

Academic Council Procedures Manual
Description of Academic Titles, Appointment and Promotion Policies

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1. Preamble

The full-time, tenure-track faculty at the Schools form the academic backbone of the Institution. Collectively they are responsible for the vast majority of undergraduate and graduate teaching, and for intellectual leadership in scholarship and research. This document describes appointment and promotion policies for members of the tenure-track faculty, and also addresses certain aspects of the conditions of their employment.

In addition, the Johns Hopkins University derives considerable benefits from its association at various levels and degrees with people having professional, cultural or scholarly qualifications but who, for one reason or another, are not members of the tenure-track family. They make substantial contributions to the teaching and research functions of these two divisions, and add greatly to the intellectual life of the University. Such people, in turn, value their association with the University; in some cases, the associations are honorary while in others, part-time stipend or full-time salary, though not tenure, may be involved. Sections of this document seek to codify the nature of the various forms of association, the University titles that should be attached to them, and the ways in which such appointments are made. This document does not address joint appointments between or among teaching divisions of the University.

2. Academic Titles

The Oxford English Dictionary definition of a professor is "a public teacher of high rank, especially the holder of a University chair," and secondarily, "a grandiose title." We would insist that the Johns Hopkins University recognize only the first meaning, so the title should be accorded sparingly, in recognition of high accomplishment in teaching and, concomitantly, research. At the same time a variety of other academic titles may be appropriate for individuals having other sorts of associations with the University, as mentioned above. The following paragraphs define these academic titles in terms of the kinds of association and the levels of distinction and effort expected.

A complete list of academic positions, the procedures for approval, and the rights and privileges of each, are provided in Table I of this document. This table is an integral part of this document and contains important information not included in the text.

For all non-tenure-track positions, the table specifies the maximum length of each type of appointment and whether the appointment is renewable. In individual cases, appointments can be shorter than the stated maximum length.

Key characteristics of all academic positions are presented in the following subsections of section 2. Conditions of employment, such as appointment, promotion, length of service at a given rank, and salary issues, are discussed in section 3.

2.1 Instructor, Assistant Professor, Associate Professor, Professor

These titles are awarded to the full-time, tenure-track faculty members at the Homewood Schools. The academic reputation and scholarly activities of the University depend upon these individuals. Consequently, certain responsibilities, such as eligibility to vote in Academic elections, are reserved for individuals holding these appointments. Note that the title of Instructor is used only in Assistant Professor appointment cases when the Ph.D. is forthcoming.

2.2 Professor Emeritus, Research Professor Emeritus, Teaching Professor Emeritus

These titles may be awarded to Homewood faculty members who have retired from full-time positions as Professor, Research Professor, or Teaching Professor. The title is granted in recognition of past accomplishment and a continuing relationship with the University. These individuals may continue to advise graduate students and to serve as Principal Investigators on grants to the extent permitted by their previous appointments, but they cannot vote in Academic Council elections, or in Departmental appointment and promotion decisions. Voting in elections for divisional senates and related bodies follows the rules of those bodies.

In exceptional cases, faculty holding positions other than those listed above may be considered for emeritus status. In these instances, the letter from the department Chair, Head, or Director requesting the emeritus appointment (see section 3.2) must make a compelling case that the faculty member's achievements and contributions to the University are sufficiently distinguished to warrant an honor normally reserved for faculty of the highest rank. Should emeritus status be approved, such individuals will hold the title of the position from which they retired with the word "Emeritus" appended.

2.3 Academy Professor

This title may be awarded to faculty members who have retired from a full-time, tenured position as Professor, who remain active in the research community, and who participate in the activities of the Academy at Hopkins. The title is granted in recognition of the contribution that the retired Hopkins faculty member makes to the University. These individuals may continue to advise graduate students and to serve as Principal Investigators on grants, but cannot vote in Academic Council and Faculty Assembly elections, or in Departmental appointment and promotion decisions.

2.4 Homewood Professor

A Homewood Professor is a person of high scholarly, professional, or artistic distinction whose appointment brings luster to the University. Such people should have the caliber of members of the National Academy of Sciences or National Academy of Engineering or the equivalent international stature in the humanities and social sciences. Specific titles such as "Homewood Professor of the Arts" or "Homewood Professor of Engineering" may be accorded to individuals to indicate their particular field of distinction. They may be employed full-time at, or have retired from, another institution or a non-teaching division of the University. They may or may not receive a stipend and may or may not be compensated for their formal teaching contributions, if any.

2.5 University Professor

The title of University Professor may be accorded as a Presidential prerogative to a few people of unusual distinction or stature, whose association with the University is deemed to have considerable mutual benefit. Although these appointments are made directly by the President, it is hoped that informal advice concerning them might be sought from the Academic Council. An office will generally be provided and University Professors may or may not receive a stipend.

2.6 Adjunct Professor

An Adjunct Professor, Adjunct Associate Professor, or Adjunct Assistant Professor contributes in a part-time capacity to the research and teaching programs of either the Krieger or Whiting School and may receive remuneration for specific services performed. The rank of appointment should correspond to the faculty rank held elsewhere or its equivalent.

2.7 Visiting Professor

Visiting Professors, Visiting Associate Professors, and Visiting Assistant Professors are faculty members who possess the credentials to be appointed as Professor, Associate Professor, and Assistant Professor and are associated with the institution for a limited period of time. It is anticipated that they will participate in research during their residence; they may or may not receive a stipend from the grants and contracts of the departments with whom they are visiting. They may contribute to the teaching program and they may, or may not, receive a specific stipend for these contributions. Specific titles such as Poet in Residence, Dramatist in Residence, Fellow in Residence, etc., may be accorded to persons distinguished in the creative arts or have demonstrated leadership in their respective fields who are participating in scholarly activity on campus for a limited period. The rights and privileges associated with these appointments shall be the same as those granted to Visiting Professor.

2.8 Courtesy Appointments

Appointments as Fellow-by-Courtesy or, in the case of more senior affiliations, as Doctor of the University, may be offered to people with appropriate qualifications, with whom a department wishes to maintain scholarly contact by way of participation in colloquia, research discussions, etc. No stipend or honorarium is associated with these appointments.

