medicine

The obligations of faculty members to the School are:

1. To carry out assigned academic duties.

2. To teach, conduct research, and/or care for patients with professional competence, intellectual honesty, and high ethical standards.

3. To develop and improve their professional abilities.

4. To continuously achieve academic productivity consistent with the expectations of one's academic rank.

5. To participate in advisory or committee assignments necessary for the development of academic programs, in advising students, and in the governance of the School of Medicine.

6. To devote their principal professional energies to activities that further the goals of the Institution and to share in the more general responsibilities of faculty to the University, the local community, and society at large.
7. To disclose fully and promptly any potential conflicts of commitment or interest in accordance with the Policies of Conflict of Commitment/Interest Guidelines.

II. APPOINTMENTS AND PROMOTIONS OF FULL-TIME FACULTY

A. PRINCIPLES GOVERNING APPOINTMENTS AND PROMOTIONS OF FULL-TIME FACULTY

The selection of individuals for appointment to the faculty and for promotion must be made in accordance with the highest standards. Moreover, the selection process shall be governed by consideration of the immediate and long range needs of the department and the school and the best interests of the individuals concerned. Recommendations to the Advisory Board of the Medical Faculty (ABMF) for an appointment to the faculty and for promotion are made by the Department Director. Each Department Director is expected to develop such recommendations in consultation with a departmental or interdepartmental advisory committee.

The School of Medicine, through the Department Director and (where applicable) the Division Director, shall endeavor to encourage each faculty member in the development of his or her academic career. It is the responsibility of the Department Director to ensure that junior faculty members receive guidance from more senior faculty members and that their progress in teaching, research, and other duties is actively reviewed. Furthermore, all faculty members must be given an objective evaluation of their ultimate potential for academic advancement within this Institution as early in their careers as feasible, in order to give them maximum mobility in seeking career development opportunities. To these ends, all full-time faculty members shall have at least Annual Reviews with their Department Director, or his or her designee, and a written record of review will be sent to the faculty member.

Advancement through the ranks and eventual appointment until retirement are not automatic consequences of full-time service on the faculty for any given number of years. Rather, they are privileges conferred in recognition of merit on an individual faculty member by action of the ABMF.

B. GENERAL CRITERIA FOR APPOINTMENT AND PROMOTION OF FULL-TIME FACULTY

The criteria for appointment and promotion are derived from the Institution’s primary aim, which is to be a national and international leader in medicine, science, and education. This aim can be achieved only if the School’s faculty are outstanding leaders in their respective fields.

Professional recognition as a leader in one’s field is the fundamental criterion for promotion to the rank of Professor. However, earlier in the promotional sequence, well before candidacy for Professor, the prime consideration is whether a faculty member’s professional career is developing in a manner that promises to make him or her eligible for promotion to the next level. At all stages of the promotional sequence, candidates proposed for promotion must satisfy as a first prerequisite the basic obligations specified above in Article I-D, “Obligations of Full-Time Faculty Members to the School of Medicine.” Likewise, at all stages, the criteria for academic advancement are research, education, program building, and (for clinicians) clinical distinction, documented by scholarly accomplishments.

It is recognized that there are different pathways toward becoming an outstanding leader in one’s field and that education is an important component of all faculty career pathways. The most common element of recognition as a leader in one’s field is excellence in scholarship in one or more of the following
areas: Research, Education, Clinical Care, and Program Development, as discussed more specifically below. Faculty members in all career paths carry the same titles (Professor, Associate Professor, Assistant Professor) and must meet the same criteria for appointment or promotion at each level. However, the specific accomplishments for demonstrating those criteria differ for each academic career path. The most important criterion in all faculty appointments and promotions is recognition of one’s excellence as judged by peers, supervisors, reviewing committees for appointment and promotion, and professionals outside of the School of Medicine. From time to time, the Vice Dean for Faculty will distribute to members of the faculty suggestions for documenting scholarly achievement in the most common career pathways (such as Clinician/Educator, Clinician/Researcher, Educator, Researcher, Educator, and Program Builder/Educator) in the Professional Development Guide for the Faculty of The Johns Hopkins School of Medicine (subsequently referred to as “the Silver Book”) or through other means. It is important to note that meeting or exceeding these suggestions does not guarantee appointment or promotion.

Scholarship, the primary basis for academic advancement, encompasses the generation of new knowledge and/or the dissemination of knowledge to others, as long as these activities are accessible to critical assessment and accessible for future use by members of the academic community. Reputation beyond the School of Medicine and the following important elements of scholarship are considered in the promotion process:

1. Research: New knowledge can take many forms, including important clinical observations, clinical research findings, laboratory research, and integrative research. Customarily, such new knowledge is disseminated through publication in peer-reviewed journals and books. For this reason, a candidate’s publications form an important basis for assessing scholarly productivity in research.

2. Education: Excellence in education requires not only an objective, up-to-date, accurate, and balanced command of the field being taught but also effective communication skills. Documenting the scholarship of education also requires demonstration of accomplishments that are public, subject to critical review and analysis of outcomes, and useful to others in the community beyond the School of Medicine. This documentation may take the form of a teaching portfolio, as described in the Silver Book.

Course leadership and design, the judgment of students, trainees, and peers, and meritorious publications may also be considered when a faculty member’s teaching is assessed.

3. Clinical Distinction: For faculty members who are clinicians, clinical distinction comprises professional excellence, integrity, and empathy in treating patients. Other elements of clinical distinction that are considered for a faculty member’s promotion include election to distinguished medical societies relevant to achievement in his or her field, the application of new knowledge, and meritorious publications.

4. Program Building: A leader in program building is someone who has developed a clinical, educational, or scientific program that is widely recognized as an outstanding model of its kind and/or that has had a substantial impact on the field.

