



JOHNS HOPKINS

KRIEGER SCHOOL
of ARTS & SCIENCES

**Handbook for Faculty in the
Humanities, Social Sciences, and
Natural Sciences**

Table of Contents

Reference Documents and Resources	iii
New Faculty Resources	vi
Acronym Glossary	x
Section 1: Krieger School of Arts & Sciences	13
School History	13
Mission	13
Diversity and Inclusion	14
External Affairs	16
Working With Foundations	17
Section 2: KSAS Faculty and Its Organization	18
The Office of the Dean	18
Advisory Groups to the Dean	21
Departments, Programs, Centers, and Institutes	22
KSAS Departments	22
Academic Programs	23
Degree Programs in Arts and Sciences	25
Faculty of Arts and Sciences	25
Joint Appointments and Secondary Appointments	26
Appointments at Outside Institutions	26
Section 3: Hiring, Appointment, Promotion, and Tenure in Humanities, Social Sciences, and Natural Sciences	27
Hiring Procedures	27
Faculty Mentoring	27
Office of International Services	28
Appointment, Promotion, and Tenure Procedures	29
Teaching Faculty	30
Section 4: Professional Affairs of the Faculty in Humanities, Social Sciences, and Natural Sciences	31
Academic Freedom at Johns Hopkins	31
Endowed Professorships	31
Benefits for Faculty	32
Retirement	33
Faculty Development	34
Budget and Finance Information	36
Information Technology	39
Policies and Procedures	41
Section 5: Research Administration, Sponsored Projects, and Research Compliance	44
The Dean's Office Research Integration Team	44
Limited Submission Opportunities	48
Research Compliance	49
Lab Safety	51
Johns Hopkins Technology Ventures (IP & Commercialization)	53

Section 6: Teaching and Mentoring Responsibilities for Faculty in Humanities, Social Sciences, and Natural Sciences **55**

Academic Calendar	55
Course Management	55
The Center for Teaching Excellence and Innovation	56
Undergraduate Policies	56
Administration of Final Examinations	57
Academic Integrity	59
Student Support Services	60
Office of Academic Advising	63
Director of Undergraduate Studies	63

Section 7: Graduate and Postdoctoral Policies in Humanities, Social Sciences, and Natural Sciences **67**

Academic and Student Affairs Services Related to Graduate Students and Postdoctoral Fellows	67
JHU Mentorship Commitments of Faculty Advisors and PhD Students	68
Homewood Graduate Board	68
Homewood Graduate Conduct Policies	69
Education Records	70

Reference Documents and Resources

Item	Description	Location
KSAS Faculty Affairs	<p>Site contains:</p> <ul style="list-style-type: none"> • electronic copies of handbooks • lists of academic departments, chairs, centers, programs and institutes and their directors • links to faculty governance bodies websites • policies and procedures governing faculty in the Krieger School • a guide to onboarding 	<p>See: Faculty Affairs of the Krieger School of Arts and Sciences</p>
Appointments & Promotions	<p>The Homewood Academic Council oversees appointments, promotions, and tenure for tenure-track faculty members. In the case of tenure, the Tenure Advisory Committee also reviews cases.</p> <p>The academic titles table contains key information about appointment procedures absent in the Description of Academic Titles document.</p>	<p>See: Homewood Academic Council</p> <ul style="list-style-type: none"> • Bylaws of the Council • Tenure Regulations • COVID Guidance for Assistant Professors • Appointment and Promotion Procedures (July 2023) • Tenure Appeals Process Summary Chart • Description of Academic Titles (October 2023) • Description of Academic Titles Table (September 2023) • RPT (Review Promotion and Tenure system) Department User Guide
Family and Medical Leave Policy	<p>For full-time tenured and tenure-track faculty, research faculty, teaching faculty, and other faculty as described in the “Academic Council Procedures Manual” of the Homewood Schools Academic Council.</p>	<p>See: Family and Medical Leave Policy</p>
Sabbatical Leave Policy for Tenure Track and Tenured Faculty	<p>Salaried research leave is granted to research-active tenure-line faculty in support of research programs and must be used for that purpose.</p>	<p>See: KSAS Faculty Leave Policy</p>
Guidelines for Teaching Faculty	<p>The Homewood Academic Council also reviews appointments and promotions for teaching faculty.</p>	<p>See: Homewood Academic Council</p> <ul style="list-style-type: none"> • Teaching Faculty Checklist

