



Academic Council

Policies and Procedures

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JHSON Academic Council Policies and Procedures

I. Purpose of the Academic Council

- A. The Academic Council of the School of Nursing is established as the chief faculty advisory committee to the President, Provost, and Dean of the School of Nursing.
- B. In its advisory capacity, the Academic Council has responsibilities for the academic standards, programs, and faculty and student quality of the School. These responsibilities include but are not limited to:
 1. Faculty appointment and promotion for the rank of Associate Professor and Full Professor (without tenure) and faculty appointment, promotion and tenure recommendations for approval by the President and where necessary by the Tenure Advisory Committee and/or the Board of Trustees for the rank of Full Professor with tenure;
 - i. The Tenure Advisory Committee (TAC) is a University body charged with advising the President, in a timely manner, on all recommendations to grant tenure or its equivalent emanating from school-level tenure review bodies. The TAC may also provide advice on school-level denials appealed to the Provost, at the Provost's request. For more information about TAC <https://facultyaffairs.jhu.edu/career/tac/>
 - ii. The Board of Trustees (BOT) exercises fiduciary responsibility for advancing Johns Hopkins' mission and goals in a sustainable manner, through wise stewardship of all its resources for the common good and for generations to come. For more information about the Johns Hopkins University Board of Trustees: <https://trustees.jhu.edu/>
 2. New academic program recommendations and academic program reviews;
 3. Related policies and procedures.

II. Membership

- A. School of Nursing: There will be eight (8) voting faculty representatives from the School of Nursing on the Academic Council.
 1. One (1) of the faculty representatives shall be the Chair of the School's Faculty Assembly Steering Committee. In the absence of the Chair, the Chair Elect of the Faculty Assembly Steering Committee will serve on the Academic Council.
 2. One (1) of the faculty representatives shall be the Chair of the School's

Appointments and Promotions Committee.

3. The remaining six (6) faculty representatives serve for terms of three years each as described in section III. If there are sufficient faculty members holding the rank of Full Professor, all faculty representatives shall be Full Professors.
- B. Other Divisions of Johns Hopkins University: There shall be three (3) voting faculty representatives from the other divisions: one (1) from the School of Medicine; one (1) from the Bloomberg School of Public Health, and one (1) from either the Krieger School of Arts and Sciences, the Whiting School of Engineering, or the School of Education. These members shall be appointed by the Provost upon the recommendation of the appropriate Dean and serve for a term of three years.
- C. Ex-Officio Members: There will be ten (10) ex-officio representatives:
1. From the University: The President of the University; the Provost; the Vice Provost for Faculty or a designated Vice Provost mutually agreeable to the Dean and the Provost.
 2. From the School of Nursing: The Dean; the Executive Vice Dean; the Associate Dean for Academic Affairs; the Associate Dean for Community Programs and Initiatives; the Associate Dean for Global Affairs; the Associate Dean for Faculty Development, and the Vice Dean for Research.
 3. All are ex-officio members of the Academic Council, without vote.
- D. Officers: The President of the University is the permanent chair of the Academic Council. The Provost, (or their designee), shall preside in the absence of the President. In the absence of the Provost, the Dean will serve as chair.

III. Elections and Terms

- A. Elections: The Office of the Dean manages elections for the School of Nursing Faculty Representatives annually, traditionally following the Faculty Assembly Steering Committee elections in the spring. All Professors will be listed on the ballot. If needed, this includes any ex-officio members that are currently on Academic Council in non-voting positions. If an insufficient number of Professors are available, Associate Professors may be listed and if elected, will serve the full term. The elected faculty representatives will be the faculty members obtaining the most votes cast for each faculty representative position available. If there is a tie, a second ballot will be issued as a “run off” election for that position.
- B. Terms: Each School of Nursing faculty representative shall serve a three-year term and should be staggered. A member may serve two consecutive terms but must wait at least one year before being considered for reelection. The term limit does not apply to the

Faculty Assembly Steering Committee representative who holds membership under the office of Chair or Chair-Elect. The Chair does not need to go through a separate election process since their membership is a natural consequence of their role within the Faculty Assembly Steering Committee.

- C. Vacancy – School of Nursing: The Dean’s Office shall hold a special election to fill interim vacancies for unexpired terms of three months or more. If there are fewer than three months remaining in the term when the faculty representative departs, that position will remain vacant until the next annual election as described in section III A.
- D. Vacancy – Other JHU Divisions: If there is an interim vacancy of three months or more in the membership of representatives from other divisions, the Provost shall appoint another representative from the same school upon the recommendation of the appropriate Dean. If there are fewer than three months remaining in the term when the representative departs, that position will remain vacant until the term is completed, at which point the Provost will appoint another representative, as described in section II B.
- E. Dual Representation for Voting Members: In the event that there is dual representation for voting faculty members (e.g., one person as both Chair of the Faculty Assembly Steering Committee and Chair of the A&P Committee), the Chair of the A&P Committee will serve as a representative of the A&P Committee and the Faculty Assembly Steering Committee will designate another voting faculty representative on the Council on behalf of the Faculty Assembly Steering Committee. This is only applicable for multiple voting positions (not voting and ex-officio position). In the event a faculty representative, the Chair of the A&P Committee or Chair of the Faculty Assembly Steering Committee is also ex-officio, they will still have a vote.