2.9 Research Faculty I: Assistant Research Professor, Associate Research Professor, Research Professor

These ranks are appropriate for individuals who will be strongly involved in research activities and who have demonstrated an interest in, and talent for, working with students and participating in the broad range of University education and service activities. Research faculty seek to build their career at the University while progressing through the ranks. It is expected that their units will, where possible and appropriate, support them in doing so. Research faculty possess skills and experience that can contribute positively to the teaching mission. Although they will not generally be engaged in full-time teaching, Research faculty may mentor or teach undergraduate and graduate students. These titles do not carry tenure.

Those who hold these ranks may be associated with Krieger or Whiting departments, centers, institutes, or programs. Appointments are contingent on the continuation of funding or institutional commitment to the appointee's research. Assistant Research Professors, Associate Research Professors, and Research Professors are eligible to apply for stabilization funds and may serve as

principal investigators for sponsored research projects. Research faculty may hold directorships of University centers, programs, or institutes.

Additional to those candidates who seek to progress through the ranks, candidates from the four following categories may also be considered for appointment to a research faculty position: (1) those who are largely funded from outside sources to support their research activities; (2) those who are research-active staff at the Applied Physics Laboratory or hold research positions at a non-JHU institution with a strong Hopkins connection; (3) tenured or tenure-track Hopkins faculty who are in the process of moving to another institution or going into retirement; and (4) candidates who have been recommended by the Dean of Arts and Sciences or the Dean of Engineering for appointment to tenured or tenure-track positions at Homewood but whose appointments have not yet been approved by the Academic Council.

2.10 Research Faculty II: Visiting Assistant Research Professor, Visiting Associate Research Professor, Visiting Research Professor

These titles pertain to appointments of persons who are on leave from other universities or scholarly institutions where they hold positions equivalent to those of Assistant Research Professor, Associate Research Professor, or Research Professor, respectively; whose primary efforts are in research supported by grants and contracts; and who may also participate in the teaching activities of the University.

2.11 Research Staff I: Principal Research /Research/Associate Research/ Assistant Research Scholar/ Scientist /Engineer

These titles indicate members of the research staff of the two Homewood divisions who are employed full time and whose salary derives largely or exclusively from grants and contracts. Entry level appointments may be made at the level of Assistant Research Scholar (or Scientist or Engineer) or Associate Research Scholar (or Scientist or Engineer), as appropriate. The position of Assistant Research Scholar (or Scientist or Engineer) may alternatively indicate a one-year renewable appointment with no expectation of promotion to higher ranks in the Research Scholar (or Scientist or Engineer) sequence. Holders of these positions are expected to engage full-time in research and do not normally participate in the formal teaching program of the divisions.

In exceptional circumstances, at the recommendation of the Chair, Head, Director or Center/Program/Institute Director, the appropriate Dean may offer salary stabilization (as described below) to a Principal Research Scholar (or Scientist or Engineer). The salary stabilization feature can be withdrawn from an individual with twelve months written notice by the Dean.

2.12 Research Staff II: Adjunct Principal Research /Adjunct Research/Adjunct Associate Research/ Adjunct Assistant Research Scholar/ Scientist /Engineer

Holders of these positions contribute in a part-time capacity to the research programs of the Krieger or Whiting Schools, but do not ordinarily have significant ongoing responsibilities for undergraduate or graduate students. Such affiliations may or may not involve remuneration, but such salaries as are associated with these positions will derive largely or exclusively from research supported by grants and contracts. The individual having such an affiliation is not eligible for salary stabilization.

2.13 Research Staff III: Visiting Scholar/Scientist/Engineer

A Visiting Scholar (or Scientist or Engineer) is a person who is engaged in scholarly work full or part-time on campus for a limited period.

2.14 Teaching Faculty: Junior Lecturer, Lecturer, Senior Lecturer

People who assist in the teaching of specific courses for remuneration in the graduate or undergraduate programs of the Krieger or Whiting Schools, whether full-time or part-time, but who do not have primary responsibility for the course in question, shall generally be awarded the title of Junior Lecturer. Such appointments shall generally be reserved for those who, for administrative reasons, cannot be appointed as graduate teaching assistants. People who teach specific courses for remuneration in the graduate or undergraduate programs of the Krieger or the Whiting Schools, whether full-time or part-time, and whose primary appointment in the case of part-time lecturers may be at another institution or in a non-teaching division of the University, shall generally be accorded the title of Lecturer. The title of Senior Lecturer may be bestowed upon those who have taught with excellence for a period of not less than three years, or whose position at the other institution is one of appropriate responsibility and seniority. The titles of Lecturer and Senior Lecturer convey the privilege of applying for, and serving as, Principal Investigator on grants or contracts that support education or research. However, there is no expectation that any teaching faculty should undertake research as part of their standard duties. The normal progression runs from Lecturer to Senior Lecturer and is based on distinction in teaching and on accumulation of experience. Junior Lecturers would not normally be promoted to Lecturer.

2.15 Teaching Faculty: Associate Teaching Professor, Teaching Professor

The titles of Associate Teaching Professor and Teaching Professor are awarded to people hired to support the teaching mission of the Krieger or Whiting Schools full-time, on a long-term basis, without tenure, in positions commensurate with their qualifications. By virtue of their pedagogical experience, expertise, creativity, and/or internal or external reputation and leadership, they merit a higher level of recognition than the rank of Senior Lecturer confers. The titles of Associate Teaching Professor and Teaching Professor convey the privilege of applying for, and serving as Principal Investigator on, grants or contracts that support education or research. However, there is no expectation that Associate Teaching Professors or Teaching Professors should undertake research as part of their standard duties.

2.16 Faculty of the Practice: Associate Professor of the Practice, Professor of the Practice

These titles are conferred upon highly experienced individuals in an appropriate profession who will provide practice-oriented expertise furthering the university's academic mission. These individuals have an external reputation and leadership experience in their prior professional careers that have lent them regional, national or international stature. Such stature will be determined through a variety of measures but must include exceptional performance and expertise as recognized within that profession and as indicated by awards, honors, notable achievements, or exceptional experience. Such professors may teach courses at all levels, mentor students, and/or conduct research. They may hold voting rights as determined by the units of their appointment, although they may not vote or participate in appointments and promotions for tenured faculty or on the tenure track. This title does not carry tenure.