KSAS Pathway to Electronic Resources	Information hub that provides resources and guidance to administrative staff in the Krieger School of Arts and Sciences.	See: KASPER (requires JHED authentication)
The Center for Teaching Excellence and Innovation (CTEI)	CTEI is the teaching and learning center for the faculty and graduate students of the Krieger School of Arts and Sciences and the Whiting School of Engineering.	See: https://ctei.jhu.edu
Academic Calendars	One place where all the divisional academic calendars can be accessed.	See: Academic Calendars
JHU History and Mission	Provides an overview of the mission and history of the university.	See: JHU History
KSAS History and Mission	Provides an overview of the mission and history of the school.	See: School History and Mission
Faculty and Shared Governance Bodies	These bodies provide a mechanism for faculty, graduate, and undergraduate students of the Krieger School of Arts and Sciences to participate more effectively in the deliberations and governance at Johns Hopkins University.	See: https://krieger.jhu.edu/governance-bodies/
Ten for One Strategic Framework	In spring 2022, the university released a draft of the new strategic framework for the university-the <i>Ten for One</i> , ten ambitious new goal for our One University through the end of the decade.	See: President Strategic Planning
Commissions on Undergraduate Education (CUE)	To ensure Johns Hopkins continues to evolve and improve the way it prepares undergraduate students for future success, the President and Provost convened a Second Commission on Undergraduate Education (CUE2) in 2017. CUE2's charge was to interpret the mission of an undergraduate education in the 21st century and develop a new model that will serve us for the next decade or more.	See: CUE2
PhD Advising and Doctoral Board Policies	The University Doctor of Philosophy Board reviews each PhD program regularly. The University requires every PhD-granting school to annually distribute the JHU Mentorship Commitments of Faculty Advisors and PhD Students to their students and faculty, and also engage in additional activities to support a climate of excellence in mentoring.	See: Doctor of Philosophy Board PhD Mentoring Policies and Resources

HopkinsLocal Initiative	An overview of Johns Hopkins University's commitment to the Baltimore community.	See: Hopkins Local and BLocal
Johns Hopkins Second Roadmap on Diversity, Equity, and Inclusion	The Johns Hopkins University Second Roadmap on Diversity, Equity, and Inclusion is based on a vision of Johns Hopkins as a pluralistic community that embraces the values and imperatives of diversity, equity, and inclusion as integral to our institutional missions and our commitment to freedom of inquiry and expression.	See: Second Roadmap on Diversity, Equity, and Inclusion
Johns Hopkins University Leadership	A current roster (in organization chart format) of the president's cabinet and deans and directors of schools and departments in the university.	See: University Leadership
Johns Hopkins University Website	Primary portal to all web content by Johns Hopkins University.	See: JHU Website
Provost's Office	Provost's Office website that lists key initiatives and resources.	See: Office of the Provost
Finance and Administration	Overview of the university's finance and administration organization.	See: Finance and Administration
Office of Institutional Equity	OIE ensures compliance with federal, state, and local laws related to affirmative action and equal opportunity; investigates discrimination and sexual harassment complaints; provides harassment prevention and disability services training; promotes campus diversity initiatives; and serves as a central resource for faculty, staff, and students with disabilities.	See: OIE
Johns Hopkins Compliance Line	Resource to report instances of unethical or illegal acts. Anonymous reporting is available. Includes a non-retaliation provision.	Speak 2 Us or 844-SPEAK2US (844-773-2528)
JHU Policies	Current list of JHU policies.	See: JHU Policies
Human Resources Website	Portal to information about Human Resources at Johns Hopkins University.	See: HR
Campus Maps/ Information	Overview of the primary buildings on the two main and some of the satellite campuses of Johns Hopkins University.	Homewood Campus E. Baltimore Campus