IV. Guidelines for Meetings

- A. The Academic Council shall meet quarterly, at a date, time and place announced by the Office of the Dean, at least ten days in advance. Other meetings may be called as needed.
 - 1. Additional meetings may be called by the President, Provost, Dean, or two or more faculty at a specific date and time, confirmed by the Dean and announced at least five days in advance.
- B. **Quorum: A quorum consists of six (6) voting members, at least four (4) of whom are School of Nursing faculty representatives.**
 - 1. Review and voting on Full Professor Applications: The consideration of appointment and/or promotion to Full Professor with or without tenure must be made at two consecutive meetings of the Academic Council. At the first meeting, the Chair of the Ad Hoc Committee will make its’ recommendation, and the Academic Council Members will discuss the portfolio. The vote on appointment

or promotion will then be tabled until the next (second) meeting.

- i. If there is a special urgency to make an appointment or promotion, the Dean may request a waiver of this holdover rule. In this case, at the end of the discussion, the holdover rule may be waived by a majority vote of the Academic Council Members who are present. The vote will take place in that meeting and still requires a quorum as noted in section IV B.

C. Formal minutes of all meetings are recorded and maintained by the Office of the Dean.

V. Preparation of Agenda

- A. The Office of the Dean is responsible for the preparation of the agenda and should be circulated to members at least three days before a scheduled meeting.
- B. Any member of the Academic Council may request to include specific item(s) on the agenda.

VI. Committees

- A. Ad Hoc: Ad Hoc Committees may be created as necessary to carry out certain activities. This includes but is not limited to:
 - 1. Ad Hoc Committees are appointed by the Dean to review applications for appointment or promotion of faculty to the rank of Full Professor. This includes candidate applications for Full Professor on the Research/Education track with Tenure.
 - i. Ad Hoc Committees evaluating Full Professor candidates consist of five full-time Professors including a Chair, the majority of whom have primary appointments in the School of Nursing. The Chair must be a Full Professor in the School of Nursing. Ad Hoc Committee members ideally share research interests or areas of expertise as the candidate. One-two of these members may be external to the School of Nursing but must be familiar with the School's mission and values (e.g. joint faculty, serves on SON committee, peer-researcher).
 - 2. Ad Hoc Committees may also be appointed by the Dean, President or Provost of for faculty appeals or removal.
- B. Appointments and Promotions Committee (A&P Committee): The A&P Committee is a standing committee of the Academic Council responsible for making recommendations to the Council on faculty appointments and promotions to the rank of Associate Professor. The A&P Committee also provides Time-in-Rank Reviews to all Assistant Professors and Associate Professors on Research/Education and Practice/Education

tracks, see section XIX.

1. The Dean shall appoint six (6) members of the full-time faculty of the School of Nursing to the A&P Committee. The Dean may appoint additional members as needed annually (e.g. a large increase in promotion applications or TIR submissions).
 - i. Appointing additional A&P Committee members is at the discretion of the Dean but may be recommended by the Executive Vice Dean or Associate Dean for Faculty Development.
 - ii. A&P Committee members may serve three-year terms, which may be renewed indefinitely upon the approval of the dean.
2. The Dean will appoint a Full Professor as the Chair and shall be counted among the six-member maximum. This person will hold a three-year term, renewable for a second term based on mutual agreement between the Chair and the Dean.
3. The Chair represents the Committee and becomes a voting member of the Academic Council during their tenure.
4. If an appointed faculty member changes to less than 75% full-time effort during their time in service on the Committee, that member may complete the current academic year but must then step down.

VII. Related Policies and Procedures

- i. Within its responsibilities, the Academic Council may consider and recommend appropriate policies and procedures. Upon approval, these policies and procedures will be attached to this document.
- ii. The appendices are Policies and Procedures for Faculty Appointments, Promotions, and Review: Adopted June 1990, amended 11/29/94, 11/1/95, 4/19/04, 9/5/06, 5/14/07, 12/22/08, and 1/26/09, 4/22/14, 3/21/16, 11/23/20, 5/17/22, 2/13/23, 5/16/23
- iii. Faculty Grievance Policies and Procedures: Adopted October 1991, amended 9/23/05, 11/20/2017, 10/3/2023
- iv. In addition to the policies and procedures contained and appended herein, SON and the Academic Council are subject to [various policies of the Johns Hopkins University](https://jhura.jhu.edu/compliance/conflicts-of-interest/) (e.g., Conflict of Interest and Conflict of Commitment <https://jhura.jhu.edu/compliance/conflicts-of-interest/>).

VIII. Policies and Procedures Revisions

- A. The Policies and Procedures named in section VII above are reviewed annually at the final meeting of the academic year by the Academic Council. However, revision proposals may be introduced at any regular Academic Council meeting.
- B. Revision proposals must be submitted in writing to the Office of the Dean at least ten working days before a regular Academic Council meeting. The Office of the Dean will circulate the revision proposal(s) to the members of the Academic Council within seven working days before a scheduled meeting.
- C. Approval of a revision to the Academic Council Policies and Procedures requires a two-thirds vote by the entire Academic Council.
- D. University-level policies are not subject to review or change by the School of Nursing or the Academic Council.
- E. Except as otherwise stated in the Policies and Procedures and related policies and procedures approved and adopted by the Academic Council, *Roberts Rules of Order* shall be used to conduct the business of the Academic Council.