A candidate for appointment to the rank of Associate Professor of the Practice will have had a minimum of five years' experience in a profession; teaching experience at the college/university level is desirable but is not a requirement.

A candidate for appointment to the rank of Professor of the Practice will have been an Associate Professor of the Practice at the university for at least seven years or had a minimum of ten years of experience and notable achievement in professional practice.

Associate Professors of the Practice and Professors of the Practice are appointed for renewable terms of no more than seven years. However, it is expected that these titles may sometimes be held by those in continuing professional positions who desire short-term collaborations with the university.

3. Appointments and Promotions

3.1 Recommendation for appointment to any of the titles and ranks listed in Titles Table I is made by the Department Chair, Head, Director or Center/Program/Institute Director to the Dean of Arts and Sciences or the Dean of Engineering. Departments may recommend appointments to any of the titles and ranks except University Professor. Centers, programs, and institutes may recommend appointments to Research Faculty and Research Staff positions and, at the request of the Dean and with the approval of the Academic Council, Teaching Faculty and Faculty of the Practice Positions. Titles generally include a rank, with a typical progression of Assistant Professor, Associate Professor, and Professor, and one of four tracks: tenure track (whether holding tenure or not), teaching track, research track, or practice track. Recommendations for appointment or promotion to teaching faculty titles (Junior Lecturer, Lecturer, Senior Lecturer, Associate Teaching Professor, Teaching Professor), research faculty titles (Assistant Research Professor, Associate Research Professor, Research Professor), and faculty of the practice titles (Associate Professor of the Practice, Professor of the Practice) must, in the case of departments, include a vote of all teaching faculty, research faculty, faculty of the practice with voting rights, and tenure-track faculty at or above the rank being applied for or promoted to. For these purposes, the title of Senior Lecturer is treated as equivalent to the title of Assistant Teaching Professor. In the case of centers, programs and institutes, such a vote must be undertaken through an ad hoc or standing appointments and promotion committee, which must include substantive voting representation of teaching faculty (for teaching faculty appointments and promotions) research faculty (for research faculty appointments and promotions), or faculty of the practice with voting rights (for appointments and promotions of faculty of the practice). For appointments to the other titles (including research scientist/scholar/engineer and post-doctoral scholar), a unit may either require a vote of all tenured faculty or a vote of a standing subcommittee comprising not fewer than three tenured faculty. If approval is made by a subcommittee, all tenured faculty must be notified of the proposed appointment prior to the request to the Dean.

The results of the above vote shall be communicated to the Dean in the letter requesting the appointment and included in the report to the Academic Council. For most positions the Dean, if he/she approves, then makes the presentation to the Academic Council either directly or through the Appointments and Promotions Subcommittee (see sections 3.2, 3.3 and 3.4 below); and this presentation must include appropriate biographical data and bibliography (details for each category are provided in the following paragraphs). Cases where Academic Council approval (either directly or through the Appointments and Promotions Subcommittee) is not required are outlined in Section 3.3 below. As shown in Table I, most appointments with "research" in the title must receive examination and approval by the Board of Review and appointment by the appropriate Dean (exceptions to this rule are also outlined in Section 3.3 below). Procedures for appointments/promotions requiring the examination and approval by the Board of Review are outlined in Sections 3.6 and 3.7 below.

A proposed appointment as Homewood Professor, Adjunct Professor (all ranks), Visiting Professor (all ranks), Fellow-by-Courtesy, Doctor of the University and Postdoctoral Fellow should be

supported by a CV and, for appointments as Homewood Professor, by three outside letters of recommendation solicited by the proposer.

3.2 Recommendation for appointment as Professor Emeritus, Research Professor Emeritus, Teaching Professor Emeritus, any other exceptional Emeritus position, Homewood Professor, or Academy Professor is made by the Department Chair, Head, or Director to the Dean. Recommendations from departments must be made with the approval by vote of the tenured department faculty, the outcome of which is recorded in the written request to the Dean. The Dean, if he/she approves, then makes the presentation to the Academic Council through the Appointments and Promotions Subcommittee; this presentation must include appropriate biographical data and bibliography. The Appointments and Promotions Subcommittee approves appointments of Academy Professors. The full Academic Council approves appointments of Homewood Professors, Teaching Professors Emeritus, and any other exceptional Emeritus teaching track faculty. The full Academic Council and the Board of Review approve appointments of Research Professor Emeritus and any other exceptional Emeritus research track faculty. The full Academic Council and Board of Trustees approve appointments of Professors Emeritus and, in exceptional cases, Associate Professors Emeritus.

A person who is appointed as Professor Emeritus is thereby automatically also appointed as Academy Professor. Academy Professor appointments therefore require the above procedure only if the person is not to be appointed as Professor Emeritus.

3.3 Appointments as Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Senior Lecturer, Lecturer, Visiting Professor, Visiting Associate Professor, and Visiting Assistant Professor will be approved by the Academic Council's Subcommittee on Appointments and Promotions. The committee will report its action to the Council. In cases of uncertainty, the committee may bring the case to the full Council.

When no University funds are involved, or when the term of appointment is less than a semester or the equivalent, appointments as Lecturer, all Adjunct faculty appointments with the exception of Adjunct Professor, and all Visiting faculty appointments with the exception of Visiting Professor, are normally made by the Dean and reported to the Academic Council as information items only.

Even when no University funds are involved or even when the term of appointment is less than a semester, Adjunct Professor and Visiting Professor appointments are approved by the Academic Council's Subcommittee on Appointments and Promotions which reports its action to the Council. In cases of uncertainty, the Subcommittee may bring the appointment to the full Council.

Appointments as Assistant Research Scholar (or Sci. or Engr.), Associate Research Scholar (or Sci. or Engr.), Assistant Research Professor, Visiting Assistant Research Professor, Visiting Scholar (or Sci. or Engr.), Adjunct Assistant Research Scholar (or Sci. or Engr.), Adjunct Associate Research Scholar (or Sci. or Engr.), Fellow-by- Courtesy, Doctor of the University, and Postdoctoral Fellow are normally made by the Dean and reported to the Council as information items only.

