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

JANUARY 2010

FOREWORD

In 1992, a joint committee of the Medical School Council and the Advisory Board of the Medical Faculty generated a set of policies and guidelines governing the 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 and Advisory Board of the Medical Faculty in 2009 to align the policies with those that govern the full-time faculty (“Gold Book”).

These policies, incorporated into this book, provide a valuable framework for the important collegial relationship between faculty members, their department directors and the Dean.

This book is a useful guide to reinforce the attitude of trust and good faith often cited as a core value that sets Hopkins apart from other institutions.

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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 an informal system of 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 here for the part-time faculty provide a framework in which these good faith interactions may continue. They should in no way inhibit direct personal interchanges between faculty members, Department Directors, and the Dean on issues related to their joint responsibilities.

B. INSTITUTIONAL GOALS

The mission of the Johns Hopkins 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 which follows acknowledges the important efforts of the part-time faculty and addresses the institutional need to apply special policies and guidelines for the appointment and promotion 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 faculty are:

1. To protect the right of each faculty member to academic freedom: that is, the right to pursue knowledge and the right to speak freely as responsible citizens without institutionally imposed, arbitrary restrictions;
2. To judge a faculty member as a scholar, teacher, clinician, and/or administrator, based solely on legitimate intellectual and professional criteria and without regard to race, color, religion, gender, age, national or ethnic origin, veteran status, political view, sexual orientation, disability, or any other legally impermissible criteria;
3. To provide an appropriate intellectual environment for scholarly 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 faculty member with the opportunity for creative scholarship and publication; and
4. To provide opportunity for academic advancement and to consider appointments and promotions to faculty positions on the basis of criteria and procedures described herein.

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

The obligations of faculty members to the School are:

1. To carry out assigned academic duties;
2. To teach, care for patients and/or conduct research, with professional competence, intellectual honesty, and high ethical standards;
3. To develop and improve their professional abilities;
4. To continuously achieve academic productivity consistent with the expectations of one's academic rank and/or the stated expectations of the Department Director;
5. To participate in advisory or committee assignments necessary for the development of academic programs, in advising students, and in the governance of the School of Medicine;
6. To devote a portion of their professional energies to activities that further the goals of the Institution and to share in the more general responsibilities of the faculty to the University, the local community, and society at large;
7. To disclose fully and promptly any potential conflict of interest as it relates directly to their activities in accordance with the School of Medicine Policy on Conflict of Interest (http://www.hopkinsmedicine.org/som/faculty/policies/facultypolicies/conflict_interest.html).

II. APPOINTMENTS AND PROMOTIONS OF PART-TIME FACULTY

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

The selection of individuals for appointment to the part-time faculty and for promotion 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 and the School and the best interests of the individuals concerned. Recommendation to the Advisory Board of the Medical Faculty (ABMF) for an appointment to the faculty and for promotion are made by the Department Director. Each Department Director is expected to develop such recommendations in consultation with a departmental or interdepartmental advisory committee and the status of the appointment of each part-time faculty member is evaluated yearly. Following this yearly assessment, the Department Director will make one of three recommendations: reappointment at rank, promotion, or termination of yearly appointment if the individual is no longer contributing satisfactorily to the efforts of the Department.

The School of Medicine, through the Department and (where applicable) the Division Directors, shall encourage part-time faculty members in the development of their academic careers (See the Professional Development Guide for the Faculty of the Johns Hopkins School of Medicine subsequently referred to as the "Silver Book"). For part-time faculty members interested in pursuing academic advancement, a formal academic review may be convened at the request of the faculty member, Division or Department 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 division and/or department. 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 on the part-time faculty for any given number of years. Rather, it is a privilege conferred in recognition of merit on an individual faculty member by action of the Advisory Board, 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.

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

1. *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.

2. *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 a teaching 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.

3. *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.

4. *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.

