

OUTLINE OF GENERIC LETTER OF RECOMMENDATION FOR PROMOTION (Chairman/Director's-Letter)

I. Introductory Paragraph

Start with name, appointment or promotion, and time in rank. Then give a sentence regarding the major reason(s) for promotion, e.g., research, clinical work, teaching and/or institutional activities and describe what the person is best known for at Hopkins, nationally and internationally. There is no need to review the details of training and experience that appear in the CV. There should be an explanatory comment only if there is a gap in the information provided in the CV.

II. Discussion of Scholarship

As described in the Gold Book, scholarship, the primary basis for academic advancement, encompasses the generation of new knowledge and/or the dissemination of knowledge to others, as long as these activities are accessible to critical assessment and accessible for future use by members of the academic community. This section should be used to highlight and promote the scholarly achievement of the faculty member. It is important to emphasize the faculty member's chosen pathway or combination of pathways (Clinician/Educator, Clinician/ Researcher/Educator, Researcher/Educator and Program Builder/Educator) in this section as Promotion Committees will give variable weights to accomplishments and achievements based on this information. Circumstances surrounding a gap or un-sustained level of scholarship should also be discussed here.

III-VII should be in sequence most appropriate for candidate's accomplishments.

III. Discussion of Research Accomplishments (where applicable)

This should not be a repeat of what is in the CV, but rather an interpretation of the significance of the research. There should be a comment regarding the level of independence of the candidate. Here also should be a comment on the level and continuity of grant support, where that is applicable.

IV. Discussion of the Accomplishments in Education

Education is an important component of all career pathways. Documentation of significant accomplishments in teaching should include the preparation and discussion of an educator portfolio. There should be a factual statement regarding teaching evaluations wherever possible. The specific record of mentoring and eventual placement of trainees should be documented by candidates in all categories. Include a statement regarding the number of teaching sessions with some quantification of the required commitment to accomplish the teaching.

V. Discussion of Clinical Care Accomplishments (where applicable)

Include an estimate of the time commitment to clinical work, the volume of clinical work and a brief explanation of the character of that work. If there is an unusual patient population (e.g., a nationally or internationally referred population) that is served, that population should be described and enumerated. Any available information regarding the individual's effectiveness as a clinician should be provided.

VI. Discussion of Accomplishments in Program Building

Program building may be institutional or beyond Johns Hopkins. Innovative program building may be in the areas of education, clinical services, administration, or research. Innovation, impact, and potential for further growth or new initiatives should be described.

VII. Discussion of the Evidence for a National and, (when applicable) International Reputation

Candidates for Associate Professor should be able to document a national recognition in their field. Candidates for Professor should document national leadership and /or international recognition. Insight should be provided as to the evidence for this recognition. Involvement in study sections of national organizations, organizing symposia, invitations to international conferences and the like are examples that might be delineated. Specific comments as to demonstration of national and international leadership should be included. Comment on the significance of awards if not obvious. This is especially important if not obviously apparent in the CV.

VIII. A final paragraph should be provided that discusses any pertinent issues not reviewed elsewhere in the letter. This is especially important if the CV does not contain all aspects of an individual's professional activities and accomplishments.

Finally, the letter should cover the appropriate areas of information listed above. It should never be a repetition of the CV, and it should not contain unsubstantiated declarations of accomplishment or praise.