Candidates for Research Scholar (or Scientist or Engineer) and Principal Research Scholar (or Scientist and Engineer) will be examined and approved by the Board of Review and appointed by the appropriate Dean.

3.4 Recommendation for appointment as Assistant Professor is made by the Department Chair, Head, or Director (with the approval of the tenured and tenure track department faculty) to the Dean. If approved by the Dean, the appointment materials are then forwarded to the Academic Council's Subcommittee on Appointments and Promotions. The appointment materials must include appropriate

biographical data (and include: letter from chair, three letters of recommendation, and teaching evaluations-if possible.) Note that the title of Instructor is used only for Assistant Professor appointments when the Ph.D. is forthcoming.

3.5 For appointment or promotion to the rank of Associate Professor or Professor, the Department Chair, Head, or Director (with the approval of the tenured department faculty at or above the proposed rank) requests the Dean to appoint an ad hoc committee to make recommendation to the Academic Council. Detailed appointment and promotion guidelines are outlined in a separate document entitled Appointment and Promotion Procedures.

3.6 Research Faculty -- Appointments and Promotions

The positions and procedures described below establish an orderly succession of ranks through which the University can recognize the contributions of its research faculty and their professional development.

The Department Chair, Head, or Director, or Director of a Center/Program/Institute must initiate a candidate's appointment, renewal or promotion to the ranks of Assistant Research Professor, Associate Research Professor or Research Professor by first seeking approval from relevant faculty. In the case of a department, an appointment or promotion must be approved by majority vote of the tenure-track, research-track, and teaching-track faculty, as well as practice-track faculty with voting rights, within the department who hold the rank being applied for or above. In the case of a center/program/institute, the Director must convene an internal appointment and promotion committee of faculty, including, in the case where research faculty already belong to the unit, at least one such faculty member holding the rank being applied for or above, or, if that is not possible, the highest ranked member of the research faculty other than the candidate. By simple majority this committee must approve of appointments and promotions. Furthermore, any request for an appointment or promotion to the ranks of Associate Research Professor or Research Professor must be accompanied by a list of the members of this committee.

The Chair, Head, or Director must then address a letter to the Dean, who, if he/she approves, will then forward the case to the Academic Council. This letter should include a statement from the department, center, program, or institute giving the reasons for such appointment or promotion. This letter should be accompanied by the candidate's CV. In the case of a department, the letter must contain a summary of the faculty's views about the candidate's contributions to the department's academic mission. In the case of a center, program, or institute, the letter must contain a summary of the convened committee's assessment of the candidate. In cases of Associate Research Professor and Research Professor appointments the dean will then forward the promotion/appointment materials to the Board of Review for examination and approval. Based on the Board's recommendation, the Dean will proceed with the appropriate appointment/action. Assistant Research Professor appointments are made by the Dean and reported to the Academic Council as an information item only.

Promotion to or appointment at the rank of Assistant Research Professor or Associate Research Professor requires three letters from outside reviewers; for promotion or appointment to full Research Professor, five letters from outside reviewers. For new appointments at the ranks of Assistant and Associate Research Professor, the department may forward letters originally solicited during the search. In the case of promotions to the ranks of Associate and full Research Professor, and in the case of new appointments at the rank of full Research Professor, these letters must be solicited by the

department. The department may, at its discretion, garner its letters from a list of names provided to them by the candidate for appointment or promotion.

When the research professor track is being used in a temporary manner to facilitate a career transition into or out of Hopkins, or to facilitate the appointment of research-active staff at APL or a non-JHU institution with a strong Hopkins connection, as described above (2.9), these procedures do not need to be followed, as it is expected that alternative procedures (e.g. for tenure-track lines) will be activated. In these limited cases, appointments can be made by the Dean and reported to the Academic Council as an information item only. These appointments will normally not exceed twelve months.

At a minimum, at the time of each re-appointment, an evaluation of the case for promotion of Assistant Research Professors and Associate Research Professors must be undertaken by the department, center, program, or institute.

Salary Stabilization

The positions of Assistant, Associate, and full Research Professor are eligible for salary stabilization. Because of the academic component of these positions, it is recognized that Research Professors may obtain some portions of their salary as compensation for performance of specific academic services. This compensation will not count toward salary stabilization eligibility nor will it count as salary stabilization.

On a case-by-case basis an individual holding the position of Principal Research Scholar (or Sci. or Engr.) may also be eligible for salary stabilization.

Salary stabilization is intended to provide salary support for a member of the research staff during an interim period when insufficient suitable grant or contract funds are available to support that individual's salary. The amount of salary stabilization available to a member of the research staff depends on two components: length of service in the Homewood divisions, and the external funding which previously had supported that individual's salary. Salary stabilization credits are accrued monthly, with each month's accrual equal to one day times the fraction of full-time equivalent salary supported by external funds.

The maximum rate of pay provided by the University for purposes of salary stabilization will be 75% of the individual's current FTE salary. A member of the research staff may only draw on accrued salary stabilization at a rate of 75% of current salary until salary stabilization available to that individual is exhausted. Research staff are not paid for unused accrued salary stabilization upon termination of employment in the Krieger or Whiting Schools. Accrued amounts of salary stabilization are not transferable to other divisions of the University.

Appointment to Assistant Research Professor

Criteria. A candidate for the rank of Assistant Research Professor will usually be beginning an independent research career. In fields where grant and contract funds are the norm, there is an expectation that candidates might be supported by other scholars' grants initially and will begin to submit research proposals as principal investigator while in this position.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute submits a cover letter indicating the responsibilities of Assistant Research Professors in the unit and

the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV.

Letter-writers should hold the rank of Associate Professor (or equivalent) or higher, or have research experience comparable to that of an Associate Professor.

