



JOHNS HOPKINS  
M E D I C I N E

## Office of Faculty Development

November 8, 2022

# APPC Promotions Process

**Jimmy Potash, MD, MPH**

**Co-Chair of APPC and Director of Psychiatry**

**John Eng, MD**

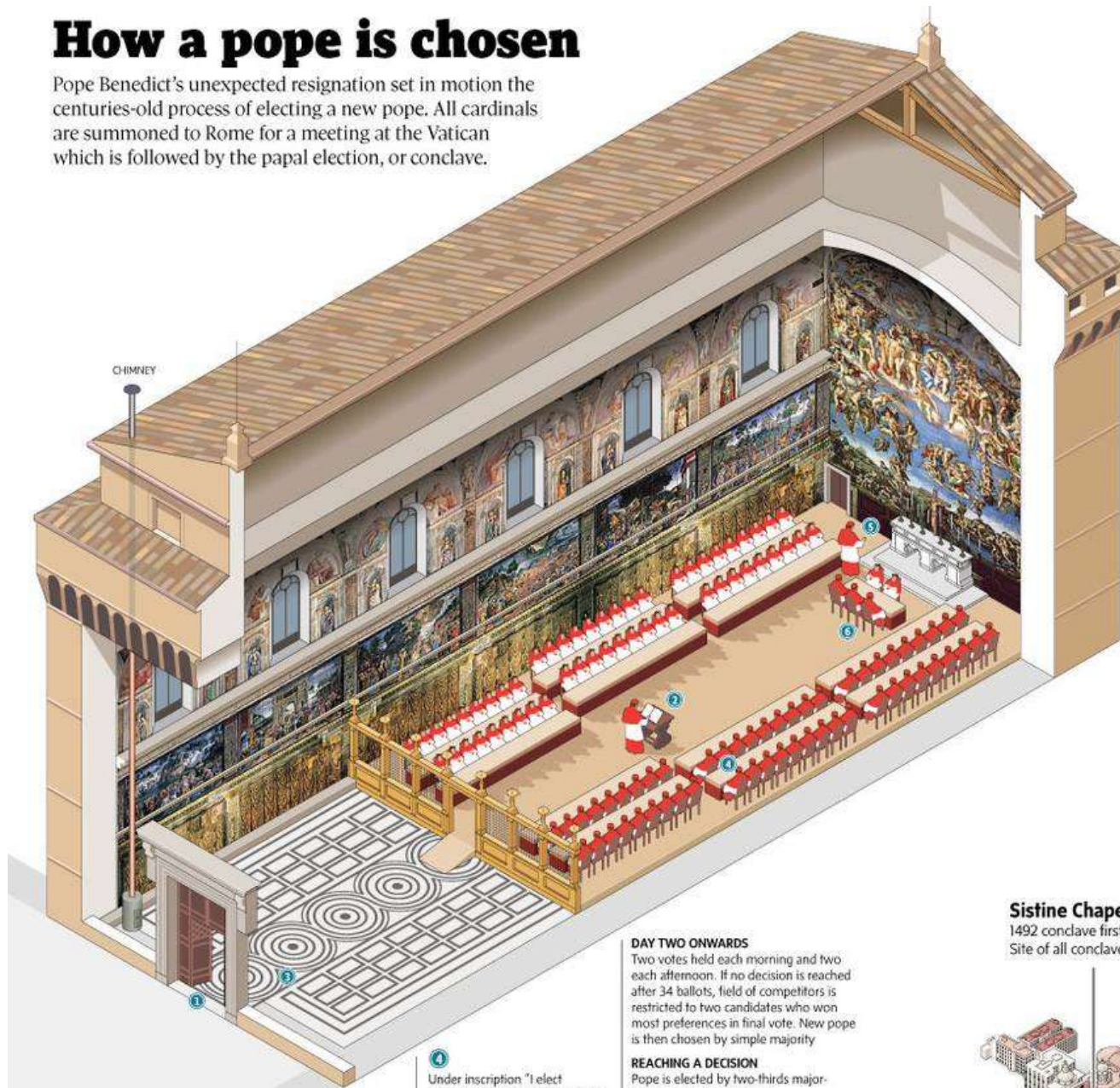
**Co-Chair of APPC and Professor of Radiology**

**Lisa Burwell**

**Coordinator of APPC, Office of the Dean**

# How a pope is chosen

Pope Benedict's unexpected resignation set in motion the centuries-old process of electing a new pope. All cardinals are summoned to Rome for a meeting at the Vatican which is followed by the papal election, or conclave.