New Faculty Resources

<p>The Center for Teaching Excellence and Innovation (CTEI) is the teaching and learning center for the faculty and graduate students of the Krieger School of Arts and Sciences and the Whiting School of Engineering. CTEI staff are available to help faculty with any of their instructional responsibilities including the use of educational technology, adoption of pedagogical best practices, and implementation of grant-funded education projects or research (e.g., NSF Early Career Grants, NSF IUSE, Mellon Foundation).</p> <p>https://ctei.jhu.edu</p>	<p>Phone: 410-516-7181 Email: ctei@jhu.edu</p> <p>Mike Reese, Associate Dean of University Libraries and Director, Center for Teaching Excellence and Innovation</p>
<p>DO-RIT (Dean’s Office – Research Integration Team), the research administration staff of the Business and Research Administration Office (BARA), is dedicated to providing outstanding support to KSAS faculty while ensuring compliance with federal, sponsor, and university policies and regulations. DO-RIT staff work with principal investigators and department staff throughout the process of proposal development, approval, and submission and day-to-day award management, serving as liaison with central offices and a resource for all sponsored project-related needs.</p> <p>Johns Hopkins University Research Administration (JHURA) reviews and approves all sponsored proposals, and drafts, negotiates and signs all sponsored agreements (grants and contracts, including unfunded agreements such as nondisclosure agreements) for all JHU divisions other than SOM. JHURA is also responsible for compliance and regulatory matters related to sponsored research, and includes the Office of Research Information Services (ORIS), which manages the Coeus system.</p> <p>https://jhura.jhu.edu/</p>	<p>Phone: 410-516-88617 Email: bara@jhu.edu</p> <p>Mary Louise Healy, Assistant Dean for Research Administration</p> <p>Phone: 443-927-3073 Email: JHURA@jhu.edu</p>
<p>Faculty Diversity Resources are integral to all aspects of our academic and work environment. We recognize the benefits of having exceptionally talented faculty with a breadth of backgrounds and experiences who infuse new perspectives and ideas to our intellectual community and accelerate innovation. The dean’s office works closely with chairs, diversity champions, and search committees to implement practices and policies that support the recruitment and retention of a diverse faculty.</p> <p>https://krieger.jhu.edu/about/diversity-inclusion/</p>	<p>Araceli Frias, Assistant Dean for Diversity, Equity & Inclusion</p> <p>Email: afrias3@jhu.edu</p>
<p>Graduate Affairs</p> <p>Homewood Graduate & Postdoctoral Affairs: https://homewoodgrad.jhu.edu/</p>	<p>Mary Favret, Vice Dean for Graduate Education, Centers & Programs Email: mfavret1@jhu.edu</p> <p>Renee Eastwood, Assistant Dean for Graduate and Postdoctoral Academic and Student Affairs Email: rseit5@jhu.edu</p>

<p>Homewood Academic Council aims to preserve and enhance the academic excellence of the Krieger School of Arts and Sciences and the Whiting School of Engineering. The Academic Council is charged with pursuing this mission, whether directly or through its duly appointed subcommittees and designees.</p> <p>https://academiccouncil.jhu.edu/</p>	<p>Phone: 410-516-7068 Email: homewoodac@jhu.edu</p>
<p>Johns Hopkins University Homewood Institutional Review Board (HIRB) serves the Krieger School of Arts and Sciences, Whiting School of Engineering, School of Education, Carey Business School, Nitze School of Advanced International Studies, and Peabody Institute. HIRB is responsible for reviewing all research projects involving human participants conducted in these divisions. This policy applies to all faculty, staff, and student research projects, whether or not a project is funded and regardless of the location at which the research will be conducted.</p> <p>https://homewoodirb.jhu.edu/</p> <p>Homewood Conflict of Interest and Commitment, housed in the same office, serves the Krieger School of Arts and Sciences and the Whiting School of Engineering in reviewing and managing disclosures of outside services, financial interests, and conflicts of interest and promoting a culture of ethical conduct of research. The office works closely with JHURA, BARA, the IRB, and JHTV.</p> <p>https://homewoodcoi.jhu.edu/</p>	<p>Phone: 410-516-4820 Email: hirb@jhu.edu</p> <p>Laura Evans, Director and Senior Policy Associate</p> <p>Phone: 410-516-2334 Email: hcoi@jhu.edu</p> <p>Laura Evans, Director and Senior Policy Associate</p>
<p>Johns Hopkins University Technology Ventures (JHTV) Johns Hopkins Technology Ventures commercializes discoveries and inventions in order to positively impact society and grow Baltimore’s economy. We help innovators and entrepreneurs safeguard and commercialize intellectual property, develop startups into sustainable ventures and forge strategic collaborations. In these ways, we bring the benefits of discovery to the world.</p> <p>http://ventures.jhu.edu/</p>	<p>Phone: 410-614-0300 Email: JHTT-communications@jhu.edu</p> <p>Christy Wyskiel, Executive Director, JHTV</p> <p>Steven Kousouris, Executive Director, Technology Transfer</p>
<p>The Laboratory Safety Advocate and his associates facilitate safe laboratory operations at Homewood by providing safety education and information, by providing safety consulting services, and by advising on safety management in labs, departments, and on the campus.</p> <p>http://labsafety.jhu.edu</p>	<p>Phone: 410-516-5525 Email: dkuespert@jhu.edu</p> <p>Dan Kuespert, Laboratory Safety Advocate</p>