C. ACHIEVEMENTS AND CONTRIBUTIONS THAT DOCUMENT CRITERIA FOR ACADEMIC ADVANCEMENT

The following contributions will be considered by Promotion Committees in assessing faculty for advancement with variable weights for each contribution depending on the faculty member’s academic career path (as instantiated in the Silver Book):
Education
- Quality and quantity of contact hours with students including graduate students, medical students, residents, postdoctoral fellows, and attendees of continuing education courses
- Educational program director for graduate students, medical students, residents, postdoctoral fellows, or continuing medical education courses with evidence of learner and program outcomes
- Development of new courses or special teaching materials such as video tapes, computer programs, and web sites
- Teaching awards

Publications
- Substantive and continuous publication in refereed journals with special emphasis on the quality of original contributions to the field
- Role of the faculty member in the execution of the project involved in the publications
- Number of authors and the place of the faculty member among the authors
- Textbooks or monographs either as sole author or as editor
- Chapters in textbooks

Support for Research and Education Programs
- Grants and contracts obtained as the principal investigator or co-principal investigator, program director, or co-director
- Funding from grants and contracts with other principal investigators or program directors

Recognition beyond the School of Medicine
- Awards or prizes for research or service
- Presentations at scholarly meetings and conferences
- Serving on national scientific advisory boards or study sections
- Serving as an officer or on the council of national scholarly organization

- Membership in scholarly organizations
- Serving on editorial boards
- Invited presentations at Universities, Hospitals, etc.
- Organizing international, national, or regional research or educational meetings
- National or international reputation documented by letters of recommendation, leadership in professional societies, and invited talks or invited reviews

Citizenship to the University
- Service on various University, School of Medicine, or Department Committees
- Serving as a division, program, or section chief
- Serving as residency or fellowship director, co-director, or administrator

Clinical Service
- Reputation as a clinician as manifested by referrals and peer review
- Number of clinic sessions and patients served
- Scope and productivity of clinical practice as compared to peers performing similar services to similar patient populations
- Development of a unique or essential clinical program

III. FACULTY APPOINTMENTS

A. FACULTY RANKS

Faculty ranks at The Johns Hopkins University School of Medicine include Instructor, Assistant Professor, Associate Professor, Associate Professor (PAR), Professor, Professor (PAR), and the special faculty ranks of Assistant, Lecturer, Research Associate, Visiting Scientist, Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor. The adjunct ranks are solely part-time appointments; all other faculty
appointments may be part-time, full-time or limited full-time.

Newly recruited faculty whose appointments are Pending Appointment at Rank (PAR) must use the modifier PAR with their titles during the period of review. These include appointees at the rank of Associate Professor who are under review by the Associate Professor Promotions Committee or at the rank of Professor who are under review by the Professorial Promotions Committee and the University Board of Trustees.

The titles Adjunct Professor, Adjunct Associate Professor, and Adjunct Assistant Professor are used to designate a special category of part-time faculty who are outstanding scientists, educators, and/or clinicians and who contribute to the scholarly activities of the School of Medicine. Adjunct faculty serve on a year-to-year appointment basis. They do not receive base salary but may receive compensation or an honorarium for services rendered to the School of Medicine.

Adjunct faculty are excluded from the Appointments and Promotions provisions of the School of Medicine and are not eligible for the JHU Benefits Plan. They are expected to comply with the Policies and Guidelines Governing Appointments and Promotions, and Professional Activities of the Part-Time Faculty of the Johns Hopkins University School of Medicine (with the exception of the appointments and promotions review), the University Intellectual Property Policy and the Conflict of Interest Policy of the School of Medicine. Appointments must be proposed by a Department Director and approved by the Agenda Committee of the ABMF and the ABMF.

Adjunct faculty must use the modifier "adjunct" whenever they make a reference to their faculty status in publications, curriculum vitae and in self-identification in public representations.

The titles Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Scientist are used to designate a special category of faculty.

appointed on a full-time basis, who are outstanding scientists, educators, and/or clinicians, who contribute to the scholarly activities of the School of Medicine. Visiting faculty appointments are reviewed annually at the department level.

Visiting faculty are appointed for renewable terms not to exceed 12 months with no commitment for appointment to the permanent faculty. Their faculty appointments are managed in accordance with customary policies. They are expected to comply with all policies of the University and School of Medicine, including the University Intellectual Property Policy and the Conflict of Interest Policy of the School of Medicine.

Visiting faculty must use the modifier "visiting" whenever they make reference to their faculty status.

Full-time faculty members engage in teaching, research and, in many cases, patient care activities. For the purposes of this document, the designation full-time means that the faculty member:

• devotes his or her professional energies, as defined in the "Conflict of Commitment" policy, to activities that further the academic objectives of The Johns Hopkins University School of Medicine, and

• receives compensation for the effort from The Johns Hopkins University or, under an agreement or formal arrangement with the School of Medicine, receives remuneration directly from another institution and is accorded all privileges of a full-time member of the School of Medicine faculty.

Any commitment less than limited full-time is considered part-time. A faculty member’s status (full-time, limited full-time, or part-time) is a matter of contract between the faculty member and the University and is specified in each faculty member’s letter of appointment.

A faculty member who resigns from a full-time faculty position is not automatically entitled to a part-time appointment. A faculty
member who wishes to continue an association with the School of Medicine after his or her resignation must apply for appointment to the part-time faculty in the appropriate department.

Responsibilities of faculty members in all ranks are determined individually by the various departments. Faculty status may not be held concurrently with enrollment as a full-time student in the School of Medicine (e.g., as a medical student, graduate student, or postdoctoral fellow).

B. EMERITUS STATUS

Awarded in recognition of distinguished achievement and service, the honorary title emeritus may be granted by the Board of Trustees, acting on the recommendation of the ABMF, to faculty members upon their retirement from the School of Medicine. Emeritus faculty who remain active (i.e., those in partial retirement) are subject to the usual and customary policies applicable to the full-time faculty. Except in extraordinary circumstances, promotions in faculty rank are not granted once emeritus status is reached.

C. JOINT APPOINTMENTS

A faculty member may have a joint appointment that is either interdepartmental or interdivisional.