Adopted	January 27, 1993
Amended	May 2, 1994
Amended	April 8, 1996
Amended	December 12, 2002
Amended	December 15, 2003
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Appendix I: Policies and Procedures for Faculty Appointments, Promotions, and Tenure

IX. Introduction

- A. This document sets forth the Johns Hopkins School of Nursing policies and procedures for faculty appointment, promotion, tenure, and review, and the mutual obligations and rights of the School and faculty.
- B. These policies and procedures are developed to attract and retain outstanding faculty, facilitating appropriate recognition of merit in individual faculty members, and achieving the goal of excellence of the School of Nursing.
- C. All appointments, promotion, tenure, and review procedures and decisions of the School of Nursing will be in accordance with the School of Nursing's values and commitment to diversity, equity, and inclusion, and University policies. This includes the [Johns Hopkins University Statement on Equal Opportunity](#) and the [School of Nursing Diversity and Inclusion Statement](#).
- D. Obligations of the School of Nursing to all faculty members include:
 - 1. Protection of academic freedom and pursuit of knowledge.
 - 2. Provision of an environment which fosters intellectual growth and professional integrity and encourages scholarly pursuits and professional development.
 - 3. Provision of opportunities for academic and professional advancement in accordance with criteria and procedures in this document and in the Faculty Appointment and Promotion Criteria document.
 - 4. Provision of reasonable working conditions and facilities and appropriate compensation for services based upon resources available to the School.
 - 5. Review of academic and professional expectations and performance with subsequent provision of resources, encouragement, advice, and guidance to promote professional development.
- E. Obligations of all faculty members to the School of Nursing include:
 - 1. Performance of assigned academic responsibilities.
 - 2. Teaching and scholarship that reflect the highest level of professional

competence and integrity.

3. Development of professional abilities in and resources for teaching, scholarship and research, practice, and other aspects of academic responsibility.
4. Participation in activities necessary for the development, function, and governance of the School, the University, and the community.

F. Criteria for Appointment, Promotion, and Review:

1. The four major criteria outlined in the Faculty Appointment and Promotion Criteria document reflect characteristics of the desired qualities for faculty. The appointment, promotion, and review criteria apply to all faculty appointments.
2. Any individual at or being considered for the Associate Professor or Professor rank will have made significant contributions in teaching and scholarship and have made recognized contributions in practice and service. Characteristics listed for each given rank are inclusive of all characteristics of lower ranks.

G. Appointments to full-time faculty shall be designated as either:

1. In the Practice/Education Track (non-tenure) or
2. In the Research/Education Track (tenure)

X. Faculty Appointments

A. Faculty Ranks

1. Rank begins at the Assistant Professor level for the Practice/Education and Research/Education tracks. Ranked faculty must have a doctoral degree.
 - i. There is no limit on time in rank for the Practice/Education track.
 - ii. The standard timeline (without extensions) for Assistant Professor rank on the Research/Education track is five years. At the end of their fifth year of their contract, the Assistant Professor will submit materials for application for promotion to Associate Professor, for review during their sixth year.
 - iii. The standard timeline (without extensions) for Associate Professor rank the Research/Education track is eight years. At the end of the eighth year of their contract, the Associate Professor will submit materials for application of promotion to Full Professor with tenure, for review during

their ninth year.

- iv. When there is a transfer in track, time in rank for the Practice/Education track is not counted in determining time in rank for the Research/Education track.
- B. The period during which a faculty member serves in a visiting capacity, or part-time (less than 75% effort in the School of Nursing) capacity will not be counted as time in rank. Periods during which a faculty member is on a leave of absence (with or without pay) will not be counted as time in rank. Under these circumstances, the clock may be stopped for a maximum of two years per rank promotion, thereby extending the maximum time in rank of two years on the Research/Education track.
- C. Stop the Promotion Clock for Faculty on the Research/Education Track: It is possible for the time in rank clock to be stopped for faculty experiencing an event as defined by the "Family and Medical Leave Act Guidelines" (FMLA): <https://www.dol.gov/agencies/whd/fmla> with or without taking a leave of absence. Such promotion clock stoppages can be for up to one year for each event, as defined by the FMLA. Under these circumstances, the clock may be stopped for a maximum of two years per promotion without shifting to part-time status.
- 1. To stop the clock under other circumstances, such as the onset of a medical condition that qualifies as a disability but is not protected by the FMLA, or the death of a spouse or dependent, the faculty member must make a written request within 90 days of the circumstance prompting the request through the Executive Vice Dean to the Dean. No retroactive clock stoppages will be considered.
- D. Faculty Rank Titles and Descriptions
- 1. The rank of **Assistant Professor will not carry permanent tenure.**
 - i. Assistant Professors on the Research/Education track are ordinarily extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract renewable for up to six years from their first appointment at this rank and a terminal year if not promoted, for a total of up to seven years.
 - ii. Assistant Professors on the Practice/Education track are ordinarily extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract.
 - 2. The rank of **Associate Professor will not carry permanent tenure.**
 - i. Associate Professors on the Research/Education track are ordinarily

extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract, renewable for up to eight years from their first appointment at this rank and a terminal year if not promoted.

1. Under exceptional circumstances tenure may be recommended for Associate Professors in the Research/Education track.
- ii. Associate Professors on the Practice/Education track are ordinarily extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract.
3. The rank of **Professor on the Research/Education track may carry permanent tenure**. Professors on the Research/Education track are ordinarily extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract.
4. The rank of **Professor on the Practice/Education track will not carry permanent tenure**. Professors on the Practice/Education track are ordinarily extended three-year renewable contracts. In certain situations, the Dean may decide to extend a one-year or two-year contract.

