

POLICIES AND GUIDELINES

GOVERNING APPOINTMENTS,
PROMOTIONS, AND
PROFESSIONAL ACTIVITIES
FOR THE PART-TIME FACULTY
OF

THE JOHNS
HOPKINS
UNIVERSITY
SCHOOL OF
MEDICINE

DECEMBER 2019

FOREWORD

In 1992, a joint committee of the Medical School Council (now the Faculty Senate) and the Advisory Board of the Medical Faculty generated a set of policies and guidelines governing the appointments, promotions and professional activities of the part-time faculty of the Johns Hopkins University School of Medicine.

These policies and guidelines were revised by the Medical School Council (now the Faculty Senate) and Advisory Board of the Medical Faculty in 2009, 2018, and 2019 to align the policies with those that govern the full-time faculty (“Gold Book”).

These policies and guidelines, incorporated into this book (the “Blue Book”), provide a valuable framework for the important collegial relationship between part-time faculty members, their department directors, and the Dean.

Paul B. Rothman, M.D.
Dean of the Medical Faculty
Chief Executive Officer, Johns Hopkins Medicine

Table of Contents

I. GENERAL CONSIDERATIONS.....	5
A. PURPOSE OF THIS DOCUMENT	5
B. INSTITUTIONAL GOALS	5
C. OBLIGATIONS OF THE SCHOOL OF MEDICINE TO ITS PART-TIME FACULTY MEMBERS.....	5
D. OBLIGATIONS OF THE PART-TIME FACULTY MEMBERS TO THE SCHOOL OF MEDICINE	6
II. APPOINTMENTS AND PROMOTIONS OF PART-TIME FACULTY	6
A. PRINCIPLES GOVERNING APPOINTMENTS AND PROMOTIONS OF PART-TIME FACULTY.....	6
B. GENERAL CRITERIA FOR APPOINTMENT AND PROMOTION OF PART-TIME FACULTY.....	7
1. Part-Time Appointment or Promotion on the Scholarship Track	7
a. Research.....	8
b. Education	8
c. Clinical Care.....	8
d. Program Development.....	8
2. Part-Time Appointment or Promotion on the Clinical Excellence Track.....	8
a. Clinical Excellence	9
b. Contributions to the Education Mission	9
c. Contributions to the Discovery Mission.....	9
C. ACHIEVEMENTS AND CONTRIBUTIONS THAT DOCUMENT CRITERIA FOR ACADEMIC ADVANCEMENT.....	9
1. Part-Time Scholarship Track.....	9
2. Part-Time Clinical Excellence Track.....	11
III. PART-TIME FACULTY APPOINTMENTS.....	13
A. PART-TIME FACULTY RANKS.....	13
B. PART-TIME JOINT APPOINTMENTS.....	14
1. Part-time interdepartmental joint appointments	14
2. Part-time interdivisional joint appointments.....	15
IV. ACADEMIC ADVANCEMENT FOR PART-TIME FACULTY	15
A. APPOINTMENT TO THE PART-TIME RANK OF INSTRUCTOR	15
1. Criteria for part-time appointment to rank.....	15
2. Procedure for part-time appointment	16
B. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF ASSISTANT PROFESSOR.....	16
1. Criteria for part-time appointment or promotion to rank	16
2. Procedure for part-time appointment or promotion.....	16

C. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF ASSOCIATE PROFESSOR.....	16
1. Criteria for part-time appointment or promotion to rank.....	16
2. Procedure for part-time appointment or promotion.....	17
3. Clinical Excellence Review Committee.....	17
4. Associate Professor Promotions Committee review (APPC).....	17
a. Faculty on the Scholarship Track.....	17
b. Faculty on the Clinical Excellence Track.....	17
D. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF PROFESSOR.....	18
1. Criteria for part-time appointment or promotion to rank.....	18
2. Procedure for part-time appointment or promotion.....	18
3. Clinical Excellence Review Committee.....	18
4. Professorial Promotions Committee review (PPC).....	19
a. Faculty on the Part-Time Scholarship Track.....	19
b. Faculty on the Part-Time Clinical Excellence Track.....	19
V. CONTRACTS AND CONTRACT PERIODS.....	20
A. OFFER LETTERS AND LETTERS OF APPOINTMENT.....	20
B. NOTICE OF NONRENEWAL OF CONTRACTS.....	20
C. TERMINATION OF CONTRACTS.....	20
1. Just Cause.....	20
2. Financial exigency.....	21
3. Termination of Medical Staff Appointment.....	21
VI. COMPENSATION OF PART-TIME FACULTY MEMBERS.....	22
VII. EQUAL OPPORTUNITY.....	22
VIII. APPEALS.....	22
IX. LEAVES OF ABSENCE.....	22
A. ACADEMIC LEAVES OF ABSENCE.....	22
B. NONACADEMIC LEAVES.....	23
X. REVIEW AND AMENDMENT OF THIS POLICY.....	23

POLICIES AND GUIDELINES GOVERNING APPOINTMENTS, PROMOTIONS, AND PROFESSIONAL ACTIVITIES FOR THE PART-TIME FACULTY OF THE JOHNS HOPKINS UNIVERSITY SCHOOL OF MEDICINE

I. GENERAL CONSIDERATIONS

A. PURPOSE OF THIS DOCUMENT

It is a longstanding tradition at the Johns Hopkins University School of Medicine that obligations of part-time faculty members and the School to each other are established through 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 herein for the part-time faculty provide a framework to describe the range of possible engagements that are covered by the part-time faculty role. Direct personal interchanges between faculty members, Department Directors, and the Dean on issues related to their joint responsibilities must be guided by the principles expressed herein.