1. Interdepartmental joint appointments: There are two types of joint appointments within the School of Medicine. The first type is the joint appointment with title. In joint appointments with title, the full range of academic titles may be used: for example, Professor of ___ and Associate Professor of ___, or Assistant Professor of ___ and Assistant Professor of ___. The second type is designated by the term Joint Appointment: for example, Associate Professor of ___ and Joint Appointment in ___.

In either case, there is one and only one primary appointment. The department that has the primary appointment is responsible for the faculty member’s salary and for provision of space and other resources, except in the case of faculty not paid by The Johns Hopkins University. Contract periods and the timing of reappointment reviews, as outlined below, are determined by the faculty member’s primary appointment only. If the primary appointment terminates for any reason, all interdepartmental joint and secondary appointments terminate at the same time.

For either type of interdepartmental joint appointment, a recommendation is made to the ABMF by the Director of the secondary department with the concurrence of the Director of the faculty member’s primary department. The ABMF reviews nominations for a secondary appointment to a designated faculty rank, applying criteria comparable to those used for primary appointments. When the ABMF reviews nominations for Joint Appointment, the request of the Director of the secondary department is the basis for approval.

2. Interdivisional joint appointments: The University policy on interdivisional joint appointments allows a faculty member to hold an appointment in two divisions of the University, e.g., the School of Arts and Sciences, the School of Medicine, or the Applied Physics Lab. However, academic rank is accorded to the faculty member by one and only one academic division. That division has the primary appointment and is responsible for the faculty member’s academic advancement and for providing him or her with space and other resources. Appointments in all other divisions will be secondary. No academic rank is assigned for secondary interdivisional joint appointments; for example, Associate Professor of ___ with a joint appointment in [department name]. If the primary appointment terminates for any reason, all interdivisional joint appointments terminate at the same time.
IV. ACADEMIC ADVANCEMENT FOR FULL-TIME FACULTY

Full-time faculty members of the School of Medicine, with the exception of those holding special ranks as defined in Article III-A, follow a well-defined path of career development, from appointment through stages of review and promotion.

A. APPOINTMENT TO THE RANK OF INSTRUCTOR

1. Criteria for appointment to rank

   Full-time faculty members holding the rank of Instructor are expected to have completed formal training and to have developed the skills required for their clinical field or basic science discipline, as well as to show potential for growth in academic pursuits. Faculty members must also carry out their academic and/or patient care responsibilities with professional competence, intellectual honesty, high ethical standards, and in a manner consistent with the policies and procedures of the University.

2. Procedure for appointment

   • Review and consultation within Department
   • Director of Department makes recommendation to the ABMF
   • ABMF reviews the recommendation and submits approved recommendations to the Dean who notifies the faculty member of the appointment

3. Institutional responsibility

   The institution is responsible, consistent with available facilities and financial support, for providing the faculty member with an opportunity to meet the criteria for promotion to the rank of Assistant Professor. Therefore, an earnest effort should be made to afford each faculty member the time, guidance, and opportunity for creative scholarship and its publication, both of which are essential for promotion to Assistant Professor.

4. Procedure for promotion to the rank of Assistant Professor

   An Instructor may be recommended for promotion to the rank of Assistant Professor by the Department Director at any time. See Article B.2., Procedure for appointment or promotion to the rank of Assistant Professor.

5. Three-year review in absence of promotion

   When a faculty member has served three years at the level of Instructor and has been recommended for continuation, he or she must be reviewed by the Instructor and Assistant Professor Reappointment Review Committee.

   The Instructor and Assistant Professor Reappointment Review Committee will either (i) recommend a terminal one-year contract (for the fourth year), or (ii) recommend reappointment for one year at rank, with subsequent review at the end of that year. In connection with a recommendation for reappointment at rank, the Committee may advise the Department Director that the faculty member be considered for promotion. In the absence of promotion or recommendation for promotion at the fourth year review, the fifth year at the rank of Instructor will normally be a terminal year. The Committee must approve any contract for an Instructor beyond the third year.

B. APPOINTMENT OR PROMOTION TO THE RANK OF ASSISTANT PROFESSOR

1. Criteria for appointment or promotion to rank

   Full-time faculty members holding the rank of Assistant Professor are expected to demonstrate clear evidence of creative scholarship in the area of their primary expertise. Suggestions for documenting substantive creative scholarship in various career pathways are distributed by the Vice Dean for Faculty in the Silver Book or other
publications from time to time. As required of all faculty members, candidates proposed for promotion must also carry out their academic and/or patient care responsibilities with professional competence, intellectual honesty, high ethical standards, and in a manner consistent with the policies and procedures of the University.

2. Procedure for appointment or promotion to the rank of Assistant Professor

- Review and consultation within the Department in accordance with Department procedures
- The Director of Department makes a recommendation for the appointment or promotion to the rank of Assistant Professor to the Agenda Committee of the ABMF. After review by the Agenda Committee, endorsed nominations are forwarded to the ABMF.
- The ABMF reviews the recommendation and submits approved recommendations to the Dean who notifies the faculty member of the appointment or promotion.

3. Institutional responsibility

The institution is responsible, consistent with available facilities and financial support, for providing the faculty member with an opportunity to meet the criteria for promotion to the rank of Associate Professor. Therefore, an earnest effort should be made to afford each faculty member the guidance and opportunity for scholarly achievement and development of national recognition in his or her field, both of which are essential for promotion to Associate Professor.

4. Procedure for promotion to the rank of Associate Professor

An Assistant Professor may be recommended for promotion to the rank of Associate Professor by the Department Director at any time. See Article C.2., Procedure for appointment or promotion to the rank of Associate Professor.

5. Seven-year and nine-year reviews in the absence of promotion

When a faculty member has served seven years at the rank of Assistant Professor, he or she must be reviewed by the Instructor and Assistant Professor Reappointment Review Committee. Prior to review by the Committee, the Committee requires documentation from the Department Director that states the type of contract recommended for the faculty member and confirms that the faculty member has been informed of the Director’s recommendation. One purpose of this review is to ensure that a recommended reappointment of an individual is not only merited, but also is in the best interests of the Department and the School. Another purpose is to provide faculty members an objective and independent evaluation of their contributions to date and their long-term potential within the School of Medicine. Coming as early in their careers as possible, this evaluation allows faculty members to take advantage of all opportunities for further career development.