E. Other Types of Appointments

1. **Instructor is a non-ranked, full-time appointment**. This faculty member has at least a master's degree in nursing, teaches in the classroom and/or clinical setting, and actively participates in scholarly activities.
 - i. After reviewing materials, interviewing the candidate and watching their presentation, the Executive Vice Dean will make a recommendation to the Dean for approval of a full-time Instructor appointment.
2. **Clinical Instructor is a non-ranked, part-time or full-time appointment**. This faculty member has at least a master's degree in nursing and is an expert clinician who teaches primarily in the clinical and lab setting working under the direction of a course coordinator.
 - i. After reviewing materials, interviewing the candidate, watching their presentation, and consulting with the appropriate academic program advisor, the Executive Vice Dean will make a recommendation to the Dean for the approval of Clinical Instructor appointment.
3. **Joint Appointments** are for faculty members who make significant contributions to the School of Nursing and hold a primary faculty appointment in another division or School of the University.

- i. Joint Appointments typically do not include salary.
 - ii. The rank of the faculty member's joint appointment is determined by the department, and division of primary appointment in the University. The department of primary appointment has responsibility for the obligations involving faculty appointed in a tenure track position.
 - iii. Individuals who hold a primary staff appointment in a closely affiliated institution (i.e., Kennedy Krieger, JHPIEGO, The Johns Hopkins Hospital) may also hold a joint appointment. These types of joint appointments may include a part-time salary.
 - iv. The School of Nursing may confer academic rank for individuals from closely affiliated and frequently collaborated institutions that do not confer rank. These appointments may be of the rank of Assistant Professor, Associate Professor or Professor, according to the procedures outlined in sections XI-XII below.
 - v. Process: A full-time faculty member in the School of Nursing will write a letter of recommendation to the Executive Vice Dean stating how the individual has made and will continue to make a significant contribution to the School of Nursing. The Executive Vice Dean reviews, approves, and forwards all materials to the Dean who makes the final decision.
 - vi. The Dean will present a list of all Joint Appointments annually to the Academic Council, traditionally at the last meeting of the academic year.
4. **Faculty Associate** is a non-ranked, full-time position for individuals who make special contributions to the School's teaching or research mission, such as serving regularly as preceptors or participating in research. These individuals serve for up to a three-year period (conditional upon annual renewal by the Executive Vice Dean, Dean or designee for ongoing activity). The Executive Vice Dean submits a letter of recommendation to the Dean, who makes the final decision.
- i. This title may also be given to newly appointed faculty members on the Practice/Education track who have submitted their appointment or promotion materials and are waiting for the outcome decision from the appropriate committee.
5. **Research Associate** is a non-ranked, non-tenured, full-time position reserved for faculty members whose primary responsibility is research. This appointment is for a term of one year or less and does not have a set limit for the number of years of service. This appointment requires a recommendation by the Principal Investigator and the Executive Vice Dean and approval by the Dean.

- i. This title may also be given to newly hired faculty members on the Research/Education track who have submitted their appointment or promotion materials and are awaiting external evaluation or a decision from the appropriate committee.
- 6. **Professor Awaiting Rank (PAR)** is a recently hired faculty member whose appointment or promotion is pending rank should use the modifier “PAR” with their titles during the period of review. These include faculty at the rank of Associate Professor (Associate Professor Awaiting Rank) who are under review by the Appointment and Promotions Committee, and faculty at the rank of Full Professor (Professor Awaiting Rank) who are under review by the Ad Hoc Committee, Academic Council, TAC or the Board of Trustees.
 - i. Newly recruited faculty who are appointed at PAR are required to submit their complete packet for appointment or promotion consideration to the Associate Dean for Faculty Development within six months of the initial appointment. A contract must be signed and reviewed by the Dean before using this title.
 - ii. This title is given at the discretion of the Dean.
- 7. **Adjunct Faculty** appointments are given to those who make a significant contribution to the School and whose primary position is external to the University. These appointments typically do not include salary and are for one year conditional upon annual renewal by the recommendation of the Executive Vice Dean to the Dean for approval.
 - i. Adjunct Faculty appointments without rank. A letter of recommendation from a full-time faculty member will be forwarded to the Executive Vice Dean for approval.
 - ii. Adjunct Faculty appointments with rank. These appointments may be at the rank of Assistant Professor, Associate Professor or Professor, according to the procedures outlined in the sections below. In cases of exemplary meritorious academic achievement, appointment at the rank of Professor may be recommended to the Academic Council for vote by the Dean.
 - iii. Adjunct Faculty appointments without rank for Clinical Preceptors. Clinical Preceptors working with JHSON students can be appointed as adjunct faculty for a one-year term with no monetary remuneration. The Course Coordinator is responsible for providing the names of the preceptors interested in an adjunct appointment with a letter or recommendation to the Executive Vice Dean for approval.

- iv. The Dean presents a list of all Adjunct Faculty Appointments annually to all Academic Council members, traditionally at the last meeting of the academic year (May).
- 8. **Lecturer** appointments are non-ranked and typically one semester at a time, not to exceed one year of reappointment consecutively. Program Directors recommend lecturer appointments to the Executive Vice Dean with final approval from the Dean.
- 9. **Professor Emerita** appointments may be made at the time of retirement of a full-time faculty member who has achieved the rank of full professor prior to retirement. This title is given in recognition of past accomplishments and a continuing relationship with the School. Faculty members with tenure granted by the University who transition to an Emeritus appointment relinquish tenure but retain their faculty title and may continue to engage in academic activities as mutually agreed upon by the faculty member and the dean. This appointment is recommended by the Associate Dean for Faculty Development to the Dean and if approved by the Dean, requires a majority vote by the Academic Council and the Board of Trustees.