B. INSTITUTIONAL GOALS

The mission of the Johns Hopkins University 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. The Dean and Department Directors have long acknowledged the vital role played by the part-time faculty in the education of medical students, graduate students, and postdoctoral fellows. In addition, the part-time faculty make unique and significant clinical, administrative, and research contributions to the School of Medicine. The document that follows acknowledges the important efforts of the part-time faculty and addresses the necessity to apply special policies and guidelines for the appointment, promotion, and professional activities of part-time faculty based on their accomplishments and active participation in the programs of the Johns Hopkins University School of Medicine.

C. OBLIGATIONS OF THE SCHOOL OF MEDICINE TO ITS PART-TIME FACULTY MEMBERS

The obligations of the School to its part-time faculty are:

1. To protect the right of each part-time faculty member to academic freedom when they are acting within their faculty role: that is, the right to pursue knowledge and the right to speak freely as responsible citizens without institutionally imposed, arbitrary restrictions.
2. To promulgate a diverse academic environment in which each faculty member is judged as a scholar, teacher, clinician, and/or administrator, based solely on legitimate academic and professional criteria

and without regard to sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, immigration status, age, disability, religion, sexual orientation, gender identity or expression, military status, veteran status, or other legally protected characteristic.

3. To provide an intellectual environment for scholarly and/or clinical growth and achievement. To the extent possible, and commensurate with the effort of the part-time faculty member and by agreement with the Department Director, the institution will assist in providing the part-time faculty member with the opportunity for creative scholarship and publication.
4. To provide opportunities for academic advancement and to consider appointments and promotions to part-time faculty positions on the basis of established criteria and procedures.

D. OBLIGATIONS OF THE PART-TIME FACULTY MEMBERS TO THE SCHOOL OF MEDICINE

The obligations of part-time faculty members to the School are, within the scope of their appointment:

1. To carry out assigned academic responsibilities.
2. To teach, care for patients, and/or conduct research, with professional competence, intellectual honesty, high ethical standards, and professionalism.
3. To continuously develop and improve their professional abilities.
4. To continuously achieve academic productivity consistent with the expectations of one's academic rank, responsibilities, and/or the stated expectations of the Department Director.
5. To participate in advisory or committee assignments necessary for the development of academic programs, for advising students, and for the governance of the School of Medicine.
6. To devote a portion of their professional energies to activities that further the goals of the University and School and to share in the more general responsibilities of the faculty to the University, the local community, and society at large.
7. To comply with applicable University and School of Medicine policies.

II. APPOINTMENTS AND PROMOTIONS OF PART-TIME FACULTY

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

The selection of individuals for appointment or promotion to the part-time faculty 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, the School, and the best interests of the individuals concerned. Each Department Director is responsible for making recommendations to the Advisory Board of the Medical Faculty (ABMF) for new appointments to the part-time faculty and for part-time faculty promotions. Part-time faculty appointments are evaluated annually by recommendations from each Department Director in consultation with a departmental or interdepartmental advisory committee. Following this yearly assessment, the Department Director will make one of three recommendations:

reappointment at rank, promotion, or nonrenewal of yearly appointment. The School of Medicine, through the Department and (where applicable) the Division Directors, shall encourage part-time faculty members with appropriate interests and abilities in the development of their academic careers.

For part-time faculty members interested in pursuing academic advancement, a formal academic review may be convened at the request of the faculty member, Department Director, Division Director, or Dean's Office. It is recommended that the review include completion of a statement detailing the activities of the part-time faculty member within the department and/or division. The Department Director or designee shall review the activity statement with the part-time faculty member, determine whether the expectations of the faculty member and the Department have been met, and make recommendations addressing future expectations and goals of the faculty member and Department with a focus on the academic development of the faculty member. A document summarizing the review and recommendations shall be given to the faculty member.

Advancement through the ranks is not an automatic consequence of service of the part-time faculty for any given number of years. Rather, it is a privilege conferred in recognition of merit of an individual faculty member by action of the ABMF (and the University Board of Trustees, as applicable), as set out below.

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

While the academic goals of teaching, research, service, and patient care are held in common by all faculty, it is recognized that the part-time faculty is primarily committed to and involved in clinical care, teaching, and service. Thus, considerations for appointment or promotion of part-time faculty to all ranks include many of the criteria used for the full-time faculty, but may involve increased focus on clinical activities, teaching, and service. It should be recognized that academic advancement may be at a different rate in the part-time faculty as compared to the full-time faculty. At a minimum, for part-time faculty who are not employed on a part-time basis at the School of Medicine, part-time faculty appointments are only appropriate for part-time faculty who have at least 20 hours per year of active participation in the Johns Hopkins academic mission, by either teaching, engaging in mentoring, engaging in research, or engaging in service activities, on behalf of and at the direction of the School of Medicine.