Promotion or Appointment to Associate Research Professor

Criteria. Candidates for the rank of Associate Research Professor will usually have built an identifiable research program with a demonstrable impact in their field. In fields where grant and contract funds are the norm, candidates will be PI or joint PI/PD of funded proposals. There is an expectation that Associate Research Professors will mentor doctoral students and/or postdocs, where appropriate and possible.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute submits a cover letter indicating the responsibilities of Associate Research Professors in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV.

Letter-writers should hold the rank of full Professor or equivalent, or have research experience comparable to that of a full Professor.

Promotion or Appointment to Research Professor

Criteria. Candidates for the rank of Research Professor will have demonstrated leadership and significant impact in their field and/or hold a strong professional reputation beyond the university. In fields where grant and contract funds are the norm, candidates should be able to fully support themselves on funded proposals for which they are PI or joint PI/PD.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute submits a cover letter indicating the responsibilities of Research Professors in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV.

Letter writers should hold the rank of full Professor or equivalent, or have research experience comparable to that of full Professor.

3.7 Research Staff -- Appointments and Promotions

As with the research faculty, the positions and procedures described below establish an orderly succession of ranks through which the University can recognize the contributions of its research staff and their professional development.

Career Progression-Research Scholar (or Scientist or Engineer) Line

Holders of Research Scholar (etc.) appointments are normally associated with a member of the tenure-track faculty or with Homewood research centers, institutes, or programs. Like Research Professors, their appointments are contingent on the continued funding and institutional commitment to the appointee's research. They may serve as principal investigators on grants and contracts, and in exceptional cases, persons holding the rank of Principal Research Scholar (etc.) may be eligible for stabilization funds.

The discharge of teaching tasks on a routine basis is not expected from appointees to Research Scholar (etc.) positions, nor is it generally compatible with their status. Occasionally, Research Scholars (etc.) may be appointed, on a strictly voluntary basis, to teach specific courses. Since this is not normally a responsibility of Research Scholars (etc.), the granting of additional compensation is appropriate. Research Scholars (etc.) may routinely interact with graduate students working on similar or related research projects, but this does not constitute a formal teaching responsibility, and does not qualify as grounds for entry to the Research Professor line. Adherence to these guidelines is particularly important since Research Scholars' (etc.) salaries are derived from external grants and contracts which may not permit support for teaching activities.

Recommendations for the appointment and promotion of Research Scholars (etc.) should be made by the unit with which the candidates are associated. In the case of a department, the recommendation should come from the faculty or a faculty committee; in the case of a research center, program or institute, from an internal promotion committee. Appointments at the rank of Assistant Research Scholar (etc.) and appointments as (or promotion to) Associate Research Scholar (etc.) are made by the Dean and reported to Academic Council as an information item.

Except for one-year renewable appointments, holders of the rank of Assistant Research Scholar (etc.) normally become eligible for promotion during their fourth year in rank. Holders of the rank of Associate Research Scholar (etc.) normally become eligible for promotion during their sixth year in rank. Promotion to Principal Research Scholar (etc.) normally would not occur until after three years in rank as Research Scholar (etc.).

This time may be shortened to take account of previous experience and seniority at another institution, or in consideration of special circumstances such as exceptional performance, all of which must be documented in the request for promotion.

Should promotion be denied after the normal period in rank, it may be reconsidered after an additional two years. The reconsideration may be requested by the candidate or by the Chair, Head, Director or Center/Program/Institute Director of the research unit to which the candidate belongs.

As appropriate to the rank in question, criteria for promotion may include experience and proficiency in the discharge of duties, autonomy in the setting of goals and priorities, independence in the conduct of work, ability to manage a substantial portion of a research project, and ability to supervise the work of subordinates such as technicians or less senior members of the research staff.

All requests for promotion or appointment to the ranks of Research Scholar (etc.) and Principal Research Scholar (etc.) will be evaluated by the Board of Review, which will make recommendations to the Dean. For each candidate, the Board of Review will require the following:

- A copy of the candidate's CV.
- A copy of the request for promotion or appointment prepared by the candidate's direct supervisor, the appropriate Department Chair, Head, Director or Center/Program/Institute Director. This request must include a description of the performance and activities of the candidate, and an account of the candidate's role in the research group along with any other information that may be relevant to the promotion/appointment.
- A letter to the Dean expressing the views of the Chair, Head, Director or Center/Program/Institute Director concerning the candidate.
- Three evaluation letters for promotion to or appointment as Research Scholar (etc.) and five for promotion to or appointment as Principal Research Scholar (etc.). These letters need not come from outside the University. For new appointments to the rank of Research Scholar (etc.), the department or research unit may forward letters originally submitted by the

candidate for the new position. In the case of promotions to the ranks of Research Scholar (etc.) and Principal Research Scholar (etc.), and in the case of new appointments to Principal Research Scholar (etc.), the letters must be solicited by the department or research unit. The department or research unit may, at its discretion, garner its letters from a list of names provided to them by the candidate for appointment or promotion.

- For promotion/appointment to Research Scholar (etc.) the letter writers should hold the rank of Associate Professor or higher or have research experience comparable to that of an Associate Professor. For promotion/appointment to Principal Research Scholar (etc.), the evaluators should hold the rank of full Professor or have research experience comparable to that of a full Professor.

On the basis of these materials, the Board of Review will arrive at a recommendation. The materials and the recommendation will pass to the Dean who will proceed with the appointment as appropriate. Reappointments at the same rank need not come before the Board of Review.

In some cases, appointees in the Research Scholar (etc.) line may be eligible for appointment to appropriate positions in the Research Professor line. The promotion/appointment criteria, procedures, and the materials required are identical to those discussed above with respect to appointments or promotions within the Research Professor line.

Recommendation for appointments as Adjunct Principal Research Scholar (etc.), Adjunct Research Scholar (etc.), Visiting Research Professor, and Visiting Associate Research Professor is made by the Department Chair, Head, Director or Center/Program/Institute Director to the Dean. This letter should be accompanied by the candidate's CV and it should include a statement from the department/center/program/institute giving the reasons for such appointment. The Dean will then forward the materials to the Board of Review for examination and approval. Based on the Board's recommendation, the Dean will proceed with the appropriate appointment/action.

3.8 Teaching Faculty - Appointments and Promotions

The positions and procedures described below establish an orderly succession of ranks through which the University can recognize the contributions of its teaching staff and their professional development.