The Committee will either (i) advise the Department Director to nominate the individual for promotion with reappointment(s) at rank with one-year contract(s) during the review process

(ii) recommend reappointment(s) at rank for two years with re-review when the faculty member has served nine years; or (iii) recommend a one-year terminal appointment. If not promoted after reappointment at rank for two years, the faculty member will be reviewed again by the Instructor and Assistant Professor Reappointment Review Committee at the end of nine years. The committee will: (i) recommend a terminal one year contract, (ii) recommend an appointment for three to five years, or (iii) advise the Department Director to nominate the individual for promotion with reappointment at rank with one-year contract(s) during the review process.
If recommended for consideration for promotion, but not promoted after reappointment at rank, the faculty member will be reviewed again by the Instructor and Assistant Professor Reappointment Review Committee. The committee will either (i) recommend a one year terminal contract, or (ii) recommend reappointment for three to five years.

A contract of three to five years may be recommended to provide additional time to the faculty member who is making an essential contribution to the School of Medicine. The Department Director’s expectations for the faculty member to demonstrate scholarly achievement necessary for promotion, and support that will be provided to the faculty member to meet those expectations must be made clear in a letter from the Department Director to the faculty member. This letter will reflect the recommendations of the Committee and will be counter-signed by the faculty member and forwarded to the Vice Dean for Faculty. The Committee also requires documentation that the individual has received an explanation of the review process by the Vice Dean for Faculty. The Committee will continue to review all faculty with three to five year contacts one year prior to the end of each contract period, unless the faculty member is recommended for promotion during that time period. Each time, the Committee will either: (i) advise the Department Director to nominate the individual for promotion and recommend reappointment with one year contract (s) during the review process, (ii) recommend a one-year terminal contract, or (iii) recommend reappointment at rank for three to five years.

The Instructor and Assistant Professor Reappointment Review Committee is constituted to review Instructors who have not been promoted by the end of three years and Assistant Professors who have not been promoted by seven years, nine years, and one year prior to the end of each three to five year reappointment contract. The Committee’s recommendation must be reported to the Dean, the Department Director, the ABMF, and the faculty member.

The Instructor and Assistant Professor Reappointment Review Committee submits its recommendation to the ABMF. The ABMF reviews the recommendation and submits approved recommendations for reappointment to the Dean who notifies the faculty member of the reappointment.

C. APPOINTMENT OR PROMOTION TO THE RANK OF ASSOCIATE PROFESSOR

1. Criteria for appointment or promotion to rank
   Appointment or promotion to the rank of Associate Professor, full-time, requires meritorious publications and substantive contributions to education and/or clinical practice. The scholarly achievement of candidates for promotion to Associate Professor should be indicated by national recognition by their peers. Candidates should document progress toward becoming an outstanding national leader in the field. Suggestions for documenting substantive scholarly contributions and national recognition in various career pathways are distributed by the Vice Dean for Faculty in the Silver Book or other publications from time to time. As required of all faculty members, candidates proposed for promotion must also carry out their academic and/or patient care responsibilities with professional competence, intellectual honesty, high ethical standards, and in a manner consistent with the policies and procedures of the University.

2. Procedure for appointment or promotion to the rank of Associate Professor
   • The Department advisory committee and Director of Department review the candidate in accordance with Department procedures.
• The Director of the Department makes a recommendation to the Dean.
• The Dean forwards the recommendation to the Associate Professor Promotions Committee for consideration for appointment or promotion.

3. Associate Professor Promotions Committee review
The Associate Professor Promotions Committee reviews recommendations from the Department Director for promotions or appointments to the rank of Associate Professor. The Committee seeks information on the candidate from both within and outside the School of Medicine. It reports endorsements to the Dean and directly to the ABMF. If the Committee recommends against promotion or appointment of a faculty member, it reports this decision to the Dean who then transmits it to the Department Director.

A favorable recommendation by the Committee must be reviewed and approved by the ABMF which submits approved recommendations to the Dean who notifies the faculty member of the promotion or appointment.

4. Institutional responsibility
The Institution is responsible, consistent with available facilities and financial support, for providing the faculty member with an opportunity to meet the criteria for promotion to the rank of Professor. Therefore, an earnest effort should be made to afford each faculty member, the time, guidance, and opportunity for outstanding scholarly achievement and development of a leadership role at the national level in his or her field, both of which are essential for promotion to Professor.

5. Procedure for promotion to the rank of Professor
An Associate Professor may be recommended for promotion to the rank of Professor by the Department Director at any time. See Article D.2., Procedure for appointment or promotion to the rank of Professor.

6. Six-year and nine-year reviews in the absence of promotion
When a faculty member has served six years at the rank of Associate Professor, or she must be reviewed by the Associate Professor Reappointment Review Committee. Prior to review by the Committee, the Committee requires documentation from the Department Director that states the type of contract recommended for the faculty member and confirms that the faculty member has been informed of the Director’s recommendation. One purpose of this review is to ensure that a recommended reappointment of an individual is not only merited, but also is in the best interests of the Department and the School. Another purpose is to provide faculty members an objective and independent evaluation of their contributions to date and their long-term potential within the School of Medicine. Coming as early in their careers as possible, this evaluation allows faculty members to take advantage of all opportunities for further career development.

The Associate Professor Reappointment Review Committee may recommend to the ABMF one of four options: (i) advise the Department Director to nominate the individual for promotion with reappointment at rank with one-year contract(s) during the review process, (ii) reappointment(s) at rank for three years, with re-review when the faculty member has served nine years, (iii) a two-year terminal appointment, or (iv) in exceptional circumstances, a contract to retirement (subject to approval of the ABMF and the Board of Trustees). Contracts to retirement will be considered only for those individuals whose contributions are unique and of exceptionally high quality. Length of prior service is not itself sufficient justification for a contract to retirement.