The School of Medicine has two promotion tracks for faculty: the Scholarship Track and the Clinical Excellence Track. At the time of appointment, part-time faculty (other than adjunct faculty, as outlined below) will indicate a nonbinding preference for one of the promotion tracks in order to inform mentoring and career development, but the formal selection of a track will not occur until the application for appointment or promotion to Associate Professor or Professor. For both promotional tracks, professional recognition as a leader in one's field is the fundamental criterion for promotion to the rank of Professor. Other criteria are set for appointment and promotion to lower ranks, and faculty members must meet those criteria to advance while demonstrating the potential for continued accomplishments. Well before candidacy for Professor, a prime consideration for promotion 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.

1. ***Part-Time Appointment or Promotion on the Scholarship Track:*** Scholarship, the primary basis for academic appointment and advancement, encompasses the generation of new knowledge and/or the dissemination of knowledge to others, as long as these activities are accessible for critical assessment and future use by members of the academic community. Part-time faculty appointed or

promoted on the Scholarship Track will use the title “Associate Professor of [Department]” or “Professor of [Department].”

Reputation beyond the School of Medicine and the following important elements of scholarship are considered in the promotion process:

- a. *Research*: New knowledge can take many forms, including important clinical observations, clinical research findings, laboratory research, integrative research, translational research, educational research, research on performance improvement, and team science. Customarily, new knowledge is disseminated through original publication in peer-reviewed journals and books. For this reason, a candidate’s publications form an important basis for assessing scholarly productivity in research.
 - b. *Education*: Excellence in education requires not only an objective, up-to date, accurate, and balanced command of the field being taught, but also requires effective communication skills. Documenting excellence in educational scholarship requires demonstration of accomplishments that are public, enduring, 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 an Optional CV Impact Supplement, as described in the Silver Book (<https://www.hopkinsmedicine.org/som/faculty/policies/silverbook/>). Course leadership and design, the judgment of students, trainees, and peers, and meritorious publications are also considered when a faculty member’s teaching is assessed.
 - c. *Clinical Care*: Some of the metrics of clinical distinction that are considered for a faculty member’s appointment or promotion on the Scholarship Track include: clinical reputation, clinical innovation and scholarship, invitations to speak at other medical institutions, teaching clinical skills, election to distinguished medical societies relevant to achievement in his or her field, development and dissemination of clinical guidelines, participation as a specialty board examiner, the application of new knowledge, and meritorious clinical publications.
 - d. *Program Development*: A leader in program development is someone who has developed a clinical, educational, or research program that is nationally recognized as an outstanding model of its kind, as evidenced by scholarly dissemination of substantial impact on the field, and adoption of that program at outside institutions.
2. ***Part-Time Appointment or Promotion on the Clinical Excellence Track***: The basis for appointment or promotion on the Clinical Excellence Track is recognition as an outstanding clinician who delivers clinically excellent care. Faculty members who devote at least sixty percent (60%) of their part-time faculty efforts at the School of Medicine to patient care (local/regional/international) are eligible for appointment or promotion on the Clinical Excellence Track. Clinical excellence, the primary basis for academic advancement on this track, encompasses the delivery of clinically excellent care, the generation of new clinical knowledge and the dissemination and teaching of clinical knowledge to other members of the academic and clinical community. A critical and unifying criterion in all faculty appointments and promotions on the Clinical Excellence Track is recognition of one’s clinical excellence as judged by peers, supervisors, patients, reviewing committees for appointments and promotions, and professionals outside of the School of Medicine. Scholarship alone, regardless of number of publications, is not sufficient for

appointment or promotion on the Clinical Excellence Track. Because clinical specialties can differ substantially in the appropriate metrics of clinical excellence, specialty-informed standards of clinical excellence will be applied when assessing clinical excellence. Faculty appointed or promoted on the Clinical Excellence Track will use the title “Associate Professor of Clinical [Department]” or “Professor of Clinical [Department]” on their CV and in all written or published communication. The use of the modifier “Clinical” in oral communication is optional.

The following important elements of clinical excellence and engagement with the academic mission are considered in the appointment and promotion process on the Clinical Excellence Track:

- a. *Clinical Excellence:* Clinical excellence includes exceptional clinical knowledge and clinical judgment, superb diagnostic acumen and/or procedural skills, a patient-centered approach to care delivery, excellent communication and interpersonal skills, taking a scholarly and evidence-based approach to clinical practice, the highest levels of professionalism and humanism, a commitment to quality, safety, and value in patient care delivery, and having a passion for clinical medicine.
- b. *Contributions to the Education Mission:* Teaching learners how to deliver clinically excellent care is a core element of advancement on the Clinical Excellence track. Contributions to the education mission includes active engagement in teaching and mentoring learners at all levels. Excellence in education includes outstanding communication skills, serving as an outstanding role model for professional and clinical excellence, and teaching and disseminating best practices in the delivery of clinically excellent care.
- c. *Contributions to the Discovery Mission:* Partnering in the discovery mission is critical to advancing clinically excellent care. Contributions to the discovery mission can take many forms, including important clinical observations, participating in clinical research as an investigator or a clinical partner, contributing to clinical research, translational research, educational research, safety, quality and performance improvement, and team science.