<p>Student Affairs specializes in education beyond the classroom. Student Affairs oversees various departments across the Homewood campus—including Athletics and Recreation, the Center for Social Concern, Digital Media Center, Center for Student Success, Center for Visual Arts, Dining, Fraternity and Sorority Life, Homewood Arts Programs, Housing, Orientation, Residential Life, Scheduling and Event Services, Student Conduct, Student Engagement, and Student Outreach and Support—strive to foster memorable college experiences, connected relationships, and lifelong personal skills.</p>	<p>Phone: (410) 516-8382 Email: studentaffairs@jhu.edu</p> <p>Rachelle Hernandez, Vice Provost for Student Affairs</p>
<p>https://studentaffairs.jhu.edu/</p>	
<p>The Office of Student Conduct oversees all student misconduct violations of the Student Conduct Code for the university. Student Conduct also oversees the Academic Ethics Policy for undergraduate students for the Krieger School of Arts and Sciences and the Whiting School of Engineering, as well as graduate students in Advanced Academic Programs (AAP). The essential aim is to promote good citizenship among students, reduce harm, and encourage community responsibility.</p>	<p>Email: studentconduct@jhu.edu</p> <p>Jessica Oros, Director of Student Conduct</p>
<p>Student Disability Services (SDS) Student Disability Services advises Johns Hopkins students with disabilities on accommodations, including available technology services, as students register for and request services. The office offers students skills in self-advocacy to effectively communicate with instructors, and provides advice and mentoring through matriculation. The office serves full-time graduate and undergraduate students in the Krieger School of Arts and Sciences and the Whiting School of Engineering, visiting college students in the JHU Summer Programs, and visiting high school students in programs sponsored by the School of Arts and Sciences or the School of Engineering.</p>	<p>Phone: 410-516-4720 Email: studentdisabilityservices@jhu.edu</p> <p>Cathie Axe, Executive Director, Student Disability Services</p>
<p>http://studentaffairs.jhu.edu/disabilities/</p>	
<p>Student Outreach and Support staff are committed to assisting undergraduate students in successfully navigating the Johns Hopkins University Homewood campus. Student Outreach and Support Case Managers help students manage physical and mental health concerns, personal and family emergencies, financial issues, and other obstacles that may arise during their college experience.</p>	<p>Phone: 410-516-7857 Email: studentoutreach@jhu.edu</p> <p>Elizabeth Winberry, Senior Director of Student Outreach and Support</p>
<p>Case Managers provide resources and information to help students navigate university systems and policies while prioritizing their wellbeing and academic success. Additionally, Case Managers will assist students in making connections with faculty, staff, and other offices that can collaborate with them to ensure their needs are met. Lastly, the goal is to help students to develop self-advocacy skills that prepare them for involvement in the larger community and life beyond college.</p>	
<p>https://studentaffairs.jhu.edu/student-life/student-outreach-support/</p>	

<p>Undergraduate Affairs</p> <p>Academic Advising: https://advising.jhu.edu/</p> <p>Preprofessional Advising: https://studentaffairs.jhu.edu/preprofadvising/</p> <p>Global Education Office: https://studyabroad.jhu.edu/</p> <p>Undergraduate Research, Scholarly & Creative Activity: https://krieger.jhu.edu/ursca/</p>	<p>Erin Rowe, Vice Dean for Undergraduate Education Email: erowe1@jhu.edu</p> <p>Jessie Martin, Assistant Dean for Academic Advising Email: ksasadvising@jhu.edu</p> <p>Email: preprofessional@jhu.edu</p> <p>Email: jhuabroad@jhu.edu</p> <p>Email: ursca@jhu.edu</p>
<p>Other Resources of Interest:</p> <p>Academic Calendar - https://studentaffairs.jhu.edu/registrar/academic-calendar/</p> <p>Awards and Funding Opportunities - https://research.jhu.edu/rdt/funding-opportunities/</p> <p>E-catalogue - https://e-catalogue.jhu.edu/</p> <p>KSAS Human Resources - https://krieger.jhu.edu/people/human-resources-office/</p> <p>JHU Benefits - https://benefits.jhu.edu/</p> <p>SIS - https://sis.jhu.edu/sswf/</p>	