The Department Director, or his or her designee, should review Associate Professors
with contracts to retirement every six years and make a recommendation to the Dean whether promotion to Professor is warranted under the applicable criteria.

In the absence of promotion of an Associate Professor at the end of nine years, The Associate Professor Reappointment Review Committee must review the faculty member again. The committee will either (i) advise the Department Director to nominate the individual for promotion and recommend reappointment at rank with one-year contract(s) during the review process, (ii) recommend reappointment at rank with a contract for three to five years, with re-review two years prior to the end of the contract (iii) recommend a two-year terminal contract, or (iv) recommend, in exceptional circumstances, a contract to retirement. The faculty member who is recommended for promotion but who is not promoted will be reviewed by the committee again at the end of the reappointment period. Then, the committee must recommend one of the following: (i) a contract-to-retirement, (ii) a terminal two-year contract, or (iii) reappointment at rank with a contract for three to five years, with re-review two years prior to the end of the contract. A contract of three to five years may be recommended to provide additional time to the faculty member who is making an essential contribution to the School of Medicine. The department’s expectations for the faculty member to demonstrate scholarly achievement necessary for promotion and support that will be provided to the faculty member to meet those expectations must be made clear in a letter from the Department Director to the faculty member. This letter will reflect the recommendations of the Associate Professor Reappointment Review Committee and will be counter-signed by the faculty member and forwarded to the Vice Dean for Faculty. The Committee also requires documentation that the individual

has received explanation of the review process by the Vice Dean for Faculty. The Committee will continue to review all three to five year reappointment contracts two years prior to the end of each contract period. Each time, the Committee will either: (i) advise the Department Director to nominate the individual for promotion and recommend reappointment at rank with one year contract(s) during the review process, (ii) recommend a notice of non-renewal of contract, or (iii) recommend reappointment at rank for three to five years.

The Associate Professor Reappointment Review Committee meets to review Associate Professors who have not been promoted by the end of six years, nine years, and two years prior to the end of three-to-five year reappointment contracts. The Committee sends its recommendations in writing to the Dean, the Department Director, the faculty member and the ABMF. The ABMF reviews the recommendation and submits approved recommendations for reappointment to the Dean who notifies the faculty member of the reappointment.

The Committee’s recommendations will be based on (i) evaluation of the Department Director’s recommendation; (ii) evaluation of the potential for continued and/or improved productivity and academic advancement by the faculty member; and (iii) the relationship of the faculty member to the academic program, resources, and space of the department and the School in general.

D. APPOINTMENT OR PROMOTION TO THE RANK OF PROFESSOR

1. Criteria for appointment or promotion to rank

Candidates for Professor must have outstanding records of scholarly achievement including teaching, must have achieved national leadership and in most cases, international professional recognition, and
must rank among the foremost leaders in their field. Suggestions for documenting outstanding scholarly achievements, national leadership, and international recognition in various career pathways are distributed by the Vice Dean for Faculty in the Silver Book or other publications from time to time. As required of all faculty members, candidates proposed for promotion must also carry out their academic and/or patient care responsibilities with professional competence, intellectual honesty, high ethical standards, and in a manner consistent with the policies and procedures of the University.

2. Procedure for appointment or promotion to the rank of Professor
   - The Director of Department reviews the candidate with the aid of a Departmental or interdepartmental committee in accordance with Department procedures.
   - The Director's recommendation is forwarded to the Dean.
   - The Dean forwards the recommendation for consideration for appointment or promotion to the Professorial Promotions Committee.
   - The Professorial Promotions Committee extensively reviews the candidate, as described below (D.3., Professorial Promotions Committee Review).
   - A favorable recommendation from the Committee is sent to the ABMF for review and vote.
   - A favorable recommendation of the ABMF is sent to the Trustees of the University for final approval.
   - The Dean notifies the faculty member of the Trustees' approval for promotion or appointment.

3. Professorial Promotions Committee review
   The Professorial Promotions Committee (PPC) receives nominations for appointment or promotion to the rank of Professor from the Department Director. An ad hoc subcommittee is appointed by the PPC and chaired by a member of the PPC. The subcommittee seeks information on the candidate from within and outside the School of Medicine. After extensive review, the subcommittee makes a recommendation to the PPC, and the PPC votes on whether or not to recommend appointment or promotion of the candidate. The PPC then either makes a recommendation to the ABMF for appointment or promotion or reports to the Dean that it does not recommend appointment or promotion. If the Committee recommends against promotion or appointment of a faculty member, it reports this decision to the Dean who then transmits the decision to the Department Director. The Department Director has the right to appeal this decision to the ABMF. If the Committee does not recommend promotion to Professor, the candidate will not be considered for promotion for at least two years to provide sufficient time for the candidate to continue building his or her record of scholarly achievement. A favorable recommendation from the PPC is sent to the ABMF for review and vote. The favorable recommendation of the ABMF is sent to the Trustees of the University for final approval. The Dean notifies the faculty member of the Trustees' approval for promotion or appointment.

E. EXCEPTIONS TO TIME PERIODS FOR REAPPOINTMENT REVIEW

A reappointment review process will be initiated for a full-time faculty member at the specified periods as outlined in the guidelines above, except in cases of prolonged illness or approved leave of absence. A Department Director's recommendation for deferral of reappointment review should be forwarded to the Dean for approval, after which the faculty member will be notified of the Dean's decision.
Faculty members spending 50% or more of their time in administration outside the department may choose to have their administrative appointment considered a primary appointment and their departmental appointment considered secondary. The faculty member and the Department Director must agree at the beginning of the administrative appointment that it is primary. This agreement is subject to the approval of the Dean, who must notify the Reappointment Review Committee of the determination. The time during which a faculty member has a primary appointment in administration will not be counted within the periods for reappointment review, unless the faculty member so chooses.