C. ACHIEVEMENTS AND CONTRIBUTIONS THAT DOCUMENT CRITERIA FOR ACADEMIC ADVANCEMENT

1. *Part-Time Scholarship Track:* In addition to scholarship and recognition, the following contributions will be considered by promotion committees in assessing faculty for advancement with variable weights for contributions depending on the faculty member’s academic career path (as outlined in the Silver Book):

Publications

- Substantive and continuous publications 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
- First/last author on papers as well as unique contribution to large research or clinical studies
- Textbooks or monographs, either as sole author or as editor
- Chapters in textbooks and invited/peer reviewed papers
- Reviews, editorials, and case reports

- Guidelines and consensus statements
- Other communications including those primarily developed and disseminated in electronic format

Support for Research and Education Programs

- Grants and contracts obtained as the principal investigator, co-principal investigator, program director, or co-director
- Unique contributions to grants and contracts with other principal investigators or program directors
- Active engagement in licensing and/or application of intellectual property to translate basic findings to practice

Education

- Quality and quantity of educational activities for students, including graduate students, medical students, residents, postdoctoral fellows, and attendees of continuing education courses
- Educational program director for graduate students, medical students, residents, and/or postdoctoral fellows, with impact within and outside Johns Hopkins
- Continuing medical education courses at the regional, national, and international level with evidence of learner and program outcomes
- Development and evaluation of new educational methods, modules or courses, which may include new learning technologies, with emphasis on impact outside Johns Hopkins
- Teaching awards
- Mentoring activities and achievement of distinction by mentees
- Thesis supervision/committee engagement
- Educational committee activities

Clinical Service

- Reputation as a clinician as manifested by patient and staff reviews, surveys, and peer review as detailed in the Silver Book
- Scope and productivity of clinical practice as compared to peers performing similar services for similar patient populations as detailed in the Silver Book
- Development of a unique or essential clinical program that impacts care and/or is adopted by outside organizations
- Recognition as a role model of professionalism
- Active engagement with quality, safety, and access initiatives to improve care, especially those that are impactful beyond Johns Hopkins
- Active engagement in development of clinical policies and evaluation of effectiveness of clinical practices outside Johns Hopkins

Recognition beyond the School of Medicine

- Awards or prizes for research, teaching, or service
- Serving on national scientific advisory boards or study sections
- Serving as an elected member, officer, or part of the council of national societies and/or scholarly organizations
- Appointment to honorific societies/organizations

- Service on journal editorial boards
- Invited presentations at universities, hospitals, national/international meetings, etc.
- Organizing regional, national, and/or international research or educational meetings
- Invitations to demonstrate clinical, educational, and/or research skills/programs to outside entities
- National or international reputation documented by letters of recommendation

Citizenship to the School of Medicine and University

- Adherence to the University’s principals of equity, respect, civility, and respect for all (https://www.jhu.edu/assets/uploads/2014/09/equity_civility_respect.pdf)
- Adherence to the School of Medicine’s Code of Professional Conduct for Faculty and Guidelines for Conduct in Teacher/Learner Relationships (<https://www.hopkinsmedicine.org/som/faculty/policies/>)
- Service on University, School of Medicine, Hospital, or Department Committees
- Service as a curriculum development leader, as residency or fellowship director, co-director, or administrator

2. Part-Time Clinical Excellence Track: The following contributions will be considered by promotion committees in assessing faculty for advancement on the Clinical Excellence Track, with variable weights for contributions depending on the faculty member’s academic clinical focus and specialty:

Clinical Excellence

- Recognition by peers, leaders, and patients as an outstanding clinician in one’s field
- Scope and productivity of clinical practice as compared to peers performing similar services for similar patient populations
- Development of a unique or essential clinical program at the School of Medicine that impacts care or is adopted by outside organizations
- Clinical care improvements and innovations
- Quality and safety innovations
- Clinical leadership
- Clinical draw to the institution
- Evaluation by staff and learners
- Awards for clinical excellence
- Clinical demonstration projects
- Impactful dissemination of clinical excellence
- Contribution to education
- Recognition as a role model of professionalism

Engagement in the Teaching Mission

All candidates must show engagement with the JHM teaching mission. Based on setting, varied methods are acceptable (i.e., precepting, classroom, CME, online, etc.) and diverse learners will be considered (students, residents, fellows, peers, allied health professionals, community stakeholders [i.e., patients, family, faith leaders]). Mentorship of students, residents, fellows, and junior faculty is heavily weighted.