The Chair, Head, or Director; or Director of a Center/Program/Institute approved to make such requests must initiate a candidate's appointment, renewal or promotion to the ranks of Junior Lecturer, Lecturer, Senior Lecturer, Associate Teaching Professor or Teaching Professor by first seeking approval from relevant faculty. In the case of a department, an appointment or promotion must be approved by majority vote of the teaching-track, research-track, and tenure-track faculty, as well as practice-track faculty with voting rights, within the department who hold the rank being applied for or above. In the case of a center/program/institute, the Director must convene an internal appointment and promotion committee of faculty, including, in the case where teaching faculty already belong to the unit, at least one teaching faculty member holding the rank being applied for or above, or, if that is not possible, the highest ranked member of the teaching faculty. By simple majority this committee must approve of appointments and promotions. Furthermore, any request for an appointment or promotion to the ranks of Associate Teaching Professor or Teaching Professor must be accompanied by a list of the members of this committee.

The Chair, Head, or Director must then address a letter to the Dean, who, if he/she approves, will then forward the case to the Academic Council. This letter should include a statement from the department, center, program, or institute giving the reasons for such appointment or promotion, and include its appropriateness for addressing the teaching needs of the unit. This letter should be accompanied by

the candidate's CV. In the case of a department, the letter must contain a summary of the faculty's views about the candidate's contributions to teaching and the department's academic mission. In the case of a center, program, or institute, the letter must contain a summary of the convened committee's assessment of the candidate.

Departments, centers, programs, or institutes that wish to initiate appointments or promotions should consult the "Teaching Faculty Checklist" (available on the Academic Council's website) for descriptions of the materials to be included with the request for appointment or promotion. For the ranks of Junior Lecturer, Lecturer, and Senior Lecturer, no letters of reference are required. For the ranks of Associate Teaching Professor and Teaching Professor, three and five letters of reference (respectively) are required. A teaching dossier and evaluations of teaching should be submitted for all ranks from Lecturer upwards, with an explanation if these are not available. Departments, centers, programs, and institutes may specify to candidates what the "teaching dossier" should contain.

Appointments or promotions to Associate Teaching Professor and Teaching Professor will be reviewed by the Teaching and Practice Faculty Appointment and Promotion Committee. Candidates who receive a majority positive vote of the voting members of the Committee are presented to the Academic Council as a consent agenda for approval. They may, however, be removed from the consent agenda by any elected member of the Council whose motion to do so has been seconded. Candidates removed from the consent agenda, and candidates who do not receive a majority positive vote from the Teaching and Practice Faculty Appointment and Promotion Committee, or whose votes lack a quorum, are subject to approval by the Academic Council upon review of the teaching dossier, departmental letter, and letters of evaluation. Appointments or promotions to Junior Lecturer, Lecturer, and Senior Lecturer are subject to approval by the Academic Council's Subcommittee on Appointments and Promotions. The committee will report its action to the Council as information items. In cases of uncertainty, the committee may bring the case to the full Council. An applicant to the rank of Associate Teaching Professor or Teaching Professor must have a minimum of five and six years (respectively) of classroom teaching experience accumulated over the course of their career at Johns Hopkins University and/or other colleges/universities.

At a minimum, at the time of each re-appointment, an evaluation of the case for promotion of Lecturers, Senior Lecturers, and Associate Teaching Professors must be undertaken by the department, center, program, or institute.

Appointment to Junior Lecturer

Criteria. Candidates to the rank of Junior Lecturer will usually be those who, for administrative reasons, cannot be appointed as graduate teaching assistants. Junior Lecturers do not have primary responsibility for teaching the course in question.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute with hiring authority submits a cover letter indicating the responsibilities of Junior Lecturers in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV.

Promotion or Appointment to Lecturer

Criteria. Candidates to the rank of Lecturer will have qualifications in the relevant field and will be able to demonstrate experience in effective teaching in the field in question. Evidence could take the

form of, for example, student feedback, senior/supervisor observation, appraisal, or reflective self-evaluation.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute with hiring authority submits a cover letter indicating the responsibilities of Lecturers in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV and a teaching dossier (per Academic Council procedures).

Promotion or Appointment to Senior Lecturer

Criteria. Candidates to the rank of Senior Lecturer are Lecturers at JHU or are individuals who have held similar ranks at another college/university. Candidates will have cumulatively served, through the course of their career, at least three years in the position of Lecturer or equivalent. The successful Senior Lecturer candidate is an excellent instructor. Excellence is evaluated by a combination of evidence, including, for example, student feedback, senior/supervisor observation, appraisal, or reflective self-evaluation.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute with hiring authority submits a cover letter indicating the responsibilities of Senior Lecturers in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV and a teaching dossier (per Academic Council procedures).

Promotion or Appointment to Associate Teaching Professor

Criteria. Candidates to the rank of Associate Teaching Professor are Senior Lecturers at JHU or individuals who have held similar ranks at another college/university. Candidates will have a minimum of five years distinguished teaching record accumulated through their career. The successful candidate is an excellent instructor, who has demonstrated academic leadership and/or innovation within their own institution through, for example, excellence in curriculum development, pedagogical innovation, program coordination, student advising and support, and/or other such service to the college/university. Among the normal duties of an Associate Teaching Professor will be supervision of Lecturers and Senior Lecturers.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute with hiring authority submits a cover letter indicating the responsibilities of the Associate Teaching Professor in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV, a teaching dossier (per Academic Council procedures), and at least three reference letters.

In the case of appointments, reference writers should be familiar with the candidate's role as an educator. The contents of the letters (and the identities of the referees) are not to be shared with the candidate, but the candidate may suggest possible referees. No more than two letters may be from the candidate's home institution, and all letters must be from educators of a rank equivalent to or higher than that of the proposed position.

In the case of promotion, reference letters are solicited by the proposer, and not by the candidate. Of the three letters, at least one referee must be outside of the department. The letter writers should occupy the rank equivalent to or higher than Associate Teaching Professor; in cases where a letter is solicited from a referee carrying a lower rank, an explanation for this exception must be provided in

the cover letter. These letters are not to be shared with the candidate, but the candidate may suggest possible referees.