If employment as a member of the full-time faculty in the University is interrupted for more than three consecutive years, the time for reappointment review will be calculated from the time employment resumes. If the interruption is less than three consecutive years, the time for reappointment review will be calculated from the initial faculty appointment at that rank, excluding the time absent from the full-time faculty. In the event of a shift of primary appointment within the School of Medicine, the time since the initial appointment at rank will ordinarily be considered the period of service, unless other arrangements are made with the Department Director and approved by the Dean.

F. OTHER TIME OPTIONS PERTAINING TO ACADEMIC ADVANCEMENT

The School of Medicine recognizes that additional flexible options may be required for faculty members with young families and other personal concerns. The following two options currently available to faculty members allow continued employment and the potential for future academic advancement in the School of Medicine.

1. Part-time status: A faculty member may request a change of status from Full-time to Part-time. Part-time status may be either with or without salary, depending upon the work activities anticipated and the establishment of a contractual work agreement subject to approval by the Division Director, Department Director, or both and the faculty member. The time during which a faculty member has Part-time status will not be counted within the periods for reappointment review.

2. Limited Full-time status: A faculty member may request to change his or her status from Full-time to Limited Full-time, which is defined as 75% of Full-time (considered to be no less than 28 hours per week). This request will be subject to the approval by the Division Director, Department Director, or both and will require a contractual work agreement specifying a defined number of hours per week at a reduction in salary commensurate with the reduction in work activities. The time during which a faculty member retains this status will be counted as 3/4 time within the periods of reappointment review.

3. Faculty members’ requests to change status to either Part-time or Limited Full-time that are denied at the Divisional or Departmental level may be appealed to the Office of the Dean. Faculty members who exercise these options should receive periodic review and career counseling from their Department to ensure that their career objectives are being met and their work contracts are being followed.

V. CONTRACTS AND CONTRACT PERIODS

A. LETTERS OF APPOINTMENT

The terms of the contract between the School of Medicine and a faculty member are set forth in an offer letter specifying the type and total period of the appointment, an academic plan, a financial plan, and the initial salary. The letter specifies any contingencies that must be met.
before the contract becomes effective, such as approval by the ABMF, the University’s Board of Trustees (if applicable), and appointment to the medical staff of The Johns Hopkins Hospital or any other clinical entity (if applicable). The faculty member will receive formal notification of the final acceptance of the contract in a letter from the Dean.

Each subsequent year (for contracts covering more than one year), a letter will be sent to the faculty member confirming the type and total period of the appointment and stating the salary for that year, if applicable.

Acceptance will mean the acceptance by both parties of all applicable rules and regulations of the School of Medicine as well as those of the University. The minimum duration of a contract will ordinarily be one year (except for those holding special faculty ranks, for whom contract periods may be for no more than one year and may be for less).

Letters of appointment must be signed by the faculty member and returned to the Dean’s Office within 30 days of receipt.

B. NOTICE OF NONRENEWAL OF CONTRACTS

A minimum of six month’s written notice of nonrenewal, with a copy to the Dean, shall be given to those holding special faculty ranks (Article III-A) who have served on the School of Medicine faculty for less than two years. All other faculty members shall receive a minimum of twelve month’s written notice of nonrenewal, except (i) Instructors and Assistant Professors in their first year of appointment at rank, who may be given six months notice at any time in the first year, and (ii) Associate Professors who are being reviewed two years prior to the end of their contracts must be given two year’s written notice. For those holding special faculty ranks and Instructors, the appointment terminates at the expiration of the notice period. If the end of the then current term of appointment expires during the notice period, an extension

is granted through the end of the notice period. For Assistant Professors in the second year of appointment at rank or beyond and Associate Professors, nonrenewal is effective at the end of the term of the appointment. If less than the required amount of notice remains in the term when notice is given, the appointment is renewed for a terminal one year appointment from the end of the current appointment.

C. INSTRUCTORS

Contracts are for one year, renewable twice. Under special circumstances, the Department Director may recommend an appointment beyond the third year. Any contract for an Instructor beyond the third year must be approved by the Instructor and Assistant Professor Reappointment Review Committee.

D. ASSISTANT PROFESSORS

Contract periods will usually be for one year and may not exceed five years.

E. ASSOCIATE PROFESSORS

Contracts are for a minimum of three years. If an Associate Professor’s contract will not be renewed, written notice of nonrenewal, with a copy to the Dean, must be given before the final year of the contract. Exceptions are (i) terminal two- year contracts, (ii) one-year contracts at the time of the six year review (or subsequent reviews), when the Associate Professor Reappointment Review Committee advises the Department Director to put the individual forward for promotion. Contracts beyond the nine-year review are for three to five years.

F. PROFESSORS

Professors will normally be given contracts to retirement following approval by the Board of Trustees. In special cases, contracts of shorter duration may be given, but such contracts will require the approval of the ABMF.
G. TERMINATION OF CONTRACTS

A contract may be terminated by the faculty member by notifying the Department Director in writing six months, or less by mutual consent, prior to the scheduled date of termination. It is understood that just as the contract is legally binding on the University, it is also binding on the faculty member. The only circumstances under which the School of Medicine may terminate a contract with a faculty member are where just cause or financial exigency exists, or where the medical staff appointment of a clinical faculty member is terminated by The Johns Hopkins Hospital or the Johns Hopkins Bayview Medical Center, or any other clinical entity at which the faculty member’s practice contributes to the department’s clinical activities.

1. Just Cause: Incompetence, neglect of duty, misconduct in office or academic misconduct including scientific misconduct as defined in the document entitled “Rules and Guidelines for Responsible Conduct of Research” shall constitute just cause for termination of the contract of a faculty member. Terminations for just cause shall be initiated by the Department Director in accordance with either the “Procedures for Dealing with Issues of Research Misconduct” or the “Procedures for Dealing with Issues of Professional Misconduct.” If the ABMF finds that just cause for termination exists, the affected faculty member shall have the right to appeal to the Dean within ten days of receipt of the ABMF’s decision. A decision by the ABMF to terminate the contract of a faculty member shall not take effect until the exhaustion of timely appeals.