5. *Service:* Service is assessed by evaluation of the individual's contribution to administrative, committee, or related activities for the faculty member's department or for the School of Medicine.

C. ACHIEVEMENTS AND CONTRIBUTIONS THAT DOCUMENT CRITERIA FOR ACADEMIC ADVANCEMENT

The following contributions will be considered by Promotion Committees in assessing faculty for advancement with variable weights for each contribution depending on the faculty member's academic career path (as instantiated in the Silver Book):

Education

- Quality and quantity of contact hours with students including graduate students, medical students, residents, postdoctoral fellows, and attendees of continuing education courses
- Educational program director for graduate students, medical students, residents, postdoctoral fellows, or continuing medical education courses with evidence of learner and program outcomes
- Development or direction of new courses or special teaching materials such as video tapes, computer programs, and web sites
- Teaching awards

Publications

- Substantive and continuous publication 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
- Number of authors and the place of the faculty member among the authors
- Textbooks or monographs either as sole author or as editor
- Chapters in text books

Support for Research and Education Programs

- Grants and contracts obtained as the principal investigator or co-principal investigator, program director, or co-director
- Funding from grants and contracts with other principal investigators or program directors

Recognition beyond the School of Medicine

- Awards or prizes for research or service
- Presentations at scholarly meetings and conferences
- Serving on national scientific advisory boards or study sections
- Serving as an officer or on the council of national scholarly organization

- Membership in scholarly organizations
- Serving on editorial boards
- Invited presentations at Universities, Hospitals, etc.
- Organizing international, national, or regional research or educational meetings
- National or international reputation documented by letters of recommendation, leadership in professional societies, and invited talks or invited reviews

Citizenship to the University

- Service on various University, School of Medicine, or Department Committees
- Serving as a division, program, or section chief
- Serving as residency or fellowship director, co-director, or administrator

Clinical Service

- Reputation as a clinician as manifested by referrals and peer review
- Number of clinic sessions and patients served
- Scope and productivity of clinical practice as compared to peers performing similar services to similar patient populations
- Development of a unique or essential clinical program

III. PART-TIME FACULTY APPOINTMENTS

A. FACULTY RANKS

Ranks for both full- and part-time faculty at the Johns Hopkins University School of Medicine include Instructor, Assistant Professor, Associate Professor, Professor, and the special faculty ranks of Assistant, Lecturer, Research Associate, Visiting Scientist and Guest Faculty. Additional ranks including Adjunct Assistant Professor, Adjunct Associate Professor and Adjunct Professor are solely part-time appointments.

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 base salary but may receive compensation or 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 and are not eligible for the JHU Benefits Plan. They are expected to comply with the Policies and Guidelines Governing Appointments and Promotions, and Professional Activities of the Part-Time Faculty of the Johns Hopkins University School of Medicine (with the exception of the appointments and promotions review), the University Intellectual Property Policy and the Conflict of Interest Policy of the School of Medicine. Appointments must be proposed by a Department Director and approved by the Agenda Committee of the ABMF and the ABMF. Adjunct faculty must use the modifier “adjunct” whenever they make a reference to their faculty status in publications, curriculum vitae and in self-identification in public representations. The titles Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, and Visiting Scientist are used to designate a special category of faculty, appointed for a period in excess of three months, who are outstanding scientists, educators, and/or clinicians, who contribute to the scholarly activities of the School of Medicine. Visiting faculty are appointed for renewable terms not to exceed 12 months with no commitment for appointment to the permanent faculty. Their faculty appointments are managed in accordance with customary policies. They are expected to comply with all policies of the University and School of Medicine, including the University Intellectual Property Policy and the Conflict of Interest Policy of the School of

Medicine. Visiting faculty must use the modifier “visiting” whenever they make reference to their faculty status.

The title Guest Faculty is used to designate persons who are invited to participate, for a period of not more than three months, in scholarly and/or teaching activities at the School of Medicine.

