

## OUTLINE OF LETTER SENT TO REFEREES BY ASSOCIATE PROFESSOR PROMOTION COMMITTEE

Date \_\_\_\_\_

Dear \_\_\_\_\_

\_\_\_\_\_ is being considered for promotion to the rank of Associate Professor in the Department of \_\_\_\_\_, Johns Hopkins University School of Medicine. At Johns Hopkins this appointment does not include tenure. It has been suggested that your views concerning \_\_\_(his/her)\_\_\_\_\_ qualifications be solicited as part of the evaluation to be made by the Associate Professor Promotion Committee of the School of Medicine. Enclosed is a copy of the candidate's curriculum vitae.

The criteria for appointment and promotion are derived from the Institution's primary aim, which is to be a national and international leader in medicine, science, and education. This aim can be achieved only if the School's faculty are outstanding leaders in their respective fields. Professional recognition as a leader or emerging leader in one's field is the fundamental criterion for promotion. Another factor to be considered is whether or not the faculty member's professional career is developing in a manner that promises to make him or her eligible for promotion to the next level.

Standards for promotion to the rank of Associate Professor include a record of achievement in creative scholarship and excellence in teaching. The scholarly achievement of a candidate for promotion to Associate Professor should be indicated by national recognition by peers. Creative scholarship can include work in the laboratory or in the clinical environment. Quality of teaching is also an important consideration. Another criterion is excellence in discharge of clinical obligations, for those members of the faculty having such responsibilities.

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

- **Research:** New knowledge can take many forms, including important clinical observations, clinical research findings, laboratory research, and integrative research. Customarily, such new knowledge is disseminated through publication in peer-reviewed journals and books. For this reason, a candidate's publications form an important basis for assessing scholarly productivity in research.
- **Education:** Excellence in education requires not only an objective, up-to date, accurate, and balanced command of the field being taught but also effective communication skills. Documenting the scholarship of education also requires demonstration of accomplishments that are public, 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 Educator's Portfolio, as described in the Silver Book. Course leadership and design, the judgment of students, trainees, and peers, and meritorious publications may also be considered when a faculty member's teaching is assessed.
- **Clinical Distinction:** For faculty members who are clinicians, clinical distinction comprises professional excellence, integrity, and empathy in treating patients. Other elements of clinical distinction that are considered for a faculty member's promotion include election to distinguished medical societies relevant to achievement in his or her field, the application of new knowledge, and meritorious publications.
- **Program Building:** A leader in program building is someone who has developed a clinical, educational, or scientific program that is widely recognized as an outstanding model of its kind and/or that has had a substantial impact on the field.

We would appreciate receiving your candid opinion about \_\_\_\_\_. Your response will, of course, be held in confidence and shown only to the Associate Professor Promotion Committee and in unusual circumstances to the Advisory Board of the Medical Faculty, which includes Department Chairpersons, the President of the University and the Dean of the School of Medicine.

We realize the considerable time and effort inevitably involved in providing such opinions and want to thank you in advance for aiding us in this important matter. It would be especially helpful to us if you could suggest the names of other potential referees whom we should contact.

Sincerely yours,  
Current Chairman  
Associate Professor Promotion Committee  
Enclosure: Curriculum vitae