Acronym Glossary

AAP	Advanced Academic Programs
AAU	Association of American Universities
AEFIS	Assessment, Evaluation, Feedback and Intervention System
AGHI	Alexander Grass Humanities Institute
APL	Applied Physics Laboratory
ARCH	Advanced Research Computer at Hopkins
ASPIRE	Arts and Sciences Projects, Investigations and Research Endeavors Grant
BDP	Bloomberg Distinguished Professor
BSEC	Baltimore Social-Environmental Collaborative
BSPH	Bloomberg School of Public Health
CAMS	Center for Advanced Media Studies
CAS	Center for Africana Studies
CBI	Chemistry-Biology Interface
CCI	Centers for Civic Impact
CLE	Center for Language Education
CMDB	Cell, Molecular, Developmental Biology, and Biophysics
CTEI	Center for Teaching Excellence and Innovation
CTL	Department of Comparative Thought and Literature
CUE2	Second Commission on Undergraduate Education Report
DBO	Division Business Officer
DEI	Diversity, Equity and Inclusion
DGS	Director of Graduate Studies
DURA	Dean's Undergraduate Research Award
DTF	Deans Teaching Fellowship
DUS	Director of Undergraduate Studies
EAA	Excellence in Academic Advising

EAS	Program in East Asian Studies
EHOP	Explore Hopkins
ENVS	Environmental Science and Studies
EPS	Department of Earth and Planetary Sciences
ETA	Excellence in Teaching Awards
FLI	First Generation, Limited Income
FMS	Program in Film and Media Studies
FYF	First-Year Foundation
FYS	First-Year Seminar
FYW	First-Year Writing
GovEx	Center for Governmental Excellence
GRO	Graduate Representative Organization
GSI	Gateway Science Initiative
HAC	Homewood Academic Council
HCIE	Homewood Council for Inclusive Excellence
HPC	Human Population Center
HSA	Homewood Student Affairs
IDIES	Institute for Data Intensive Engineering and Science
IPEDS	Integrated Postsecondary Education Data System
ISEP	Initiative for Sustainable Energy Policy
IQM	Institute for Quantum Matter
IT	Information Technology
JHFRE	Johns Hopkins Facilities and Real Estate
JHTV	Johns Hopkins Technology Ventures
JHURA	Johns Hopkins University Research Administration
KSAS	Krieger School of Arts and Sciences
LACLxS	Program in Latin American, Caribbean, and Latinx Studies
MBI	Zanvyl Krieger Mind/Brain Institute

MICA	Maryland Institute College of Art
MSEL	Milton S. Eisenhower Library-Sheridan Libraries
MSH	Medicine, Science, and the Humanities Major
PARADIM	Platform for the Accelerated Realization, Analysis and Discovery of Interface Materials
PBS	Department of Psychological and Brain Sciences
PHS	Public Health Studies
RIC	The Chloe Center for the Critical Study of Racism, Immigration and Colonialism
RTC	Rising to the Challenge fundraising campaign
SAIS	School for Advanced International Studies
SEAM	Student Enrollment and Account Management
SGA	Student Government Association
SGC	Shared Governance Council
SIS	Student Information System
SNF	Stavros Niarchos Foundation
SOE	School of Education
SOM	School of Medicine
SON	School of Nursing
SOUL	Special Opportunities in Undergraduate Learning
SSEI	Student Services Excellence Initiative
STSci	Space Telescope Science Institute
TOP	Target of Opportunity Program
URG	Underrepresented Group
URSCA	Undergraduate Research, Scholarly and Creative Activity
UWP	University Writing Program
WGS	Program in Women, Gender, and Sexuality
WSE	Whiting School of Engineering
21CC	21st Century Cities

Section 1: Krieger School of Arts & Sciences

School History

Johns Hopkins enrolls more than 24,000 full-time and part-time students in nine academic divisions on campuses in Baltimore, Washington, D.C., and facilities throughout the Baltimore-Washington region as well as in China and Italy. The academic divisions include the Bloomberg School of Public Health, Carey Business School, Krieger School of Arts and Sciences, Peabody Institute, School of Advanced International Studies, School of Education, School of Medicine, School of Nursing, and the Whiting School of Engineering.