2. Financial Exigency: Financial exigency in the School of Medicine is defined as either an anticipated school-wide or departmental budgetary deficit so great that a reduction of faculty salaries or faculty positions must be contemplated. The state of exigency may be announced at any time by the Dean to the ABMF, the Faculty Senate, and the Finance Committee of the ABMF. The Finance Committee shall determine, by consultation with the Dean, the magnitude of the financial exigency and the extent of reduction, if any, in the fiscal obligations of the School which must be effected in order to resolve the exigency. If the Finance Committee recommends to the Dean that no reduction in salary obligations or faculty positions is necessary, the ABMF and the Faculty Senate shall be so notified. If the Finance Committee recommends to the Dean that the Medical School must reduce its existing salary obligations to the faculty, reduce the number of current faculty positions, or both, the faculty shall be notified in writing.

Thereupon, an Ad Hoc Committee of the faculty, consisting of the Dean, four members chosen by the ABMF, and four members chosen by the Faculty Senate, including persons from the basic science and clinical departments, shall be created. No members of this Ad Hoc Committee except for the Dean may be members of the Finance Committee. The Ad Hoc Committee shall recommend to the Dean, the President, and the Board of Trustees which members of the faculty are to have their contracts terminated prematurely or their salaries reduced. Following these actions, all remaining faculty contracts shall be reaffirmed by written communication to the entire faculty. However, the Dean, with the President and Board of Trustee’s approval, shall have the final authority to make all decisions regarding which members of the faculty will have their contracts prematurely terminated or salaries reduced, and all such decisions shall be final.

3. Termination of Medical Staff Appointment:
   (a) All members of the Full-time faculty with clinical responsibilities are expected to apply for and be appointed to the medical staff of either The Johns Hopkins Hospital or the Johns Hopkins Bayview Medical
Center (or other clinical entity agreed upon by the faculty member and the Department Director) and to maintain their medical staff appointments in good standing while they are members of the faculty of the School of Medicine. If (i) the Board of Trustees of The Johns Hopkins Hospital, the Johns Hopkins Bayview Medical Center or other entity at which the faculty member practices takes disciplinary action pursuant to the applicable medical staff bylaws to terminate a faculty member’s medical staff appointment or to limit the faculty member’s clinical privileges to such an extent that the faculty member’s clinical practice is significantly reduced, or (ii) the faculty member voluntarily surrenders his or her privileges or agrees to a significant reduction in his or her privileges while under investigation pursuant to the applicable medical staff bylaws, his or her faculty appointment will terminate, subject to the approval of the Dean of the Medical Faculty, as of the date the medical staff appointment terminates or the clinical privileges are limited or surrendered.

(b) This provision shall not apply if (i) prior to the termination of the medical staff appointment or the reduction in or voluntary surrender/reduction of privileges, the Department Director and the faculty member have agreed in writing that the faculty member is to cease clinical practice and will engage in other responsibilities or is to continue clinical practice at the reduced level; (ii) the termination, reduction or voluntary surrender/reduction of privileges relates to a disability that limits the faculty member’s clinical practice; or (iii) a termination of privileges is the result of technical errors that the faculty member promptly resolves with full restoration of privileges.

VI. SALARY OF FACULTY MEMBERS

A. COMMON OBLIGATIONS

Only part of the total salary budget of the School of Medicine derives from tuition and endowment income of the University. By far the greater part must derive from other and less certain sources, such as grants and contracts from local, state, and federal government agencies for projects supervised or carried out by faculty members and from fees collected for faculty services to patients. Such outside sources of funds are usually restricted and short-term in nature; moreover, they often are unpredictable. For these reasons, faculty salaries can and do fluctuate over periods of time.

It is a common obligation of all administrative officers and faculty members in the School of Medicine to participate in efforts to generate an appropriate share of income in connection with research grants, contracts, patient care, and other activities for which they have academic responsibility.

Faculty members are expected to make timely applications for research support from public and private sources and to satisfy reporting obligations of sponsoring organizations and agencies in a timely way.

B. SALARY

The salary level is established yearly by the Department Director with the approval of the Dean. In addition to the availability of funds, some factors considered in the setting of salary include academic rank, years of service, and contribution to the University programs of teaching, research, and patient care. The salary level established for any given year will serve as a salary base for subsequent years of the contract. There is no guarantee of salary by the Johns Hopkins University when payment comes directly from other institutions or agencies (i.e., not via the Johns Hopkins University payroll).
Reductions of salary during subsequent years of the contract may be effected:

1. As a consequence of financial exigency as defined in Article V-G, "Termination of Contracts."

2. When in the judgment of the Dean and the Department Director a faculty member's professional activities (clinical, research, teaching or administrative) indicate that such a salary reduction would be appropriate, intention to reduce the faculty member's salary must be provided in written form to the faculty member at least six months prior to the proposed reduction for Professors, Associate Professors, Assistant Professors and Instructors. Reduction in total salary paid by the University may not be carried out at a rate that exceeds 20% per annum of the base faculty salary during the contract year immediately prior to the initial salary reduction. Such salary reduction shall require the approval of the ABMF and of the Associate Professor Reappointment Review Committee in the case of faculty members with the rank of Professor or Associate Professor or the approval of the ABMF and Assistant Professor Reappointment Review Committee in the case of Assistant Professors and Instructors.

A faculty member may waive the requirements for these approvals.

Base salary subject to reduction under this procedure does not include:

1. amounts paid as supplements for administrative responsibilities or special projects which will discontinue upon the faculty member's no longer serving in the administrative role for whatever reason or completion or discontinuation of the project for whatever reason;

2. bonuses or other incentive supplement determined in accordance with departmental policy and practice;

3. other elements of salary that under departmental salary plans are based on actual research, clinical or teaching activity, which may be adjusted as provided in the applicable plan.

Research associates and other faculty holding other special titles will be given 90 days notice of salary reduction. The decision to reduce salary will be approved by the Vice Dean for Faculty.