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 here 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. It is suggested that each Department provide part-time faculty members with clear written expectations that are agreed upon by the faculty member and the Department Director.

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 the various departments. 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. EMERITUS STATUS

As an award and recognition of distinguished achievement and service, the honorary title

of emeritus may be granted by the Board of Trustees, acting on the recommendation of the ABMF, to faculty members upon their retirement from the School of Medicine. Emeritus part-time faculty who remain active (i.e., those in partial retirement) are subject to the usual customary policies applicable to the part-time faculty. Except in extraordinary circumstances, promotions in faculty rank are not granted once emeritus status is reached.

C. JOINT APPOINTMENTS

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

1. *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 terminate at the same time.

2. *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 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 name]. If the primary appointment terminates for any reason, all interdivisional joint appointments terminate at the same time.

IV. ACADEMIC ADVANCEMENT FOR PART-TIME FACULTY

Part-time faculty members of the School of Medicine 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 designee, and the results of the review shared with the faculty member, as described in 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 and may be for less.

A. APPOINTMENT TO THE RANK OF INSTRUCTOR

1. *Criteria for appointment or promotion to rank*

Part-time faculty members holding the rank of instructor are expected to have completed formal training, to have developed the skills

required for their clinical field or basic science discipline, and to show potential for growth in academic pursuits. 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 appointment*

- Review of academic activities and consultation within Department
- Director of Department makes recommendation to the ABMF
- ABMF reviews the recommendation and submits approved recommendations to the Dean who notifies the faculty member of the promotion or appointment.

3. *Procedure for promotion to the rank of Assistant Professor*

An Instructor may be recommended for promotion to the rank of Assistant Professor by the Department Director at any time. See Article B.2., Procedure for appointment or promotion to the rank of Assistant Professor.

B. APPOINTMENT OR PROMOTION TO THE RANK OF ASSISTANT PROFESSOR

1. *Criteria for appointment or promotion to rank*

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

- Review of academic activities and consultation within Department
- Department Director makes recommendation to the Agenda Committee of the ABMF. After a review by the Agenda Committee, endorsed nominations are forwarded to the ABMF.
- ABMF reviews and submits favorable recommendations to the Dean, who notifies the faculty member of the promotion or appointment.

3. *Procedure for promotion to the rank of Associate Professor*

An Assistant Professor may be recommended for promotion to the rank of Associate Professor by the Department Director at any time. See Article C.2., Procedure for appointment or promotion to the rank of Associate Professor.

C. APPOINTMENT OR PROMOTION TO THE RANK OF ASSOCIATE PROFESSOR

1. *Criteria for appointment or promotion to rank*

Appointment or promotion to the rank of Associate Professor, part-time, requires meritorious publications and substantive contributions to education and/or clinical practice. The scholarly achievement of candidates for promotion to Associate Professor should be indicated by national recognition by their peers. Candidates should document progress toward becoming an outstanding national leader in the field. Suggestions for documenting substantive scholarly contributions and national 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 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 appointment or promotion*

- A department advisory committee and the Director of the Department review the candidate's academic activities
- Director of the Department makes recommendation to the Dean
- Dean forwards recommendations to the ABMF and the Associate Professor Promotions Committee

3. *Associate Professor Promotions Committee review*

The Associate Professor Promotions Committee reviews recommendations from the Department Director for promotions to the rank of Associate Professor. The Committee seeks information on the candidate from both within and outside the School of Medicine. It reports endorsements both to the Dean and directly to the ABMF. If the Committee recommends not to promote or appoint a faculty member, it reports this decision to the Dean who transmits it to the Department Director.

A favorable recommendation by the Committee must be reviewed and approved by the ABMF which submits approved recommendations to the Dean who notifies the faculty member of the appointment or promotion.

4. *Procedure for promotion to the rank of Professor*

An Associate Professor may be recommended for promotion to the rank of Professor by the Department Director at any time. See Article D.2., Procedure for appointment or promotion to the rank of Professor.

