



GUIDE TO THE STRUCTURE, ADMINISTRATION AND ESTABLISHMENT OF KSAS CENTERS, PROGRAMS AND INSTITUTES

The Krieger School of Arts and Sciences includes a large number of centers, programs and institutes, most of which facilitate interdisciplinary research and/or teaching. They exist outside of any single department even as they share faculty, students and resources with various departments. They extend the scope of the academic mission of the Krieger School, occasionally into other JHU divisions and beyond the university.

With diverse structures and purposes, these entities are nevertheless governed by similar policies. This document lays out the policies and processes shared by all KSAS programs, centers and institutes.

KSAS includes additionally a variety of programs and centers housed within departments, contributing to that department's mission. These programs are overseen by the department chair and do not follow the guidelines listed here.

NOMENCLATURE

The names used to designate these entities – **programs, centers, institutes** – follow no strict definition. As a loose rule, **Program** refers to an inter-disciplinary and non-departmental academic unit that offers its own courses to undergraduates and/or graduate students. A program may offer a degree major or minor, or certificate (e.g. International Studies Program; Program in Women, Gender and Sexualities). The name **Institute** tends to designate a unit with a clearly articulated research and academic project, often with public-facing activities (e.g. Alexander Grass Humanities Institute, Agora Institute). Prioritizing research and scholarship, a **Center** does not usually offer its own courses or degrees. KSAS Centers and Programs also include units that bear none of these names (e.g. the Archeological Museum, Peabody at Homewood). Some leeway should be allowed for the naming conventions of different disciplines. That said,

newly created entities of this sort should whenever possible be named according to this general rubric.

In what follows, the term “program” will refer to all these entities.

MEMBERSHIP

The members of a program include any faculty or postdoctoral fellows appointed to that unit. Faculty whose appointment resides in KSAS or other JHU departments can petition the program Director to be included as affiliate faculty. The Director may want to consult with the program Advisory Board (see below) when deciding affiliate status. Graduate students engaged in the work of the program are considered members.

STRUCTURE

Director

1. Each program has a **Director**, appointed by the dean to oversee its operations and provide intellectual and practical leadership. The Dean consults with program faculty before making the appointment of a new Director. The Director may be a tenured professor or a member of the teaching and research faculty. For the sake of program stability and continuity, Directors are appointed for at least 3 and no more than 5 years at a time. Before reappointment, the Director’s performance is reviewed by the Dean’s Office.

Note: The Director’s letter of appointment is separate from the academic letter of appointment. This is especially necessary for Teaching and Research Track faculty, so that their academic appointment (as Sr. Lecturer, Teaching Professor, etc.) remains independent of their role as Director (so one does not terminate with the other).

Note: Supplementary compensation for Directors of programs will be proportional with the duties of the role and uniform across programs of similar size, structure and mission.

2. Depending on the individual program and the request of the Dean, the **duties of the Director** may vary, but the basic responsibilities are to:
 - a. Direct the day-to-day operations of the program, its events and, where relevant, its curriculum.
 - b. Manage the program budget and resources, including space and equipment and meet with the Dean's Office annually to review the program budget.
 - c. Represent the interests of the program at KSAS Directors' meetings and in conversation with the Dean and Vice Deans.
 - d. Appoint a Faculty Advisory Board (see below), convening meetings of the Board at least once per semester.
 - e. Produce the Annual Report for the program (see below), and other reports as requested.
 - f. Prepare when needed a self-study for periodic program reviews and work to implement recommendations of the review committee.

When the program or center offers its own courses and appoints its own faculty, the Director also:

- g. Plans the program's curriculum, ensuring that all required courses are taught, and key subject areas are covered annually.
- h. Devises hiring strategies in consultation with the Advisory Board; proposes new searches to the dean; and oversees the hiring process.
- i. Reviews the program's Teaching and Research faculty each year for the purpose of reappointment and promotion, and oversees promotion cases. See [Homewood Academic Council Procedures Manual : Description of Academic Titles, Appointment and Promotion Policies](#).
- j. Reports or directs complaints of discrimination, harassment and /or retaliation to the Vice Provost for Institutional Equity, or Assistant Vice Provost for Institutional Equity and Title IX Coordinator.

Faculty Advisory Board

1. All programs have an **Advisory Board** selected by the Director in alignment with the university's commitment to diversity and inclusion. Board

members commit to a 2-year term of service; appointments should therefore be staggered by alternating years.