XI. Faculty Reappointment

A. Full-Time Ranked Faculty

- 1. Full-time ranked faculty are defined as 75% or more effort with a primary appointment at the School of Nursing.

B. Appointment and Reappointment Periods and Terms

- a. Appointment and reappointment periods for faculty shall be determined by the SON Dean. The SON Dean, at their discretion, may modify faculty appointment periods to accommodate special circumstances. Appointment periods shall be set forth in offer and/or appointment and reappointment letters for each individual faculty member.
- b. In all cases, reappointment of faculty is at the discretion of the SON Dean and may be based on performance, programmatic needs, or other factors. Performance expectations will vary based on an individual faculty's roles and responsibilities.

C. B. Non-Renewals Notice Periods

- a. Ranked faculty with appointments longer than two years shall be notified at least one year in advance if their appointment will not be renewed.

- b. Ranked faculty with appointments longer than two years who are notified of non-renewal less than one year prior to the expiration of their appointment will receive a limited appointment to bridge the gap between the expiration of the appointment and the end of the one-year period.
- c. Ranked faculty with appointments less than two years shall be notified at least six months in advance if their appointment will not be renewed.

D. Faculty without Rank

- a. Full-time Instructors and Clinical Instructors have single-year contracts that may be renewed annually. Instructors are reviewed annually by the appropriate evaluator. A decision about contract renewal will be delegated by the Dean to the Executive Vice Dean who will consult with the evaluator and the appropriate academic program director(s). Instructors shall be notified by the end of the spring academic semester if a reappointment for the following academic year is not to be made.
- b. The annual review of Clinical Instructors will be conducted by the Associate Dean for Clinical Practice after consultation with the Program Directors and Executive Vice Dean. A decision about contract renewal will be delegated by the Associate Dean for Clinical Practice to the Executive Vice Dean who will consult with the appropriate academic program director(s).
- c. Faculty without rank will be notified of contract termination with 60 days' notice.
 - 1. Funding Contingent Appointments: For those faculty whose appointment letters indicate their appointment is contingent on funding, the faculty's contract may be terminated early based on insufficient funding with notice of not less than 30 days.
 - 2. Terminations for causes related to misconduct or poor performance are not covered by this policy and will be subject to the applicable SON or JHU policy/procedure.

XII. Faculty Appointment, Promotion & Tenure Process

A. Assistant Professor

- 1. Applications for Assistant Professor should be in response to a faculty search defined in section XVII. Information gathered during the search will support a decision regarding appointment to specific track.

2. Hiring an Assistant Professor on either track requires the approval of the Dean upon recommendation of the Faculty Search Committee and the Executive Vice Dean.
3. Current School of Nursing Instructors applying for promotion to Assistant Professor should submit their CV, and at least one letter of support from an external reference. The Associate Dean for Faculty Development reviews the materials and makes a recommendation to the Executive Vice Dean who will submit all materials to the Dean who will make the final decision.

B. Associate Professor

1. There are two deadlines by which faculty members can submit their materials: May 31st and December 1st.
 - a. The Associate Dean for Faculty Development will consult with the faculty member's evaluator, mentors, and review the candidate's materials. The Associate Dean for Faculty Development will then write the letter of support for promotion by September 1st and March 1st respectively and forward all materials to the Dean. The Dean will review and forward materials to the chair of the A&P Committee.
2. Assistant Professors on the Research/Education track: At the end of the fifth year of their contract, the faculty member will submit materials for consideration of promotion to Associate Professor for review during the sixth year of their contract. If the candidate on the Research/Education track chooses to not submit materials, a terminal contract will be issued.
3. Assistant Professors on the Practice/Education Track: There is no specific timeline for faculty on the Practice/Education Track. Faculty should work with their evaluator, mentors and Associate Dean for Faculty Development to determine the best time to submit materials for consideration of promotion.
4. Promotion to Associate Professor in either track requires the recommendation of the Associate Dean for Faculty Development, the Dean, the A&P Committee, and the approval of the Academic Council.
5. In rare circumstances, tenure may be conveyed at the rank of Associate Professor on the Research/Education track. The award of tenure to a faculty member assuming or remaining at the rank of Associate Professor must be recommended by the Associate Dean for Faculty Development, the A&P Committee, the Academic Council and the Dean, and granted by the Tenure Advisory Committee and Board of Trustees.

C. Professor

1. Application for promotion to Full Professor on either track requires submitting materials to the Associate Dean for Faculty Development who will review all materials and consult with the faculty member's evaluator and mentor. After careful analysis, if the Associate Dean for Faculty Development recommends promotion, they will write a letter of support and forward all materials to the Dean. The Dean will review all submitted materials and select members of an Ad Hoc Committee and forward the materials for review as in section VI. The Ad Hoc Committee will then review the materials and vote to contact external reviewers. Upon receiving the external reviews, the Ad Hoc Committee will then make a final vote on recommendation for promotion based on the external reviews and candidates' materials. If the Ad Hoc committee recommends promotion, they will send all materials to the Academic Council, and if necessary, the appropriate University-wide committee.
 - i. **Professor with Tenure on the Research/Education track.** At the end of the eighth full year following the appointment to rank of Associate Professor effective date, the faculty member will submit materials for consideration of promotion to Full Professor with Tenure as followed in the procedure of section XII C 1 (above). The Dean will review the materials and select members of an Ad Hoc Committee and forward the materials for review as in section VI no later than faculty member's ninth year. The Ad Hoc Committee will then review the materials and vote to contact external reviewers. Upon receiving the external reviews, the Ad Hoc Committee will then vote on their final recommendation for promotion based comprehensively on the external reviews and candidates' materials to the Academic Council. The Academic Council will review the candidates' materials, external evaluations, and Ad Hoc Committee's recommendation at its next meeting. The Academic Council will wait two weeks before voting to send the materials to the University-wide Tenure Advisory Committee. The TAC will vote on the materials and then send them to the Board of Trustees for final approval.
 1. If the candidate does not choose to submit materials, a one-year terminal contract for the tenth year will be issued to the candidate.
 2. If there is a negative recommendation from the Associate Dean for Faculty Development, Dean, or a negative decision at any later point in the consideration process, a faculty member may not reapply for tenure, regardless of whether the faculty member applied early for tenure.
 - ii. The rare case of a request for **Professor on the Research/Education track**

