

Appendix 1: Referee Solicitation Letter (Full-Time)

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Johns Hopkins Medicine
Office of the Dean/CEO
720 Rutland Avenue, Suite 100
Baltimore, Maryland 21204-2196

CONFIDENTIAL
ref name address

Dear Dr.:

The Johns Hopkins University School of Medicine is presently considering the [promotion or new appointment] of [Dr.'s full name] to the rank of Professor of [department, full time, with/without salary]. As you may know, Hopkins has a single "track" for all School of Medicine faculty, and appointment at this rank is usually accompanied by tenure. A successful candidate for Professor at Hopkins must have an outstanding record of scholarly achievement with broad recognition as a leader in his/her field.

To assist in an objective determination of [Dr.'s last name] suitability for [promotion or new appointment], we would appreciate having your candid insights and evaluation. For your information, [Dr.'s] curriculum vitae is enclosed.

There are several specific questions of importance in the review of candidates for the rank of Professor at Johns Hopkins. In particular, the impact, innovation, and quality of the scholarly contributions of this individual to [his/her] field are of greatest interest in this evaluation. Can you describe the unique talents of [Dr.] and the importance of [his/her] achievements?

Mentorship and excellence in education are important elements of academic achievement valued by Johns Hopkins. Have you observed [Dr.] as a teacher, lecturer, or in other training situations? What is your evaluation of [his/her] abilities as an educator, and do you consider [him/her] to be an authoritative expert in the field? What objective evidence is there to support [his/her] contributions in education?

Have you observed [Dr.] provide leadership in national or international professional or academic organizations, programs or studies? What specific contributions has [he/she] made in administrative, program building, and leadership activities? Can you comment on [his/her] intellectual integrity in dealing with professional and academic issues?

Finally, can you identify other individuals who you believe could be compared to [Dr.] in their attributes or achievements, and can you suggest [Dr.'s] standing among this group? Which other leaders in the field would you suggest could provide an objective and accurate evaluation of [Dr.'s] candidacy for the rank of Professor at Johns Hopkins?

I recognize that this request is a significant imposition, but your frank opinion is of particular importance in our evaluation of this candidate. Your assistance and reply by [date one month hence, 1998] will be greatly appreciated. We request that all referees keep their involvement in our faculty review process confidential and, in particular, ask that you not

communicate with the candidate, [his/her] department director, or any other Hopkins faculty member about it. Likewise, you can be assured that your response will be held in the strictest confidence.

Please direct your comments or questions to me at the address below, and thank you for your help.

Please direct your comments to the Committee at the address below, and thank you for your help.

Professorial Promotions Committee
c/o PPC Coordinator
Johns Hopkins University School of Medicine
Office of the Dean/CEO
720 Rutland Avenue, SOM 100
Baltimore, MD 21205-2196

Our secure fax line is 410-955-0889, if you prefer to fax your response.
If you have any questions, please contact us at 410-955-3180.

Sincerely,

Current PPC Chair