Education

- Quality and quantity of educational activities for students, including medical students, residents, postdoctoral fellows, and attendees of continuing education courses
- Continuing medical education courses at the regional/national/international level with evidence of learner and program outcomes
- Development and evaluation of new educational methods, modules or courses, which may include new learning technologies, with emphasis on impact outside Johns Hopkins
- Teaching awards
- Mentoring activities and achievement of distinction by mentees

Engagement and Contributions to the Research and Discovery Mission

All candidates must show engagement and contributions to the JHM discovery mission. Based on the setting, varied forms of engagement in discovery will be considered, including:

- Conducting or participating in clinical trials
- Contributing to patient registries
- Contributing to patient recruitment in clinical research
- Contributing biospecimens
- Contributing to QI/quality improvement research
- Contributing to safety and quality research
- Contributing to operations research
- Contributing as a co-investigator or collaborator to clinical or basic science research projects

Publications, Presentations and Other Communications Disseminating Clinical Excellence

- Author on peer-reviewed, scholarly papers
- Textbooks or monographs, either as an author or as editor
- Chapters in textbooks and invited/peer reviewed papers
- Reviews, editorials, and case reports
- Developing or contributing to guidelines and/or consensus statements
- Dissemination of clinical excellence scholarship, advances, innovations or best practices to regional/national /international audiences
- Other communications including those primarily developed and disseminated in electronic format

Recognition beyond the School of Medicine

- Awards or prizes for clinical excellence, teaching, or service
- Serving on national clinical advisory boards or guideline panels
- Serving as an elected member, officer, or on the council of regional/national/international clinical organizations
- Appointment to honorific societies/organizations
- Service on journal editorial boards
- Invited clinical presentations at universities, hospitals, regional/national/international meetings, etc.
- Organizing regional/national/international clinical or educational meetings
- Invitations to demonstrate clinical or educational expertise to outside entities
- Regional/national/international reputation documented by letters of recommendation

Citizenship to the School of Medicine and University

- Adherence to the University’s principles of equity, respect, civility, and respect for all (https://www.jhu.edu/assets/uploads/2014/09/equity_civility_respect.pdf)
- Adherence to the School of Medicine’s Code of Professional Conduct for Faculty and Guidelines for Conduct in Teacher/Learner Relationships (<https://www.hopkinsmedicine.org/som/faculty/policies/>)
- Service on University, School of Medicine, Hospital, or Department Committees
- Service as a curriculum development leader, a residency or fellowship director, co-director, or administrator

III. PART-TIME FACULTY APPOINTMENTS

A. PART-TIME FACULTY RANKS

Ranks for part-time faculty at the Johns Hopkins University School of Medicine include Instructor, Assistant Professor, Associate Professor, Associate Professor Pending Appointment at Rank (PAR) (for faculty who are employed part-time), Professor, Professor Pending Appointment at Rank (PAR) (for faculty who are employed part-time), and the special faculty ranks of Assistant, Lecturer, Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Scientist. Solely part-time appointment ranks include: Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor. The rank of part-time Research Associate may only be used for faculty who are employed and compensated by the School of Medicine. The faculty titles listed herein are the only faculty titles that may be used for part-time faculty in the School of Medicine.

Newly recruited and employed part-time 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 Clinical Excellence Review Committee and/or the Associate Professor Promotions Committee (APPC) and the ABMF or at the rank of Professor who are under review by the Clinical Excellence Review Committee and/or the Professorial Promotions Committee (PPC), the ABMF, and the University Board of Trustees. Newly recruited and employed part-time faculty who are appointed at PAR are required to submit their complete packet for consideration to the appropriate committee within six months of initial appointment. They may be terminated without further need for notice at the end of the initial PAR appointment period, absent express written approval from the Dean of the School of Medicine, where the delay in regular appointment is due to failure on the part of the newly recruited faculty member.

All part-time faculty, including without limitation adjunct and visiting categories, are expected to comply with the Blue Book and all other University and School of Medicine policies, including without limitation the University Policies regarding conflict of interest, the Intellectual Property Policy, and the School of Medicine Policy on Disclosure and Professional Commitment. Clinical Associates who are employed as senior staff may be considered for a part-time faculty appointment (without additional compensation) when they are engaged in teaching and research activities at a level sufficient to support such an appointment.

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 salary but may receive 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, are not eligible for the JHU Benefits Plan, and are not eligible for appointment on the Clinical Excellence Track. In lieu of these provisions, adjunct faculty appointments must be proposed by a Department Director and approved by the Agenda Committee of the ABMF and the full ABMF. Adjunct faculty must use the modifier “adjunct” whenever they make reference to their faculty status.

The titles Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Scientist are used to designate a special category of faculty who are outstanding scientists, educators, and/or clinicians, and who contribute to the scholarly activities of the School of Medicine. Visiting faculty are appointed for renewable terms not to exceed 12 months for the initial appointment and each renewal with no commitment for appointment to the permanent faculty. Visiting faculty must use the modifier “visiting” whenever they make reference to their faculty status.

For the purposes of this document, the designation of a duly appointed faculty member as part-time means that the faculty member does not meet the criteria for full-time status as defined in the Policies and Guidelines Governing Appointments, Promotions, and Professional Activities of the Full-time Faculty of the Johns Hopkins University School of Medicine. The designation as part-time used herein does not necessarily correspond in any way with the standards used to determine eligibility for University benefits.

A faculty member’s status (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 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 each department. 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. PART-TIME JOINT APPOINTMENTS

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

1. ***Part-time interdepartmental joint appointments:*** There are two types of joint appointments within the School of Medicine. The first type is a 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 Instructor in ___. 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. Contract periods and the timing of reappointment reviews, as outlined below, are determined by the faculty member's primary appointment only.

