



# Promotions at Johns Hopkins

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# Johns Hopkins Medicine: Mission/Vision Statement

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- The mission of Johns Hopkins Medicine is to improve the health of the community and the world by **setting the standard of excellence in medical education, research and clinical care**
- Johns Hopkins Medicine ..... **fosters intellectual discovery, creates and transmits innovative knowledge,** improves human health, and **provides medical leadership to the world**



# Policies Governing Appointments and Promotions

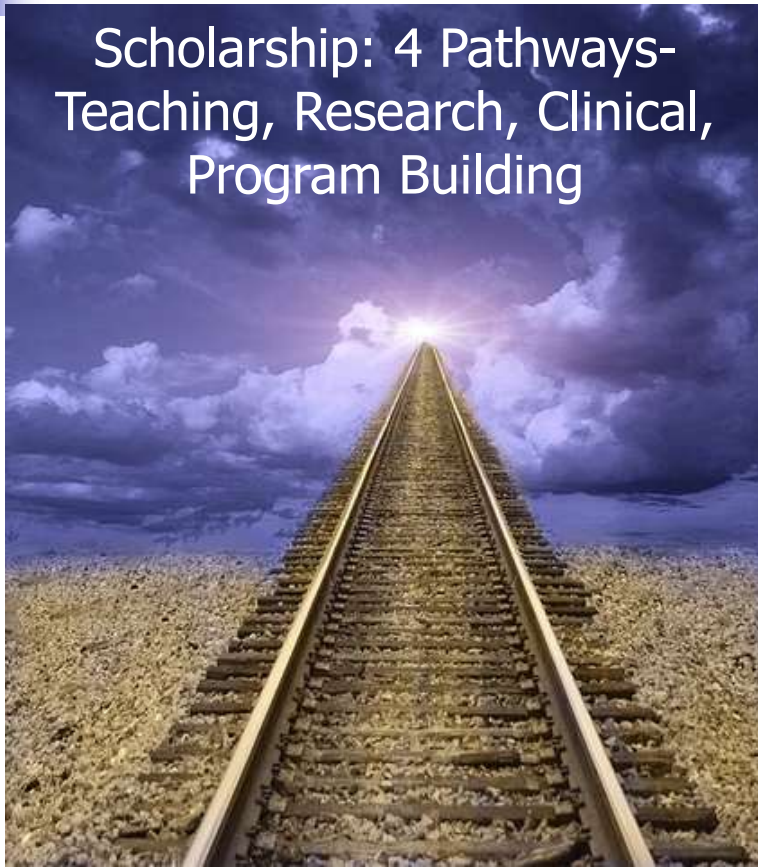
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- **THE GOLD BOOK**
  - APPOINTMENTS, PROMOTIONS, AND PROFESSIONAL ACTIVITIES OF FULL-TIME FACULTY
- **THE BLUE BOOK**
  - APPOINTMENTS, PROMOTIONS, AND PROFESSIONAL ACTIVITIES OF PART-TIME FACULTY
- **THE SILVER BOOK**
  - PROFESSIONAL DEVELOPMENT GUIDE

<http://www.hopkinsmedicine.org/som/faculty/appointments/>

# Two Promotional Tracks: Scholarship and Clinical Excellence

Scholarship: 4 Pathways-  
Teaching, Research, Clinical,  
Program Building



**Clinical Excellence**



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# Instructor and Assistant Professor: Nonbinding Track Declaration

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- Instructor
  - “...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”
- Assistant Professor
  - “...expected to demonstrate clear evidence of creative scholarship or clinical excellence in the area of their primary expertise”

# Metrics for Promotion to Assistant Professor

<p>One first or last author publication*</p> <ul style="list-style-type: none"> <li>- Peer-reviewed original research</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>- Review article, book chapter, case report, etc.</li> </ul>	<p>One middle author publication*</p> <p>AND</p> <p>2 additional middle author publications*</p>	<p>One middle author publication*</p> <p>AND</p> <p>2 invited talks/CME/workshops at local, regional, or national level (excluding abstract presentations or student/resident/fellow lectures at the home department)</p>	<p>One middle author publication*</p> <p>AND</p> <p>One clinical or educational leadership position at local, regional, or national level</p>
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\*must be in biomedical field, published during or after doctoral training, and easily accessible to the community



# Associate Professor/Full Professor: 2 Tracks (Declared)- Comparisons

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## ■ Scholarship

- Level of recognition outside JHH
  - Associate Prof- National contributor
  - Prof- National leader/international
- Criterion for recognition
  - Scholarship
    - Creation and/or dissemination of knowledge accessible to critical assessment and use
    - Written publications, grants
- Multiple pathways
  - Researcher
  - Educator
  - Program builder
  - Clinician of distinction