C. TEMPORARY REDUCTIONS IN SALARY DURING PERIODS OF SUSPENSION FROM HOSPITAL MEDICAL STAFF

The salary of any member of the full-time faculty with clinical responsibilities who is administratively suspended from the medical staff of The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center or other clinical site due to the faculty member's failure to comply with hospital or other clinical site requirements and who is unable to perform clinical responsibilities as a result may be reduced by up to the then current percentage of the faculty member's salary supported by clinical practice. The salary reduction will be effective for the period of suspension from the medical staff. If a faculty member and the Department Director agree, the faculty member may temporarily adjust his/her responsibilities to nonclinical responsibilities during the period of suspension without a reduction in salary provided there are funds are available to support the nonclinical activities and the faculty member makes up his/her clinical responsibilities when his/her medical staff privileges are restored. Proposed reductions or reassignments to nonclinical duties must be approved by the Vice Dean for Faculty.

The reduction in salary or reassignment to nonclinical duties provided for in this section is in addition to any other action that may be appropriate under the particular circumstances and does not prevent the School of Medicine from taking any other action in addition to the salary reduction or reassignment to nonclinical duties that is warranted by the circumstances.
VII. EQUAL OPPORTUNITY

Equal opportunity is a fundamental principle governing all University activities for faculty, students, and staff. The Johns Hopkins University welcomes and encourages qualified individuals to enter and progress within all University programs and activities on the basis of demonstrated ability, performance, and merit, without regard to race, color, religion, gender, age, national or ethnic origin, veteran status, sexual orientation, disability, or any other legally impermissible criteria.

A. AFFIRMATIVE ACTION

The University maintains affirmative action programs as required by law and as a commitment to the effective use of available human resources.

B. UNIVERSITY POLICY ON SEXUAL HARASSMENT

Sexual harassment will not be tolerated. Sexual favors may not be required either explicitly or implicitly as a term or condition of an individual’s academic progress or employment. Sexual conduct or conduct with sexual overtones which has the effect of unreasonably interfering with an individual’s academic or work performance or which creates an intimidating, hostile, or offensive learning or working environment is prohibited. The University will promptly investigate complaints of sexual harassment and, when necessary, will institute disciplinary proceedings against the offending individual. Complaints about sexual harassment or questions about University policy can be brought to Department Directors, the Dean, or the University’s Vice Provost for Institutional Equity. All problems of this nature will be treated confidentially.

VIII. GRIEVANCES

Faculty members who have reason to believe they have not been treated fairly under any of the various provisions set out in this document may request a review of their grievance according to prescribed procedures as specified in the document, Grievance Procedure for the Faculty, Fellows and Student Body of the Johns Hopkins University School of Medicine.

IX. LEAVES OF ABSENCE

A. ACADEMIC (SABBATICAL) LEAVES

Qualified full-time faculty members are encouraged to apply for occasional leaves of absence for scholarly and educational purposes when significant opportunities present themselves and when the leaves can be arranged without extra expense to the School of Medicine and without impairing educational programs. Such leaves are recognized to increase the value of the faculty member to the School and to the University. The time a faculty member spends on sabbatical leave will ordinarily be included in time periods for reappointment review. Academic (sabbatical) leaves are not an automatic, periodic right, but must be applied for through the Department Director and approved by the Dean and ABMF.

Academic (sabbatical) leave with financial support from the University will usually be limited to faculty members who are at the Associate Professor or Professor rank and have at least six years of full-time service at the University. Arrangements to fulfill faculty members’ duties while they are on leave must be made with their Department Director and the Dean and will depend in part on the funds available for the program from outside sources. The School of Medicine may support the leave of a faculty member up to the maximum rate of full salary for six months, or half salary for a full year.

B. NONACADEMIC LEAVES

1. Medical Leaves: In accordance with the School of Medicine’s Family and Medical Leave Policy for Faculty, faculty are entitled to take up to twelve weeks of unpaid leave
in each fiscal year due to their own serious health condition or the serious health condition of a family member (including a faculty member's same sex domestic partner) or following the birth or adoption of a child. Family and Medical Leave runs concurrently with paid leave granted by the School of Medicine for a faculty member's illness. Faculty members whose own illness prevents them from returning to their faculty responsibilities following Family and Medical Leave may request a leave of absence for up to one year following the date on which Family and Medical Leave began. The leave will be without salary and must be approved by the Department Director and the Dean. Extensions of the leave will be at the discretion of the Department Director and the Dean taking into consideration the requirements of the Department. The faculty member may elect to continue certain benefits during the leave and will be responsible for the employee portion of the cost of benefits continued during the leave. For questions regarding benefits during periods of leave, contact the JHU Benefits Office at benefits@jhu.edu or 443-997-5820.

3. Professional Leaves: On occasion, a faculty member may be appointed to a prestigious position in another institution or organization and both the faculty member and the School of Medicine desire to retain the faculty member's affiliation with the School of Medicine. With the concurrence of the Department Director and the Dean, the Dean may grant a leave of absence without salary for a period of two years; the leave can be renewed. The leave, if granted, is without salary. The faculty member may elect to continue certain benefits during the leave and will be responsible for the employee portion of the cost of benefits continued during the leave. If the leave is extended beyond two years, it is without guarantee that the Full-time faculty position will be available at the expiration. For questions regarding benefits during periods of leave, contact the JHU Benefits Office at benefits@jhu.edu or 443-997-5820.

X. REVIEW AND AMENDMENT OF THIS POLICY

Amendment of this policy may be proposed at any time by either the Faculty Senate or the ABMF and will be considered by a Joint Committee. The Committee will then make a recommendation to both bodies. The amendment will take effect when it is approved by both the Faculty Senate and the ABMF. In any event, a Joint Committee of the Faculty Senate and the ABMF shall review the policy before the end of the sixth year following its implementation.
Faculty Policy Websites

http://www.hopkinsmedicine.org/
Research/OPC/Policies_Regulations/

http://www.hopkinsmedicine.org/som/
faculty/policies/index.html