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 by the Director of the secondary department is the basis for approval. If the primary appointment terminates for any reason, all interdepartmental joint and secondary appointments automatically terminate at the same time.

2. ***Part-time 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 Medicine, the Bloomberg School of Public Health, the Krieger School of Arts and Sciences, 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. 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]. If the primary appointment terminates for any reason, all interdivisional joint appointments automatically terminate at the same time.

IV. ACADEMIC ADVANCEMENT FOR PART-TIME FACULTY

Part-time faculty members of the School of Medicine, including adjunct faculty, can follow a defined path of career development from appointment through stages of review and promotion. For part-time faculty interested in academic advancement, it is recommended that their academic activities be reviewed by the Department Director or their designee, and the results of the review be shared with the faculty member, as described in Section II-A. There is no maximum time in rank for part-time faculty. All part-time faculty appointments may be for no more than one year at a time and may be for less.

A. APPOINTMENT TO THE PART-TIME RANK OF INSTRUCTOR

1. ***Criteria for part-time appointment to rank:***

Part-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. Part-time 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 part-time appointment:***

- The Department Director makes recommendation to the ABMF.
- The ABMF reviews the recommendation and submits approved recommendations to the Dean, who notifies the faculty member of the appointment.

B. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF ASSISTANT PROFESSOR

1. ***Criteria for part-time appointment or promotion to rank:***

Part-time faculty members holding the rank of Assistant Professor are expected to demonstrate clear evidence of creative scholarship or clinical excellence in the area of their primary expertise. Suggestions for documenting substantive creative scholarship or clinical excellence 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 part-time appointment or 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 part-time appointment or promotion:***

- Review of academic activities and consultation within the Department in accordance with Department procedures.
- The Department Director 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.

C. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF ASSOCIATE PROFESSOR

1. ***Criteria for part-time appointment or promotion to rank:***

Appointment or promotion to the rank of Associate Professor, part-time, requires substantive contributions to research, education, and/or clinical practice. The achievement of candidates for appointment or promotion to Associate Professor should be indicated by national scholarly recognition by their peers (Scholarship Track) or regional clinical recognition by their peers (Clinical Excellence Track). Candidates should document progress toward becoming an outstanding recognized leader in their field. Suggestions for documenting substantive scholarly or clinical contributions and 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 part-time appointment or 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 part-time appointment or promotion:***
 - The Department advisory committee and/or Department Director review the candidate's academic activities.
 - The Department Director makes a recommendation to the Dean, including whether the candidate is requesting appointment or promotion within the Scholarship Track or Clinical Excellence Track, with supporting materials.
 - For candidates on the Clinical Excellence Track, the Dean forwards the recommendation to the Clinical Excellence Review Committee for consideration for appointment or promotion.
 - For candidates on the Scholarship Track, the Dean forwards the recommendation to the APPC for consideration for appointment or promotion.

3. ***Clinical Excellence Review Committee:***
 - All candidates for part-time appointment or promotion on the Clinical Excellence Track for the rank of Associate Professor will first be reviewed by the Clinical Excellence Review Committee. The Committee will review the candidate's appointment/promotion portfolio, institutional measures of clinical performance, and quality and safety; and request and review all referee letters and references from leaders, peers, patients, and learners. After a full review of appointment or promotional materials, the Committee will vote on whether to recommend the candidate for appointment or promotion by the AAPPCC.
 - Recommendations for appointment or promotion will be forwarded to the APPC for vote.
 - Recommendations against appointment or promotion will be communicated to the Dean, who will notify the Department Director.

4. ***Associate Professor Promotions Committee review (APPC):***

a. Faculty on the Scholarship Track:

The APPC reviews recommendations from the Department Director for part-time appointments and promotions to the rank of Associate Professor. The APPC seeks information on the candidate from both within and outside the School of Medicine. If the APPC recommends in favor of promotion or appointment of faculty member, it reports this decision to the Dean and directly to the ABMF. If the APPC recommends against appointment or promotion of a faculty member, it reports this decision to the Dean, who then notifies the Department Director. In the case of a new appointment, the candidate may instead be appointed at the part-time rank of Assistant Professor after review by the Agenda Committee. Alternatively, the APPC may recommend no faculty appointment, in which case, the Associate Professor (PAR) appointment will terminate upon six months written notice of the APPC decision.

b. Faculty on the Clinical Excellence Track:

The APPC votes on recommendations for part-time appointment or promotion made by the Clinical Excellence Review Committee. If the APPC votes in favor of appointment or promotion of a faculty member on the Clinical Excellence Track, it reports this decision to the Dean, and directly to the ABMF. If the APPC recommends against appointment or promotion of a faculty member, it reports this decision to the Dean, who then notifies the Department Director and the Clinical Excellence Review Committee. In the case of a new appointment, the candidate may instead be appointed at

the part-time rank of Assistant Professor after review by the Agenda Committee. Alternatively, the APPC may recommend no faculty appointment, in which case, the Associate Professor (PAR) appointment will terminate upon six months written notice of the APPC decision.