## ■ Clinical Excellence

- Level of recognition outside JHH
  - Associate Prof- Regional
  - Prof- National
- Criterion for recognition
  - Clinical excellence
    - 360 evaluations- peers/leaders, staff, learners, patients
    - Clinical leadership
    - Clinical program building
    - Clinical innovations/improvements
    - Clinical demonstration projects
    - Clinical awards
    - Geographic breadth of clinical draw



# Scholarship Track: Metrics for Promotion

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- Written documents: peer-reviewed original research, review articles, case reports, editorials, books, book chapters, guidelines, other media
- Awards or prizes (e.g. grants) for research or service from national organizations
- Invited presentations at scholarly meetings, conferences, universities or hospitals
- Service on national scientific advisory boards or study sections
- Service in a leadership position of national scholarly organization
- Service on journal editorial boards
- Program (research, education, or clinical) creation or leadership with national/international impact
- Leadership in organizing national or international research or educational meetings (CME)
- Clinical demonstration projects to external observers
- Development of nationally recognized standards of care
- Member or examiner for specialty boards
- National/international reach of clinical service- volume, RVUs, geographic reach





# Clinical Excellence Track: Metrics for Promotion

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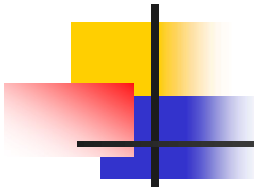
- Sustained clinical excellence and effort >~60%
- Clinical performance and contributions
  - Rated in top 25%/10% by peers/leaders, staff, learners, patients
  - Recognition for clinical leadership/program building at regional/national level
  - Recognition for clinical innovations/improvements at regional/national level
  - Clinical draw, awards, and/or demonstration projects at regional/national level
- Engagement with teaching mission
  - Learners at any level, CME activities, patients,
  - Mentoring activities
- Engagement with discovery mission
  - Participation in clinical trials, clinical registries, biospecimens
  - Participation in Q/I, safety, operations research
- Dissemination of clinical ideas, expertise, innovation
  - Published clinical research/reviews/book chapters, clinical guidelines/protocols
  - Invited talks, web activities, society roles, advisory committees at regional/national level
- Engagement with institutional initiatives/citizenship
  - Participation in JHU, JHMI committees
  - Participation in JHMI quality/safety initiatives, operational programs



# Logistics of Promotions Process

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- No specific timeline to promotion- No up or out
- Department director nominates faculty for promotion when ready
- How do you know you're ready for promotion?
  - Annual faculty reviews
  - Departmental promotions committees



## What if I disagree with my department's promotion decision?

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- CV review by Sr. Associate Dean for Faculty
- Formal appeal to Vice-Dean/ Reappointment Review Committee evaluation



# Logistics of Promotions after Nomination by Your Director

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- “Promotions case” opened in Interfolio and hard copy of material submitted to SOM by departmental credentialing coordinator
  - Directors letter
  - Hopkins formatted CV
  - Electronic application using Interfolio
  - Referee list
  - Supplemental material
- Application forwarded to SOM promotions committee for review
  - Professorial Promotions Committee (PPC)
  - Associate Professor Promotions Committee (APPC)
  - Clinical Excellence Promotion Committee (CEPC)



# Logistics of Promotions Process

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- Solicitation of reference letters by SOM promotions committees
  - PPC- 10 from candidate, 20 from review subcommittee
  - APPC- 14 total, 8 external (all from candidate)
  - CEPC- 25-30 evaluators of clinical excellence (from candidate); referees as per APPC and PPC
- Average time to APPC/CEPC review ~6 months; longer for PPC
- Recommendations from CEPC reviewed at APPC or PPC
- Recommendation from APPC and PPC forwarded to Advisory Board of Medical Faculty
- Recommendation from ABMF forwarded to JHU tenure advisory committee and Board of Trustees (professor only)

# Practical Tips to Advance

- Plan ahead
  - Remember the criteria for promotion
  - Set SMART (specific, measurable, achievable, relevant, and time limited) goals
- Make the most of your annual review
  - Which promotion track?
  - Which pathway on scholarship track?
    - Researcher, educator, clinical distinction, program builder
  - Area of expertise?
- Mentors, advisors, sponsors, coaches
- Disseminate your work
- Go where your passion leads you





# Faculty Career Progression is Our Priority

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- We want you to be successful!
- We're here to help
  - Office of Faculty
  - Promotions Committees Chairs/Co-Chairs

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