**1**  
**DAY ONE**  
Cardinals celebrate mass before walking in procession to Sistine Chapel

**2**  
After entering chapel, Cardinals place hand on Gospel and swear oath of secrecy under penalty of excommunication

**3**  
Latin command "Extra Omnes" instructs everyone not taking part in election to leave – Sistine Chapel sealed by the Camerlengo and first ballot begins

**4**  
Under inscription "I elect as Supreme Pontiff" each elector writes name of his preferred papal candidate on ballot

**5**  
Each elector approaches altar with folded ballot held up in clear view. After kneeling in prayer, ballot is placed in bronze urn

**6**  
Ballots tallied by three Scrutineers, and names read aloud. Ballots then bound together by needle and thread, each pierced through the word "Eligo"

## DAY TWO ONWARDS

Two votes held each morning and two each afternoon. If no decision is reached after 34 ballots, field of competitors is restricted to two candidates who won most preferences in final vote. New pope is then chosen by simple majority

## REACHING A DECISION

Pope is elected by two-thirds majority plus one. If no cardinal wins vote, ballots are burned to produce black smoke. White smoke and ringing of bell indicate pope has been chosen

## ACCEPTANCE

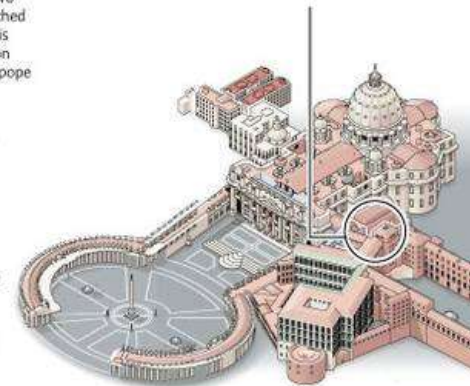
Having given his consent, new pope goes to adjacent Room of Tears, where he changes into papal vestments before receiving pledges of obedience from fellow cardinals

## HABEMUS PAPAM!

Announcement made in Latin: "We have a Pope". Newly elected pontiff delivers blessing from balcony of St Peter's Basilica

## Sistine Chapel

1492 conclave first to be held here. Site of all conclaves since 1878.



# The joys of being on the APPC

- Such a pleasure to see all the talent, energy, and accomplishment of the candidates
- So uplifting to see Hopkins faculty shaping and impacting the field
- We enjoy reviewing your applications!

## 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.

- Meritorious publications and substantive contributions
- National recognition by peers
- Progress toward becoming a national leader

#### **B.4.d. Recognition beyond the School of Medicine**

All full-time faculty members who are candidates for appointment or promotion to the rank of Associate Professor must have achieved national recognition as documented, for example, by:

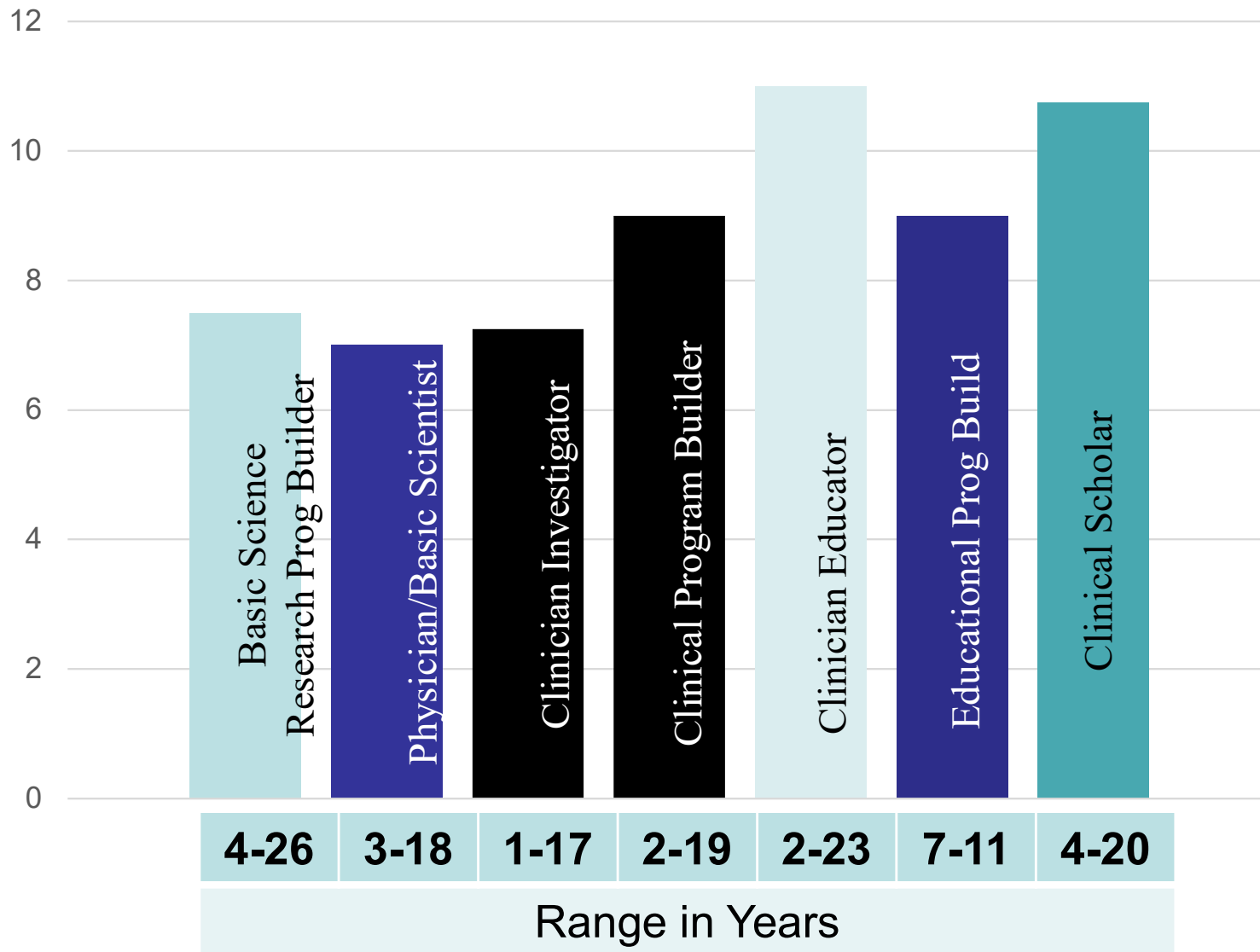
- Awards or prizes for research, clinical, or educational contributions or program building from national or international organizations
- Invited lectures at scholarly meetings and conferences nationwide
- Invitation to serve as visiting professor or as speaker for endowed lectureships
- Service on national scientific advisory boards, study sections, and grant review panels
- Elected membership in national scholarly organizations
- Editor or service on editorial board of professional journal
- Organizer, chair or moderator of international, national, or regional clinical, educational, or scientific meetings
- Introduction and evaluation of innovative approaches and/or development of standards for patient care, education, or research
- Outstanding letters of recommendation from leaders in the field across the nation
- Leadership roles in regional or national scholarly organizations
- Patents that have an impact on the academic field or patient care
- Impact on public policy