Letter writers should be asked to specifically evaluate the evidence of influential or impactful academic leadership and/or innovation *within* the candidate's own institution.

Promotion or Appointment to Teaching Professor

Criteria. Candidates are Associate Teaching Professors at JHU or individuals holding a comparable or higher rank at another college/university. Candidates will have a minimum of six years' distinguished teaching record accumulated throughout their career. They will have met all the criteria for the Associate Teaching Professor rank and, in addition, must have demonstrated academic leadership/innovation outside of their home institution. Such external leadership might include innovations in, influence upon or impactful contributions to professional or academic teaching and/or pedagogy. Where it is required, the successful candidate must be able to supervise teaching faculty of lower ranks in the discharge of their duties.

Procedure. The Department Chair, Head, or Director; or Director of a Center/Program/Institute with hiring authority submits a cover letter indicating the responsibilities of Teaching Professors in the unit and the candidate's qualifications for this rank and attaches supporting evidence. This includes the candidate's CV, a teaching dossier (per Academic Council procedures), and other evidence of leadership and impact beyond the candidate's home institution, for example, scholarly interventions, articles in national/international media about the candidate, and evidence of pedagogical leadership/innovation/influence and/or curriculum development that have impacted an academic field. In addition, the proposer will solicit at least five letters from referees who can attest to the candidate's qualifications for the rank of Teaching Professor including their national/international reputation in pedagogy and teaching, and how the candidate enhances the reputation of the University.

In the case of appointments, reference writers should be familiar with the candidate's role as an educator. The contents of the letters (and the identities of the referees) are not to be shared with the candidate, but the candidate may suggest possible referees. No more than two letters may be from the candidate's home institution, and all letters must be from educators of a rank equivalent to or higher than that of the proposed position.

In the case of promotion, reference letters are solicited by the proposer and not by the candidate. Of the five letters, two must come from referees external to JHU; one must come from either an external referee or a faculty member in another department/program/center/institute at JHU; the remaining letters can be either internal (including colleagues from the candidate's home unit) or external to JHU. The letter writers should occupy the rank equivalent to or higher than Teaching Professor; in cases where a letter is solicited from a referee carrying a lower rank, an explanation for this exception must be provided in the cover letter. These letters are not to be shared with the candidate, but the candidate may suggest possible referees.

Letter writers should be asked to specifically evaluate the evidence of influential or impactful academic leadership and/or innovation *outside* of the candidate's own institution.

Non-Renewal

A teaching appointment may not be renewed if the programmatic need for the position no longer exists. In this circumstance, the performance of the faculty member is moot.

If a teaching appointment is not renewed for reasons to do with negative performance, then the faculty member has the right to appeal to the Dean's Office and/or Provost's Office. To accommodate this process, a detailed account of the grounds for performance-related non-renewal must be provided to the faculty member by the unit's Chair, Head, or Director no less than three months before the end of appointment.

3.9 Faculty of the Practice – Appointments and Promotions

Appointment to Associate Professor of the Practice

Criteria. A candidate for appointment to the rank of Associate Professor of the Practice will have had a minimum of five years' experience in a profession, such experience equipping them to provide practice-oriented expertise that will further the university's academic mission. Teaching experience at the college/university level is desirable but is not a requirement.

Procedure. The Chair, Head, or Director; or Director of a Center/Program/Institute approved to make such requests must initiate a candidate's appointment to the rank of Associate Professor of the Practice by first seeking approval from relevant faculty. In the case of a department, an appointment must be approved by majority vote of the tenure track, teaching track, and research track faculty within the department who hold Associate rank or above, as well as faculty of the practice who hold voting rights (see section 2.16). In the case of a center/program/institute, the Director must convene an internal appointment committee of faculty at Associate rank or above on the tenure track, teaching track, or research track, and including, in the case where faculty of the practice with voting rights already belong to the unit, at least one such faculty member. By simple majority this committee must approve of appointments.

The Chair, Head, or Director must then address a letter to the Dean, who, if he/she approves, will then forward the case to the Teaching and Practice Faculty Appointment and Promotion Committee. This letter should include a statement from the department, center, program, or institute giving the reasons for such appointment, and include its appropriateness for addressing the academic mission and needs of the unit; it should also specify the vote count. In the case of a department, the letter must contain a summary of the faculty's views about the candidate's contributions to the department's academic mission. In the case of a center, program, or institute, the letter must contain a summary of the convened committee's assessment of the candidate. The letter should be accompanied by the candidate's CV and statement of proposed contribution to the department, center, program, or institute, together with at least three reference letters. These letters should be from professionals who occupy management positions judged by the department or committee to be at a rank equivalent to or higher than the candidate's current professional rank; the candidate may suggest possible referees, but the letters must be solicited by the proposer. Candidates approved by the Teaching and Practice Faculty Appointment and Promotion Committee are then presented to the Academic Council as a consent agenda for approval. They may, however, be removed from the consent agenda by any elected member of the Council whose motion to do so has been seconded; they are then considered by the Academic Council. In addition, the Committee may bring cases about which it is uncertain to the Council.

Appointment to Professor of the Practice

Criteria. A candidate for appointment to the rank of Professor of the Practice will have had a minimum of ten years' experience, and notable achievement furnishing them with a national or

international reputation, in a profession; their experience should be of a kind equipping them to provide practice-oriented expertise that will further the university's academic mission.

Procedure. The Chair, Head, or Director; or Director of a Center/Program/Institute approved to make such requests must initiate a candidate's appointment to the rank of Professor of the Practice by first seeking approval from relevant faculty. In the case of a department, an appointment must be approved by majority vote of the tenure track, teaching track, and research track faculty within the department who hold the rank of Professor, as well as Professors of the Practice who hold voting rights (see section 2.16). In the case of a center/program/institute, the Director must convene an internal appointment committee of faculty on the tenure track, teaching track, or research track holding the rank of Professor, and including, in the case where faculty of the practice with voting rights already belong to the unit, at least one such faculty member, preferably at the rank of Professor. By simple majority this committee must approve of appointments.