- a. The Board includes at least 2 tenured or tenure-track faculty. In programs with TRT faculty, at least 2 TRT faculty from the program serve on the Advisory Board. A tenured member of the faculty will serve as **Chair of the Advisory Board**, collaborating with the Director to set the agenda for each meeting. The Chair of the Board is appointed by the Director. The Director serves ex officio on the Board.
 - b. For programs approved to appoint faculty, the Board must have the requisite composition to satisfy the needs of appointment and promotion procedures as set in the [Homewood Academic Council Procedures Manual : Description of Academic Titles, Appointment and Promotion Policies](#).
 - c. The Advisory Board meets **once each semester** at a minimum.
2. Together with the Director, the Advisory Board works to promote the mission of the program and, where relevant, ensure the academic excellence of the program. To this end, the Advisory Board:
- a. Consults with the Director on setting priorities and strategies for the program.
 - b. Advises on hiring and when necessary votes on hiring and promotion cases for its Teaching and Research faculty.
 - c. Votes on faculty requests for affiliation.
 - d. Advises on curriculum, student advising and academic programming.
 - e. Reads and offers input on the Annual Report before the Director submits it to the Dean's office.
 - f. At the request of the Director, assists in other tasks, such as reading applications, inviting speakers and providing outreach to departments.

Associate Director

3. In some cases, the size and scope of a program may warrant an **Associate Director**, usually to oversee student advising and the day-to-day

administering of the program. Where there is an undergraduate major in the program, the Associate Director will fill the role of a director of undergraduate studies. Along with the Director, the Associate Director attends meetings of the Advisory Board ex officio.

Administrative Support

4. The dean's office provides staff for the administrative support of the program. That support may include academic coordinating, event planning, web maintenance and budget. Depending on the size and scope of the program, that support may be shared with another unit. In some cases, the program may require the support of more than one staff person.

PROGRAM FINANCES

The annual budget for each program is set by the Dean's Office, in conversation with the Program Director. Though they consult with the Advisory Board, Directors oversee the use of program funds. They bear the ultimate responsibility for the safeguarding and sound management of program finances.

Program gifts or endowment funds must be used appropriately; i.e., according to the terms of the gift or the endowment fund. Use of such discretionary funds must be approved by the Dean's Office, usually through the relevant Vice Dean. A more detailed description of a Director's financial responsibilities and KSAS support for finances is outlined in the **Handbook for Directors**. [not yet written]

ANNUAL REPORT

At the end of each academic year, the Director writes a report summarizing the program's activities and initiatives, offering highlights from the year and forecasting changes and concerns for the program. The Director submits a draft of the report to the Advisory Board for comment and suggestions before sending the report to the Vice Dean for Programs and Centers. The Annual Report includes at least the following:

Program overview, including mission statement

Research and activities

Event programming

Report on any administrative or policy changes

Report on diversity and inclusion efforts

Where relevant:

Curriculum offerings and enrollments for the year

Number of degrees or certificates awarded

List of active faculty

Advisory Board Members

Budget report

Summary, including prospect for the coming year

PROGRAM REVIEW

To guarantee its on-going success, confront challenges and clarify its mission, a program is reviewed by the Dean's Office at intervals of seven years. These reviews should not occur simultaneously with the review of the Program Director. The Dean's Office appoints a committee of 3 faculty to review the program, taking into account the specific mission and structure of the program to be reviewed. The committee may be internal (KSAS faculty) or external (from other universities), as the Dean judges most appropriate.

Prior to the review, the Director, in consultation with the Advisory Board, prepares a self-study for the Dean's Office, to be distributed to the review committee. The review is conducted on a schedule established by the Dean's Office in collaboration with the Program Director. After the review, the committee sends its report to the Dean and its designated Vice Dean, then to be shared with the Program Director and Advisory Board. With input from the Advisory Board, the Director writes and submits to the Dean a response to the committee's report.

The Academic Council may, at its discretion, review programs, centers, institutes, and administrative units that, in its judgment, have a significant influence on the

quality of KSAS academic programs. Information on those reviews can be found on the [HAC website](#). KSAS will coordinate its reviews with HA so as not to place undue burden on any program.