without tenure, may be made by the Associate Dean for Faculty Development. The faculty member will submit materials for consideration of promotion to the Associate Dean for Faculty Development who will consult with the faculty member's evaluator and mentors and write a letter of support for promotion. The Associate Dean for Faculty Development will forward all materials to the Dean who will forward the materials to an Ad Hoc Committee. The procedures in section XII related to promotion to professor with tenure will be followed.

2. **Professor without Tenure on the Practice/Education track.** There is no specific timeline for faculty on the Practice/Education Track. The faculty member should work with their evaluator, mentor and Associate Dean for Faculty Development to determine the best timeline to submit their materials for consideration of promotion to Professor. Once the faculty member has submitted their application for promotion to Full Professor, the process in section XII C 1 (above) is followed. The Dean will review all submitted materials and select members of an Ad Hoc Committee and forward the materials for review as in section VI. The Ad Hoc Committee will make a recommendation to the Academic Council who will then vote to contact external reviewers. Upon receiving the external reviews, the Ad Hoc Committee will then vote on their final recommendation for promotion based comprehensively on the external reviews and candidates' materials to the Academic Council. The Academic Council will review the candidates' materials, external evaluations, and Ad Hoc Committee's recommendation at its next meeting. The Academic Council will wait two weeks before making a final vote on promotion.

- i. It may be advised that the timeline for promotion on the Practice/Education track mimics the timeline for that of a faculty member on the Research/Education track; this implies at the end of the eighth full year following the appointment to rank of Associate Professor effective date, the faculty member will submit materials for consideration of promotion to Professor.

- D. **Exceptional Circumstances.** Under truly exceptional circumstances, the Academic Council may decide to follow an alternative procedure in considering a promotion to Professor on either track, such as choosing not to solicit external letters if a candidate is of such distinction (e.g., Nobel Prize). However, under no circumstances may the Council suspend its rules for voting on promotions. The Dean should discuss with the Council any proposed change in procedure before an Ad Hoc committee is formed.
- E. Promotion to Full Professor in either track requires the recommendation of the Associate Dean for Faculty Development, the Dean, the Ad Hoc Committee, and the approval of the Academic Council.

1. Promotion to Full Professor on the Research/Education track requires the approval of the Tenure Advisory Committee and Board of Trustees.
2. Promotion to Full Professor on the Practice/Education track requires only the approval of the School of Nursing's Academic Council.

F. **Early application for promotion.** If the faculty member believes that they meet the criteria for promotion prior to the proposed timeline, the faculty member may submit materials to the Associate Dean for Faculty Development for consideration who will consult with the faculty member's evaluator and mentor, and the Dean. The same process in section XII C will be followed.

- i. It is highly recommended that the faculty member meets with the Associate Dean for Faculty Development to announce their early promotion plans prior to submitting materials.
- ii. If the Dean approves, the Dean will send materials to the appropriate committee for rank as described above. If the Dean does not approve, the Dean will notify the Associate Dean for Faculty Development who will notify the candidate of the Dean's decision.

XIII. Appointment and Promotion Review Process

A. Request for Collateral Information

1. Upon receipt of the candidates materials, the appropriate committee will request any collateral information deemed necessary to conduct the review.
2. Promotion to Associate Professor and Professor requires external review.
 - i. Faculty members applying for the rank of Associate Professor or Full Professor will submit a list of possible reviewers to the appropriate committee. The committee will contact individuals from the candidates' list and suggest a minimum of ten additional reviewers. Reviewers must be ranked at or above the requested promotion rank and should be recognized in an area of the candidate's expertise.

B. Review of Materials

1. The appropriate Committee (Ad Hoc or A&P) will review the candidate's materials evaluating their contributions to scholarship, teaching, practice, and service to the School, University, Community, and Nursing Profession, according to the Faculty Appointment and Promotion Criteria document.

2. Vote and Recommendation to Academic Council

- i. The portfolio of each candidate will be discussed at a minimum of two meetings of the appropriate committee.
- ii. The appropriate committee will then conduct a secret ballot regarding if the candidate meets criteria for appointment or promotion to the appropriate rank and if their materials should be sent out for external evaluation.
- iii. Upon receipt of the external evaluations, the appropriate committee will review all comprehensive materials (the candidate's submitted materials and external evaluations) and make a recommendation for appointment or promotion. Two thirds vote is quorum and necessary for a recommendation to Academic Council.
- iv. The Chair of the appropriate committee will send a written letter of recommendation to the Academic Council with a copy to the Dean.
- v. If the A&P Committee or Ad Hoc Committee votes not to appoint or promote, the committee chair will send a letter to the Dean and the Associate Dean for Faculty Development informing them of this decision. The Dean will communicate the decision to the candidate. A copy of the candidate's portfolio should be kept by the Dean's office for five years.