The Chair, Head, or Director must then address a letter to the Dean, who, if he/she approves, will then forward the case to the Teaching and Practice Faculty Appointment and Promotion Committee. This letter should include a statement from the department, center, program, or institute giving the reasons for such appointment, and include its appropriateness for addressing the academic mission and needs of the unit; it should also specify the vote count. In the case of a department, the letter must contain a summary of the faculty's views about the candidate's contributions to the department's academic mission. In the case of a center, program, or institute, the letter must contain a summary of the convened committee's assessment of the candidate. The letter should be accompanied by the candidate's CV and statement of proposed contribution to the department, center, program, or institute, together with at least three reference letters. These letters should be from professionals who, as judged by the department or committee, occupy senior management positions; the candidate may suggest possible referees, but the letters must be solicited by the proposer. Candidates approved by the Teaching and Practice Faculty Appointment and Promotion Committee are then presented to the Academic Council as a consent agenda for approval. They may, however, be removed from the consent agenda by any elected member of the Council whose motion to do so has been seconded; they are then considered by the Academic Council. In addition, the Subcommittee may bring cases about which it is uncertain to the Council.

Promotion from Associate Professor of the Practice to Professor of the Practice

Criteria. Candidates for promotion to Professor of the Practice will have served with distinction as Associate Professor of the Practice for at least seven years, making notable contributions to the teaching and/or research mission of the department or center/program/institute in which they were appointed.

Procedure. The Chair, Head, or Director; or Director of a Center/Program/Institute approved to make such requests must initiate a candidate's promotion to the rank of Professor of the Practice by first seeking approval from relevant faculty. In the case of a department, a promotion must be approved by majority vote of the tenure track, teaching track, and research track faculty within the department who hold the rank of Professor, as well as Professors of the Practice who hold voting rights (see section 2.16). In the case of a center/program/institute, the Director must convene an internal promotion committee of faculty on the tenure track, teaching track, or research track holding the rank of Professor, and including, in the case where faculty of the practice with voting rights already belong to the unit, at least one such faculty member, preferably at the rank of Professor. By simple majority this committee must approve of promotions.

The Chair, Head, or Director must then address a letter to the Dean, who, if he/she approves, will then forward the case to the Teaching and Practice Faculty Appointment and Promotion Committee. This letter should include a statement from the department, center, program, or institute giving the reasons for such promotion, and include its appropriateness for addressing the academic mission and needs of the unit; it should also specify the vote count. In the case of a department, the letter must contain a summary of the faculty's views about the candidate's contributions to the department's academic mission. In the case of a center, program, or institute, the letter must contain a summary of the convened committee's assessment of the candidate. The letter should be accompanied by the candidate's CV and teaching and/or research statement(s), together with at least three reference letters. The candidate may suggest possible referees, but the letters must be solicited by the proposer.

Of the three letters, one must be from the candidate's home unit; one must be from a faculty member in another department/center/program/institute at JHU; the remaining letter can be either internal (including colleagues from the candidate's home unit) or external to JHU. Academic letter writers should occupy the rank of Professor (whether on the teaching, research, practice, or tenure track); professional letter writers should occupy senior management positions, as judged by the department or committee. In cases where a letter is solicited from a referee carrying a lower rank, an explanation for this exception must be provided in the cover letter.

Candidates approved by the Teaching and Practice Faculty Appointment and Promotion Committee are then presented to the Academic Council as a consent agenda for approval. They may, however, be removed from the consent agenda by any elected member of the Council whose motion to do so has been seconded; they are then considered by the Academic Council. In addition, the Subcommittee may bring cases about which it is uncertain to the Council.

4. Transfers between Tracks

Given the specific requirements and duties of teaching faculty (Lecturer, Senior Lecturer, Associate Teaching Professor, Teaching Professor), faculty of the practice (Associate Professor of the Practice, Professor of the Practice), research faculty (Assistant Research Professor, Associate Research Professor, Research Professor), and research staff (Research Scholar (etc.), Senior Research Scholar (etc.), Principal Research Scholar (etc.)) tracks, it is to be expected that, from time to time, individuals may be better served – and might better serve the University – by transferring to a different track.

Consequently, at the time of each renewal of contract, if deemed appropriate by both Head or Director of a unit, and in conversation with the individual in question, a process might be initiated to consider the merit of transferring between tracks.

If a transferal is initiated, the relevant procedure from the descriptions above will be undertaken as it pertains to the track and rank being transferred to with the exception that no letters need be gathered.

Transfers will be considered as re-appointments. However, all transfers must be approved by either the Board of Review or Academic Council in line with the procedures laid out above for each title. At all times, the individual should be able to reasonably satisfy the criteria of the position they are being transferred to.

Transfers should always follow a principle of non-harm. That is, transfers should never regress an individual's professional standing or employment conditions.

5. Workload

Teaching, practice, and research faculty (excluding research staff) should be assigned duties commensurate with the expectations of their rank and title. Workloads should be assessed by considering research, teaching, advising, and administrative duties. All duties should be formally assigned. It is recognized that flexibility in the management of individual workloads is sometimes necessary, and that workload planning might vary within semesters and between semesters. However, an individual's workload should be consistent when aggregated annually. It is to be expected that duties will vary across units. Nonetheless, annual workloads across all teaching, practice, and research faculty at Homewood should evince broad comparability.

To monitor the comparability of workloads across a diverse teaching, practice, and research faculty, the Dean's Offices of the Whiting and Krieger Schools will co-convene, on an annual basis, a committee charged with auditing and evaluating norms and practices of workload provision across units. Teaching, practice, and research faculty will be given substantive representation on the committee. A report of the committee's findings will be passed to the Academic Council as an information item. A public version of the report will also be shared with each school's faculty senate.

6. Multiple Titles

A single person may, for specific reasons, simultaneously hold more than one title in these specific categories for a limited time. In such cases, the rights and privileges accorded shall be the union of those associated with the separate titles, that is, the granting of a right or privilege associated with one title shall overrule its denial in another. Except in the case of Emeritus Professorships and Academy Professorships, which are designed to be held concurrently, multiple titles can be held for a maximum of one year.