ESTABLISHING A PROGRAM

Any group of faculty or a Vice Dean may propose to the Dean the establishment of a new program, center or institute. The creation of a new unit is subject to the Dean's approval, but must comply with the following:

Criteria

- The proposed program answers a **vital academic need**, either in the curriculum or in research activity, not filled by another unit.
- The proposed program has **substantial faculty support**, from a number of departments, enough to sustain its projected activities and provide an Advisory Board.
- The program **promotes the mission** of KSAS and will benefit the KSAS community for the foreseeable future.
- Elements of the program have been **piloted or tested** over at least 2 years, through faculty seminars, working groups, new course offerings, and/or established research projects.
- The proposed **budget is reasonable** and judicious.

Approval process

1. **Formal application:** A formal application is sent to the Dean, providing the rationale for the proposed program, a description of its structure and activities, a list of engaged faculty members, and a review of related or comparable programs at other universities. The application also includes a report on the testing or pilot period, assessing its strengths and weaknesses, and a statement of the anticipated impact of the program within and beyond KSAS, based on that pilot period.

2. **Budget:** Accompanying the application is a draft 5-year budget for the program and a list of any sources of external funding already or likely to be secured for the program.
3. **Degree programs:** If the proposed program seeks to offer a major or minor degree or certificate, they send as well the completed template required for HAC and MHEC approval. See <https://academiccouncil.jhu.edu/department-centers/> for more information.
4. **Dean's review:** In consultation with the relevant Vice Deans, the Dean determines whether the application is complete or needs revision. The Dean may decide that the pilot period should be extended for another year.¹ If the application is deemed ready, it is forwarded to the Subcommittee on Centers, Programs and Institutes of the SGC.
5. **SGC Subcommittee consultation:** The Subcommittee reviews the application to determine if it meets the criteria listed above. After a full discussion, the Subcommittee sends a summary of its discussion and its recommendation to the SGC.
6. **SGC vote:** The SGC reviews the Subcommittee's summary and recommendation, and votes on whether to approve the recommendation. A summary of the SGC discussion and vote, together with the Subcommittee's report, will be sent to the KSAS Dean.
7. **Dean's decision:** With advice from the Subcommittee and SGC, the Dean determines whether to establish the new program and communicates the decision in a written statement to the SGC. For any approved program, the Dean provides a timeline for its full implementation.
8. **HAC and MHEC approval:** The Dean's office will present any proposal for a new program to Homewood Academic Council for approval. If the program includes the creation of new degrees, etc., its establishment will be dependent on further approval by HAC and the MHEC.

¹ The Dean can ask once for a year's extension of the pilot or testing period.

DISCONTINUING A PROGRAM

All KSAS programs must continue to meet all the following criteria:

- The program answers a **vital academic need**, either in the curriculum or in research activity, not filled by another unit.
- The program has **substantial faculty support**, from a number of departments, enough to sustain its projected activities and provide an Advisory Board.
- The program substantially **promotes the mission** of KSAS and will benefit the KSAS community for the foreseeable future.

If an existing program no longer meets all these criteria, it may be discontinued.

A program may be considered for discontinuation if the Dean's Office or the Homewood Academic Council has concerns about its viability OR if the Director or a group of affiliated faculty petition to discontinue the program. In these instances, the following steps will be followed to determine whether discontinuation is appropriate.

- 1. Review:** The Dean's Office commissions an off-cycle review of the program, following the usual guidelines for program review (above). The review committee is charged to review the program in light of the criteria above, and make a recommendation about discontinuation. The review committee receives copies of the last annual report and last program review by KSAS. If Homewood Academic Council reviewed the program, the Dean's Office may request that their report be shared with the review committee. The committee confers with the program Advisory Board, either individually or as a body, and may elect to meet with other members of the program. The committee review makes a recommendation: to discontinue the program; to offer a probationary period to the program, followed by another review; to continue the program as is; or to continue the program with specific changes.
- 2. Response:** Once the committee completes its review and submits its report, the program Director consults with the Advisory Board before sending the Dean a response to the review, addressing its specific recommendations.

- 3. Subcommittee consultation:** The relevant Vice Dean presents the case to the SGC's Subcommittee on Centers, Programs and Institutes, sharing the reason for the review, the review committee's report and the program's response. The Subcommittee may seek further information and hear invited guests before making its recommendation on the case.
- 4. SGC vote:** The Subcommittee submits a summary of its discussion and its recommendation to the SGC, along with the review committee's report and program response. The SGC discusses and votes on the Subcommittee's recommendation.
- 5. Dean's decision:** With advice from the Subcommittee and SGC, the Dean determines whether to discontinue the program. The Dean communicates this decision in a written statement to the SGC.
- 6. Notifying HAC:** The Dean communicates the decision to discontinue a program to Homewood Academic Council.