D. APPOINTMENT OR PROMOTION TO THE RANK OF PROFESSOR:

1. *Criteria for appointment or promotion to rank:*

Candidates for Professor must have outstanding records of scholarly achievement including teaching, must have achieved

national leadership and in most cases, international professional recognition, and must rank among the foremost leaders in their field. Suggestions for documenting outstanding scholarly 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 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 appointment or promotion*

- Director of Department reviews the academic activities of the candidate with the aid of a departmental or interdepartmental committee.
- Recommendation is forwarded to the Dean.
- The Dean forwards the recommendation for consideration for appointment or promotion to the Professorial Promotions Committee.
- The Professorial Promotions Committee extensively reviews the candidate, as described below (D-3., Professorial Promotions Committee Review).
- A favorable recommendation from the Committee is sent to the ABMF for review and vote.
- A favorable recommendation of the ABMF is sent to the Trustees of the University for final approval.
- The Dean notifies the faculty member of the Trustees' approval for promotion or appointment.

3. *Professorial Promotions Committee review*

The Professorial Promotions Committee (PPC) receives nominations for appointment or promotion to the rank of Professor

from the Department Director. 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. The PPC then either makes a recommendation to the ABMF for appointment or promotion or reports to the Dean that it does not recommend appointment or promotion. If the Committee recommends against promotion or appointment of a faculty member, it reports this decision to the Dean who then transmits the decision to the Department Director. The Department Director has the right to appeal this decision to the ABMF. If the Committee does not recommend promotion to Professor, the candidate will not be considered for promotion for at least two years to provide sufficient time for the candidate to continue building his or her record of scholarly achievement. A favorable recommendation from the PPC is sent to the ABMF for review and vote. The favorable recommendation of the ABMF is sent to the Trustees of the University for final approval. The Dean notifies the faculty member of the Trustees' approval for promotion or appointment.

V. CONTRACTS AND CONTRACT PERIODS

A. LETTERS OF APPOINTMENT

A contract between the School of Medicine and a part-time faculty member shall be for no more than one year, and it shall specify, if applicable, the compensation.

Acceptance of the contract for both parties means acceptance of all applicable rules and regulations of the School of Medicine, as well as

those of the University. Letters of appointments must be signed by the faculty member and returned to the Dean's Office within thirty days of receipt.

B. NOTICE OF NONRENEWAL OF CONTRACTS

A minimum of six months written notice of nonrenewal shall be given to those who have served on the School of Medicine faculty for less than two years, or to faculty members serving under an appointment as a part-time Instructor or part-time Assistant Professor. All other part-time faculty members shall receive a minimum of twelve months notice of nonrenewal.

C. TERMINATION OF CONTRACTS

A contract may be terminated by the faculty member by notifying the Department Director in writing six months, or less by mutual consent, prior to the scheduled date of termination. It is understood that just as the contract is legally binding on the University, it is also binding on the faculty member. The only circumstances under which the School of Medicine may prematurely terminate a contract with a 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 or the Johns Hopkins Bayview Medical Center, or any other clinical entity at which the faculty member's practice contributes to the departments' clinical activities.

1. *Just Cause*: Incompetence, neglect of duty, misconduct in office or academic misconduct including scientific misconduct as defined in the document entitled *Rules and Guidelines for Responsible Conduct in Research* shall constitute just cause for termination of the contract of a part-time faculty member. Terminations for just cause shall be initiated by the Department Director. After written notice of the charge is given to the faculty member, the matter shall be heard and decided by the ABMF.

In the case of scientific misconduct, procedures are described in *Procedures for Dealing with Issues of Research Misconduct*. If the ABMF finds that just cause for termination exists, the affected faculty member shall have the right to appeal to the Dean within ten days of receipt of the ABMF's decision. A decision by the ABMF to terminate the contract of a faculty member shall not take effect until the exhaustion of timely appeals, if any are forthcoming.