D. APPOINTMENT OR PROMOTION TO THE PART-TIME RANK OF PROFESSOR

1. ***Criteria for part-time appointment or promotion to rank***

Candidates for Professor on the Scholarship Track must have outstanding records of scholarly achievement (including teaching), must have achieved national leadership and, in many cases, international professional recognition, and must rank among the foremost leaders in their field. Candidates for Professor on the Clinical Excellence Track must have outstanding records of clinical excellence achievement, including teaching clinically excellent care, must have achieved national recognition for clinical excellence, and must be recognized by peers and leaders as among the foremost clinicians in their field. Suggestions for documenting outstanding scholarly or clinical 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 part-time appointment or 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 part-time appointment or promotion:***

- The Department Director reviews the academic activities of the candidate with the aid of a departmental or interdepartmental committee.
- The Department Director makes a recommendation to the Dean with supporting materials.
- For candidates on the Clinical Excellence Track, the Dean forwards the recommendation to the Clinical Excellence Review Committee for consideration for appointment or promotion.
- For candidates on the Scholarship Track, the Dean forwards the recommendation for consideration for appointment or promotion to the PPC.

3. ***Clinical Excellence Review Committee:***

- All candidates for part-time appointment or promotion on the Clinical Excellence Track for the rank of Professor will first be reviewed by the Clinical Excellence Review Committee. The Committee will review the candidate's appointment/promotional portfolio, institutional measures of clinical performance, quality, and safety, and request and review all referee letters and references from leaders, peers, patients, and learners. After a full review of appointment or promotional materials, the Committee will vote on whether to recommend the candidate for appointment or promotion to the PPC.
- Recommendations for appointment or promotion will be forwarded to the PPC for vote.
- Recommendations against appointment or promotion will be communicated to the Dean, who will notify the Department Director.

4. *Professorial Promotions Committee review (PPC):*

a. Faculty on the Part-Time Scholarship Track:

The PPC receives nominations for appointment or promotion to the rank of Professor from the Dean. 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.

A favorable recommendation from the PPC is sent to the ABMF for review and vote. The favorable recommendation of the ABMF is referred to the University and Board of Trustees for final approval. The Dean notifies the faculty member of the Trustees' approval for part-time appointment or promotion.

If the PPC recommends against appointment or promotion of a faculty member, it reports this decision to the Dean. The Dean then forwards the PPC decision to the Department Director. The Department Director has the right to appeal this decision to the ABMF. If the PPC (or ABMF) does not recommend appointment to Professor, in the case of new appointments, the candidate may instead be appointed at the part-time rank of Associate Professor after review by the APPC. Alternatively, the PPC may recommend no faculty appointment, in which case, the Professor (PAR) appointment will terminate upon six months written notice of the PPC decision.

b. Faculty on the Part-Time Clinical Excellence Track:

Upon recommendation of the Clinical Excellence Review Committee, the PPC votes on whether or not to recommend the part-time appointment or promotion of the candidate. A recommendation by the PPC for appointment or promotion is sent to the ABMF for review and vote. The favorable recommendation of the ABMF is referred to the University and Board of Trustees for final approval. The Dean notifies the faculty member of the Trustees' approval for appointment or promotion.

If the PPC recommends against appointment or promotion of a faculty member, it reports this decision to the Dean. The Dean then forwards the final PPC decision to the Department Director and the Clinical Excellence Review Committee. The Department Director has the right to appeal this decision to the ABMF. If the PPC (or ABMF) does not recommend appointment or promotion to Professor, in the case of new appointments, the candidate may instead be appointed at the part-time rank of Associate Professor after review by the APPC. Alternatively, the PPC may recommend no faculty appointment, in which case, the Professor (PAR) appointment will terminate upon six months written notice of the PPC decision.

V. CONTRACTS AND CONTRACT PERIODS

A. OFFER LETTERS AND LETTERS OF APPOINTMENT

A contract between the School of Medicine and a part-time faculty member shall be for no more than one year at a time, and it shall specify, if applicable, the compensation and expected duties and commitment. The offer letter will specify contingencies that must be met before the contract becomes effective, including appropriate approvals and credentialing. Part-time faculty contracts are contingent, at a minimum, upon the faculty member continuing to meet the requirement of 20 hours per year of active participation in the Johns Hopkins academic mission, by either teaching, engaging in mentoring, engaging in research, or engaging in service activities, on behalf of and as directed by the School of Medicine. Acceptance of the contract for both parties means they agree to comply with the terms of the contract, the Blue Book, and all other applicable policies, procedures, guidelines, rules, and regulations of the School of Medicine, as well as those of the University.

B. NOTICE OF NONRENEWAL OF CONTRACTS

A minimum of six months written notice of nonrenewal shall be given to part-time faculty who are compensated for their faculty duties. All other part-time and adjunct faculty members shall receive three months written notice of nonrenewal.

C. TERMINATION OF CONTRACTS

It is understood that just as the contract is legally binding on the University, it is also binding on the faculty member. Therefore, a faculty member who wishes to terminate his or her contract must notify the Department Director in writing at least six months, or less by mutual consent, prior to the scheduled date of termination. Departing clinical faculty must comply with the off-boarding requirements of the Clinical Practice Association.