B. Review by Academic Council

1. Upon receipt of the recommendation from the appropriate committee and the dossier, the Academic Council will review the request for appointment or promotion and/or tenure at its next meeting. If necessary, the Academic Council may request an additional meeting or additional information from either the candidate or appropriate committee for further review and discussion.

XIV. Academic Council Recommendation

- A. Academic Council may recommend, not recommend, or recommend deferring appointment, promotion and/or tenure.
- B. **Recommend Appointment, Promotion and/or Tenure.** If the Academic Council recommends the candidate for appointment or promotion, the steps in section XV below will be followed.
- C. **Not Recommend Appointment, Promotion and/or Tenure.** If the Academic Council does not recommend the candidate for appointment, promotion and/or tenure, the steps in section XV below will be followed for candidate notification. The candidate may

accept, appeal, remain in rank within the term limits defined in section XVI, or fulfill their contract and receive a letter for their terminal year.

- D. In the case of a non-tenured Professor on the Research/Education track, the faculty member may submit a request to the Dean to be reevaluated for a one-time reconsideration for tenure within three years after being denied or within the terms of the contract specified, whichever comes first. Reevaluation requests must be based upon procedural irregularity that materially affected the prior decision or substantially new scholarly activity since the previous review. If the Dean approves the request for reevaluation, the Dean will contact the faculty member and the procedures in section XIII related to promotion to professor with tenure will be followed. The faculty member will either receive a contract for a terminal year or if already in the terminal year, will remain at rank throughout the remainder of the terminal year.
- E. In the case of an Associate Professor on the Practice/Education track, the faculty member may submit a request to the Dean to be reevaluated for a one-time reconsideration for Professor within three years after Academic Council denial or within the terms of the contract, whichever comes first.
 - a. Such a request must be based upon procedural irregularity that materially affected the decision or substantially new activity since the previous review. If the Dean approves the request for reconsideration, the Dean will contact the faculty member and the procedures in sections XIII and VI related to promotion application will be followed again. This situation is rare and at the discretion of the Dean.
- F. **Recommend Deferral.** If the Academic Council recommends deferral, it must be based upon a procedural irregularity that materially affected the ability of the Academic Council to vote on the dossier. The Academic Council must request additional information and then stipulate reconsideration of the entire dossier by the appropriate committee. The Committee processing the reconsideration must forward a written recommendation to the Academic Council in a timely manner. The Academic Council will then proceed with the promotion review process as in section XIII.

XV. Candidate Notification

- A. Associate Professor candidates will be informed in writing within one week by the Office of the Dean of the final decision made by the Academic Council.
- B. If the Academic Council recommends promotion to Full Professor on the Practice/Education track without tenure, the candidate will be informed in writing within one week by the Office of the Dean of the final decision made by the Academic Council.
- C. If the Academic Council recommends promotion to Full Professor on the

Research/Education track with tenure, the recommendation is forwarded to the Tenure Advisory Committee of the University (TAC) for approval and subsequently, the Board of Trustees for final approval. The candidate will be notified in writing within one week by the Dean of either committees' approval or denial. The decision of the Board of Trustees is final.

XVI. Candidate Appeals

- A. If the Academic Council does not recommend promotion, the faculty member may submit an appeal to the Dean no later than the end of the first semester of the candidate's terminal year and must contain clear and detailed specification of the grounds on which the reconsideration is requested. The Dean will consider two grounds, either of which may justify reconsideration of a negative decision;
 1. Substantial new evidence covering the period of review bearing on the candidate's professional activity including scholarship, practice, teaching, and professional standing;
 2. Procedural error during the initial review that materially affected the review and associated outcome.
- B. If the Dean agrees with the Academic Council, there will be no further action. The Dean will notify the candidate of their decision.
- C. The Dean may decide the grounds outlined in section XVI A are present, and there is reason to appoint an Ad Hoc Committee to review the appeal and associated evidence.
 - a. After the Ad Hoc Committee reviews the substantial new evidence or procedural error during the review process, the chair of the Committee will report back to the Academic Council. If the Ad Hoc Committee supports the original decision by Academic Council, not recommending appointment or promotion, there will be no further action within the School.
 - b. If the Ad Hoc Committee does not agree with the original Academic Council decision, their report is sent to the Academic Council which will reconsider the application as above.
 - c. The candidate will be informed in writing of the decisions of the Dean, the Academic Council, and if convened, by the Ad Hoc Committee.
- D. If the outcome of the appeal process is to not recommend promotion, the faculty member may appeal to the Provost only if the reason for the appeal is a procedural error. No appeal may be made based solely on the candidate's disagreement with the decision or evaluation of their scholarship or standing. The decision by the Provost will be final. The Provost will communicate the decision in writing to the candidate.

XVII. Related Policies and Procedures

A. Faculty Search

1. In cases of a new or vacated faculty position of Instructor or at the rank of Assistant Professor or above, in either track, the Executive Vice Dean in consultation with the Program Directors or the Vice Dean for Research will confer and request of the Dean that a search for the position be initiated based upon the programmatic needs. The Dean will review the request considering the strategic and financial priorities and needs of the school.
2. Based on the school's priorities and needs, the Dean or Executive Vice Dean as the Dean's designee, will appoint an appropriate Faculty Search Committee for specific positions. The Faculty Search Committee will be responsible for advertising the position, screening candidates, arranging appropriate interviews, and forwarding its recommendations to the Faculty Search Committee Chair, who will forward the recommendation to the Dean. The Dean may deny the request of the Executive Vice Dean for a requested search based on the strategic goals of the school, academic priorities, or financial circumstances.
3. Information gathered during the search process will support the establishment of track and rank by the bodies as outlined in this document.
4. In compliance with University policy, employment equity reports will accompany all recommendations from the Search Committee to the Dean.