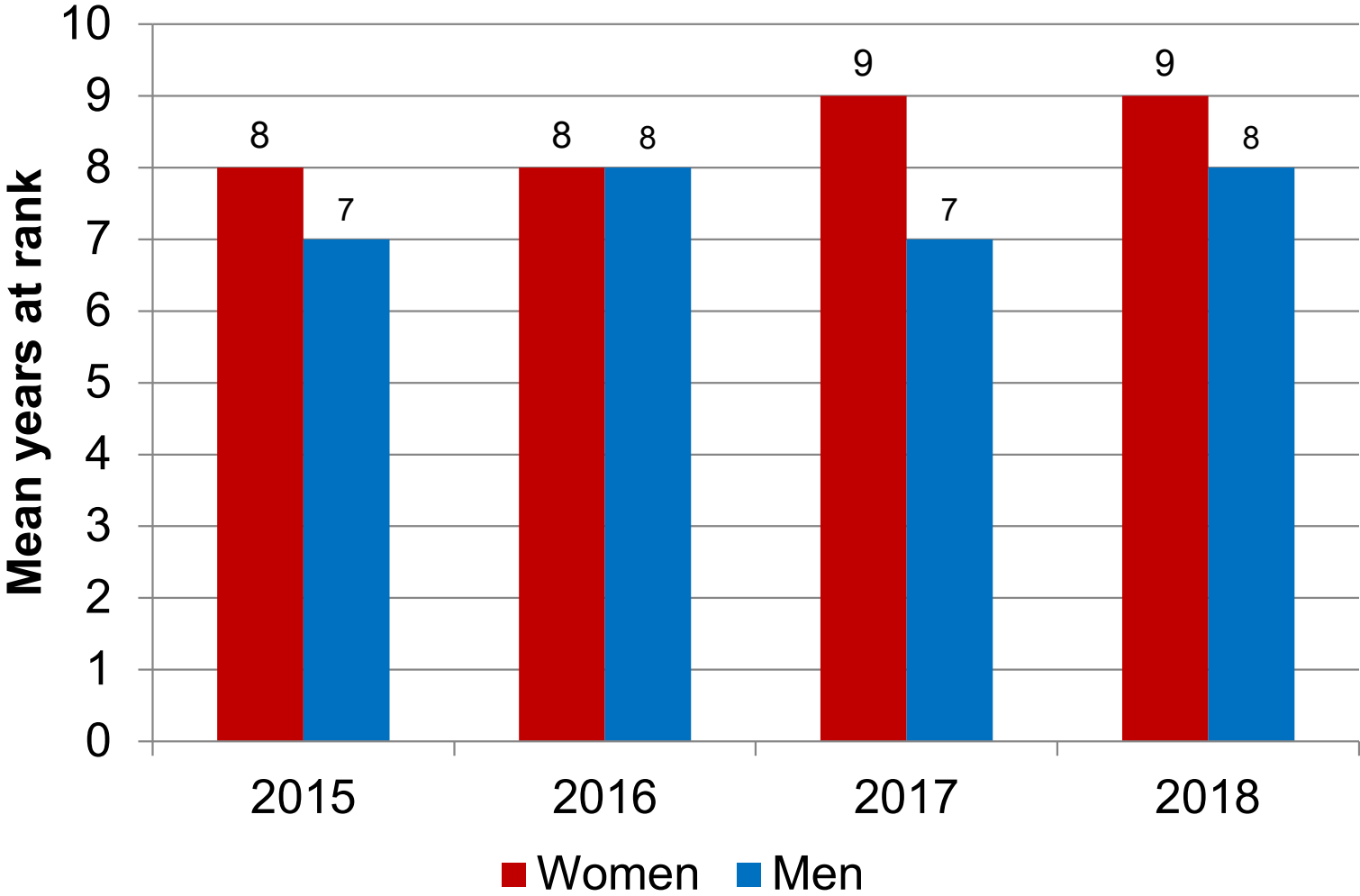
# Setting the bar

- Gold and Silver Books not the whole story
- The principles in those books need to be operationalized and that is done through a process of setting the bar
- There are many questions, e.g.:
  - How many years does it take before it is appropriate to be put up?
  - How much scholarship is enough?
  - When does someone have sufficient national recognition?
  - What about grants?