The only circumstances under which the School of Medicine (or for faculty with contracts to retirement, the University Board of Trustees) may prematurely terminate a contract with a compensated part-time faculty member are where just cause or financial exigency exists or where the medical staff appointment is terminated by The Johns Hopkins Hospital, 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. Uncompensated part-time faculty may be terminated for cause upon notice for failure to meet the service commitment or other duties of their appointment, or violation of any applicable School of Medicine or University policies.

1. *Just Cause:*

Incompetence, neglect of duty, misconduct in office (including without limitation academic misconduct, scientific misconduct as defined in applicable University research misconduct policy(ies), or violation of other University policy(ies)), moral turpitude, or any other basis for revocation of tenure established by the University Board of Trustees shall constitute just cause for termination of the contract of a part-time faculty member. Termination for just cause shall be initiated by the Department Director or Dean (or their designee) in accordance with applicable policies and procedures, including procedures for appeals. After written notice of the charge is given to the faculty

member, the matter shall be heard and decided by the ABMF. A decision by the ABMF (or for faculty with contracts to retirement, the University Board of Trustees) to terminate the contract of a faculty member shall not take effect until the exhaustion of timely appeals, if applicable.

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. A state of exigency within a department that the School of Medicine determines should only affect part-time faculty members may be announced at any time by the Department Director to the Dean. The Dean shall consult with the Department Director to determine the magnitude of the financial exigency and the extent of reduction, if any, in the fiscal obligations of the Department to the part-time faculty that must be effected in order to resolve the exigency. If the Dean decides that the Department must reduce its existing salary obligations to the part-time faculty, reduce the number of current paid part-time faculty positions, or both, the part-time faculty so affected shall be notified in writing. The Dean's decision is final.

3. ***Termination of Medical Staff Appointment:***

- a. All members of the part-time faculty with clinical responsibilities in the scope of their faculty role are required to apply for and be appointed to the medical staff of either The Johns Hopkins Hospital, the Johns Hopkins Bayview Medical Center (and/or other Johns Hopkins Medicine clinical entity agreed upon by the faculty member and the Department Director in writing) 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 Johns Hopkins Medicine 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, then his or her faculty appointment will automatically terminate. The date of termination is 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. COMPENSATION OF PART-TIME FACULTY MEMBERS

Since the vast majority of part-time faculty do not receive any compensation from the School of Medicine, this provision applies only to those part-time faculty who receive some compensation.

To the extent a part-time faculty member receives compensation, it will be consistent with the department's approved compensation plan for the services provided. Each year, the Department Director, with the approval of the Dean, will determine the compensation of compensated departmental part-time faculty in accordance with the applicable departmental compensation plan, and provide the part-time faculty member with a letter setting forth their anticipated compensation for the coming year. Part-time faculty members may occasionally receive an honoraria for specific services to the School of Medicine. Receipt of honoraria without any other salary or payment of compensation under a departmental compensation plan does not constitute "compensation" for purposes of these policies.

VII. EQUAL OPPORTUNITY

The University enforces fair and equal treatment of the University community. The University's Statement on Diversity & Inclusion, Sexual Misconduct Policy and Procedures, Equal Opportunity Statement, General Anti-Harassment Policy, Discrimination and Harassment Policy and Procedures, and Statement of Principles on Academic Freedom may be accessed online at: <http://oie.jhu.edu/policies-and-laws/jhu-policies/index.html>.

VIII. APPEALS

Unless the matter is the subject of another University or School of Medicine policy that includes an appeal procedure, faculty members may appeal an adverse decision under any of the provisions set out in this document to the Dean of the Medical Faculty (or to the Provost in cases where the Dean was involved in the decision) by notifying him or her in writing within thirty (30) days of the decision. The Dean's (or Provost's) review will be limited to review of whether the procedures set forth in this document were followed and his or her decision will be final.

IX. LEAVES OF ABSENCE

A. ACADEMIC LEAVES OF ABSENCE

Part-time faculty members other than part-time adjunct faculty may apply for occasional leaves of absence for scholarly and educational purposes when significant opportunities present themselves and when the leave can be arranged without expense to the School of Medicine and without impairing educational programs. Such leaves are recognized to have the potential to increase the value of the part-time faculty member to the School and to the University. Part-time faculty are not entitled to academic leaves, but rather, must apply for each academic leave through the Department Director and receive approval for the leave from the Dean.

During an academic leave, the part-time faculty member is excused from their academic obligations to the School of Medicine, and this will not jeopardize reappointment when the leave expires.

Academic leave for part-time faculty members will not include any financial support from the Johns Hopkins University School of Medicine. Academic leaves are not available for adjunct faculty.

B. NONACADEMIC LEAVES

For part-time faculty members who are also compensated employees of the Johns Hopkins University, certain medical and parental leaves may be available. The terms for eligibility for these leaves is set forth on the University benefits website: <https://benefits.jhu.edu/leaves-disability/index.cfm>.

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 of the Faculty Senate and the ABMF. The joint 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.

Approved by

The Advisory Board of the Medical Faculty

and

The Faculty Senate

December 2019



JOHNS HOPKINS
SCHOOL *of* MEDICINE