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 which will only affect part-time faculty members may be announced at any time by the Department Director to the Dean. The Dean shall determine, by consultation with the Department Director, 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 which 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 are expected to apply for and be appointed to the medical staff of either the Johns Hopkins Hospital or the Johns Hopkins Bayview Medical Center (or other clinical entity agreed upon by the faculty member and the Department Director) 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 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 pursuant to the applicable medical staff bylaws, his or her faculty appointment will terminate, subject to the approval of the Dean of the Medical Faculty, as of 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. SALARY OF PART-TIME FACULTY MEMBERS

SALARY GUARANTEES

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

The salary level is established yearly by the Department Director with the approval of the Dean. In addition to the availability of funds, some factors considered in the setting of salary include academic rank, years of service, and contribution to the University programs of teaching, research, service and patient care. There will be no guarantee of salary by the Johns Hopkins University when payment comes directly from other institutions or agencies (i.e., not via the Johns Hopkins University payroll).

VII. EQUAL OPPORTUNITY

Equal opportunity is a fundamental principle governing all University activities for faculty, students, and staff. The Johns Hopkins University welcomes and encourages qualified individuals to enter and progress within all University programs and activities on the basis of demonstrated ability, performance, and merit, without regard to race, color, religion, gender, age, national or ethnic origin, veteran status, sexual orientation, disability, or any other legally impermissible criteria.

A. AFFIRMATIVE ACTION

The University maintains affirmative action programs as required by law and as a commitment to the effective use of available human resources.

B. UNIVERSITY POLICY ON SEXUAL HARASSMENT

Sexual harassment will not be tolerated. Sexual favors may not be required either

explicitly or implicitly as a term or condition of an individual's academic progress or employment. Sexual conduct or conduct with sexual overtones which have an effect of unreasonably interfering with an individual's academic or work performance or which creates an intimidating, hostile, or offensive learning or working environment is prohibited. The University will promptly investigate complaints of sexual harassment and, when necessary, will institute disciplinary proceedings against the offending individual. Complaints about sexual harassment or questions about University policy can be brought to Department Directors, the Dean, or the University's affirmative action officer. All problems of this nature will be treated confidentially.

VIII. GRIEVANCES

Part-time faculty members, at any time, may seek counsel and advice regarding any aspect of their appointment and/or promotion from the Office of the Vice Dean for Faculty.

Part-time faculty members who have reason to feel they have not been treated fairly under any of the various provisions set out in this document may request a review of their grievance according to prescribed procedures as specified in the document, Grievance Procedure for the Faculty, Fellows and Student Body of the Johns Hopkins University School of Medicine.

IX. ACADEMIC LEAVES OF ABSENCE

Part-time faculty members 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 increase the value of the faculty member to the School and to the University. Academic leaves are not an automatic, periodic

right, but must be applied for through the Department Director and approved by the Dean.

During an academic leave, the part-time faculty member is excused from the mutually agreed upon academic obligations, and this will not jeopardize reappointment when the leave expires. The time a faculty member spends on academic leave will be included in the time periods for reappointment review.

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

X. REVIEW AND AMENDMENT OF THIS POLICY

Amendment of this policy may be proposed at any time by either the Medical School Council or the Advisory Board and will be considered by a Joint Committee. The Committee will then make a recommendation to both bodies. The amendment will take effect when it is approved by both the Medical School Council and the Advisory Board.

In any event, a Joint Committee of the Medical School Council and the Advisory Board shall review the policy before the end of the tenth year following its implementation.

Faculty Policy Websites

http://www.hopkinsmedicine.org/Research/OPC/Policies_Regulations/

<http://www.hopkinsmedicine.org/som/faculty/policies/index.html>

Approved by: The Advisory Board of the Medical Faculty, and The Medical School Council, November 11 2009

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