# Years at Rank by Promotional Pathways FY15-FY18



# Yrs at Rank by Gender (Promotion to Assoc Prof)



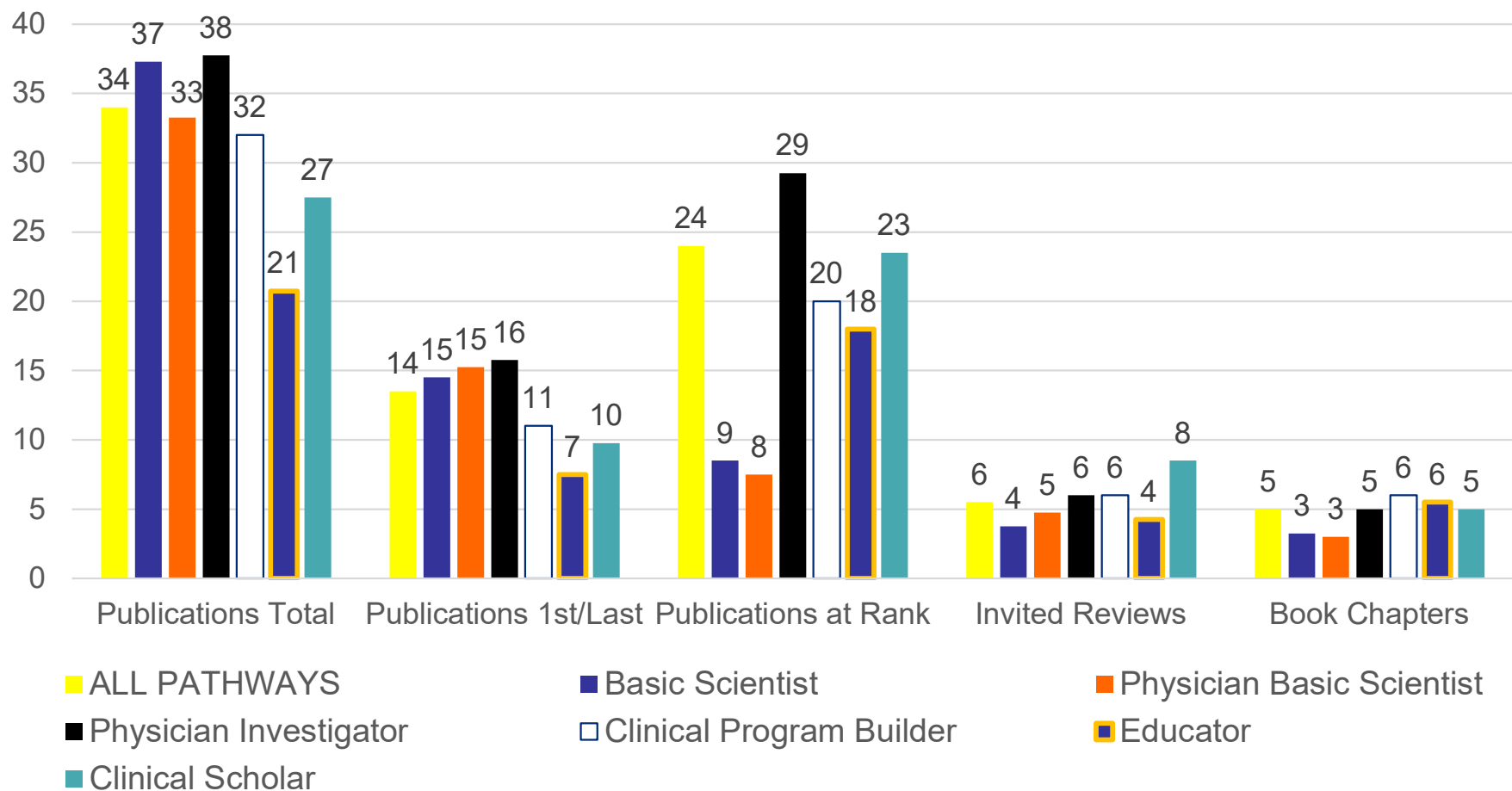


# Scholarship

the generation of new knowledge and/or the dissemination of knowledge that is accessible for critical assessment and future use by members of the academic community

# Mean # Publications by Pathway

## FY15-FY18



# How about grants?

- Funding is not a criterion in the Gold Book
- But it matters to dept directors
- Grants *do* carry weight in the APPC, especially for research-oriented candidates
- *Not* because of the *funding*
- But because when the candidate is the PI, they are evidence of national recognition from peers
- Also because they are a demonstration of independence from mentors

# How long does it take?

- From promotion package submission to APPC review
  - APPC meets monthly
- Shortest interval - 1.5 months
- Longest interval - 18 months
- Mean Turnaround Time - 6 months
- Median Turnaround Time - 4 months

# Biggest wildcard is referees

- Initial request
  - 4-6 JHU/8-10 outside—Prof or Assoc Prof
- Committee reviews ~10 evals per candidate
- Send ~14 requests for each candidate,
  - Majority proceed to review without need for additional references
  - However, we will request additional 3-4 references if needed

# What is the success rate of people who come through?

Year	Total Number Reviewed	% Promoted
2007	41	100
2008	87	94
2009	65	82
2010	52	95
2011	73	100
2012	75	82
2013	110	87
2014	101	81
2015	110	80
2016	95	81
2018	95	96

# Promotion boils down to . . .

- Scholarship
  - Peer-reviewed publications, esp. first or senior author
  - Courses, educational materials, presentations
- National recognition or impact
  - Nationally recognized activities
  - Letters of reference
- Independence from research mentor

# A perspective on promotion

- Do what you love and do it well
- Take a scholarly approach it
- Promotion will come to you
- That said, there are many choices to be made along the way, like whether to write another review
- It can help to have an idea of what is ***counted*** the most
- Caution: don't be ***driven*** by it
- In the long run, doing what ***matters*** the most will stand you in better stead