XVIII. Annual Review of Faculty

- A. Each full-time faculty member will receive an annual evaluation of academic performance. This review provides feedback, career planning and a benchmark for faculty progression of criteria for promotion, merit, and goalsetting. Information about faculty evaluations and the goal setting process is provided annually by the Associate Dean for Faculty Development and can be found [here](#).
- B. Full-time Clinical Instructors will receive an annual review of academic performance by the Associate Dean for Clinical Practice.

XIX. Time-in-Rank Review

- A. Time-in-Rank Review is specifically designed to support faculty progress towards promotion through benchmarking, active engagement, and feedback. This review mimics the promotion process and creates a supportive system of intentional check-in and assessment. It also offers faculty an opportunity to self-reflect, take stock of their career progress, and plan to implement changes based on feedback and suggestions.

B. Purpose of the review:

1. Provide constructive feedback for change implementation in the process of promotion.
2. Supplement and compliment the A&P Committee processes for promotion.
3. Benchmark faculty achievement of progress toward promotion.

C. Faculty reviewed: Assistant Professors after three full years following rank appointment date, and Associate Professors after four full years following appointment on the Research/Education and Practice/Education tracks.

D. Materials reviewed: Narrative; current Curriculum Vitae; current teaching evaluations; table of up to ten refereed publications and the community of science impact factor of the journal.

E. Process of review: Eligible faculty submit materials to the A&P Committee by September 1st of their respective benchmark year. The A&P Committee reviews the materials and sends a comprehensive and detailed letter with appropriate feedback to the faculty member, Associate Dean for Faculty Development, and the Dean. The Associate Dean for Faculty Development will then meet with each faculty member receiving TIR feedback to discuss career progression plans.

XX. Removal of Tenured Faculty

A. Faculty members with tenure may be removed from the faculty for just cause or because of financial exigency of the School of Nursing.

B. Dismissal for Just Cause

1. Examples of just cause can be but are not limited to: Incompetence, neglect of duty, or misconduct in office.
2. Terminations for just cause will be initiated by the Dean after consultation with the Associate Dean for Faculty Development and the Executive Vice Dean and/or Vice Dean of Research. Written notice of the charges will be given to the affected faculty member.
3. The Chair of the Academic Council will appoint three Johns Hopkins University faculty with the same or higher rank as the affected faculty member, and at least one of whom is from the School of Nursing Academic Council to serve on an Ad Hoc committee review.

4. This committee will gather all relevant information related to the dismissal. The affected faculty member will be given an opportunity to present a response and supporting information to the Ad Hoc Review Committee.
5. The committee makes a recommendation to the Academic Council regarding whether there is sufficient evidence to support the termination. The Academic Council will also hear from the affected faculty member. If the Academic Council finds there is just cause for termination, the affected faculty member may file an appeal in writing to the Provost within fourteen days of receiving the Academic Council's decision. The appeal states the grounds for the appeal: procedural error or substantial new evidence. No appeal may be made based solely on the affected faculty member's disagreement with the decision.
 - a. The decision by the Provost is final and if the Provost confirms the finding that just cause for termination exists, and that tenure should be revoked, the decision will be forwarded to the President and to the Board of Trustees for final action.
 - b. Any case involving the termination of a tenured faculty member for financial exigency will be submitted to a Faculty Ad Hoc Committee established by the Academic Council. The Dean will be a member but not the Chair of this Ad Hoc committee. The Faculty Committee will identify and recommend which faculty members should have their contracts terminated prematurely. There will also be a Fiscal Committee and no member of the Faculty Committee except the Dean will also be a member of the Fiscal Committee. The findings of the Academic Council will be forwarded to the President and Board of Trustees for final action.
- C. **Financial Exigency.** The Dean can declare that a state of financial exigency in the School of Nursing exists or is imminent and will inform the Academic Council. The Council will then elect four of its members to a Fiscal Committee. The Dean will Chair this committee but without a vote. The Committee will evaluate the existing or imminent financial exigency, the extent of the reduction needed and how this is to be achieved in the fiscal obligations of the School. The findings of this Committee and its' recommendations will be reported in writing to the Academic Council.

XXI. Transfer to another Track

- A. In rare circumstances, faculty appointed in one track may request to transfer to the other track by informing the Associate Dean for Faculty Development.
- B. At the beginning of the academic year, the faculty member will submit their CV to the Associate Dean for Faculty Development who will consult with the faculty member's evaluator and write the letter of recommendation for transfer, forwarding all materials

to the Dean.

- a. For Assistant Professors, the Dean will review the materials and make the decision; For Associate Professors, the A&P Committee will review materials and decide; for Professors an Ad Hoc committee will review materials and decide. All decisions are based on the evaluation of appropriate rank in the new track using the Appointment and Promotions Criteria.
 - i. It is the prerogative of each appropriate Committee to request additional materials which are part of the traditional portfolio if the materials are deemed necessary for evaluation. The Committee will forward its recommendation to the Academic Council.

XXII. Procedure for Changes

- A. These guidelines and criteria will be reviewed at least every five years by the A&P Committee and the Academic Council.
- B. Proposed changes or additions concerning policies and procedures will first be reported to the Faculty Assembly Steering Committee and then forwarded for approval by a two-thirds vote of Academic Council members at its next meeting. All working documents of the A&P Committee should have an automatic date feature.