Offering comprehensive undergraduate and graduate education, the Krieger School is at the core of the Johns Hopkins complex of schools, centers, and institutes. More than 145 years after the university opened, the School of Arts and Sciences still follows the guiding principles of Hopkins's visionary first president, Daniel Coit Gilman, which position the school at the forefront of knowledge.

The plan that Gilman devised and began to carry out in 1876 established Johns Hopkins as the nation's first research university—that is, an institution in which every faculty member was actively engaged in original investigations. Gilman dismissed the notion that teaching and research are separate endeavors; he believed that success in one depended on success in the other.

The realization of Gilman's philosophy at Hopkins, and at other institutions that later attracted Hopkins-trained scholars, revolutionized higher education in America, leading to the modern research university system.

Johns Hopkins has been responding to the world's needs since its inception in 1876. The Krieger School is uniquely situated to build on that tradition by providing research opportunities to students in all disciplines as early as their freshman year and by creating innovative partnerships with the other divisions of the university.

Mission

The Krieger School of Arts and Sciences is devoted to discovery that creates new knowledge and solutions that better the world.

Our world-renowned faculty teach and engage in interdisciplinary and collaborative scholarship across the arts and humanities, the social sciences, and the natural sciences.

Our well-rounded and diverse students pursue a liberal arts education that leverages the qualities of a major research university. They explore their academic interests through a flexible curriculum and faculty-mentored, hands-on research projects utilizing critical inquiry.

Our accomplished graduates possess the skills, curiosity, and knowledge to pursue satisfying and impactful lives of leadership and service in today's global arena.

Diversity and Inclusion

At Johns Hopkins we strive to create a community that reflects the array of human differences found in society at large. Such diversity cultivates students' capacity for learning, from classes, classmates, and colleagues; fuels bold discovery; and serves as a distinguishing factor in success. We achieve this ideal by creating and nourishing an environment and culture where people from all backgrounds feel valued, engaged, and empowered to succeed.

Meaningful change is never the result of a single initiative or moment in time. Rather, diversity and inclusion in the university is increased through sustained effort across the full range of the institution's strategic priorities, undertaken with the complete support of university leadership, and communicated within the community in a manner that reflects the ethos and aspiration of this endeavor.

To guide this effort and hold ourselves accountable for our commitments and progress, in 2016 Johns Hopkins set out a Roadmap on Diversity and Inclusion, a five-year strategic plan. Its priorities, strategies, and reporting requirements – including a published annual progress report and faculty, staff, and graduate student composition reports – will serve as key accountability mechanisms, ensuring that the university's attention to the important issues at its core is subject to sustained focus and vigilant monitoring by the university's leadership and trustees.

In fall 2021, JHU announced its second roadmap on diversity, equity, and inclusion, [*Realizing Our Promise*](#). The new roadmap is based on a vision of Johns Hopkins as a pluralistic community that embraces the values and imperatives of diversity, equity, and inclusion as integral to our institutional missions and our commitment to freedom of inquiry and expression. While mentioned briefly below, these institutional initiatives related to faculty are described in greater detail in the roadmap documents available on the [Roadmap on Diversity and Inclusion website](#):

- [*Realizing Our Promise: The Second JHU Roadmap on Diversity, Equity, and Inclusion*](#) is a multifaceted approach to faculty recruitment and retention.
- **A Comprehensive Inclusive Excellence Program for Faculty** will be established to support the success of underrepresented faculty and to ensure that all JHU faculty have the opportunity to develop competencies in diversity and inclusion education and professional development strategies.
- [The Diversity Leadership Council](#) is a university-wide body that advises the president and provost. This council has been a key advocate for progressive change at Hopkins since 1997 and supports diversity through the dispensation of innovation grants and by hosting an Annual Diversity Conference each October.

- **[Leadership, Advancement, and Development Academy \(L.A.D. Academy\)](#)** aims to cultivate the academic and leadership identity formation of our faculty from the time of their hire to the time of their retirement. L.A.D. now offers 2 free resources available to all JHU learners, staff, and faculty via [Nature Master Class](#) and [Academic Impressions \(AI\)](#) subscriptions. All L.A.D. supported programs are mapped specifically to the 10-for-1 strategic plan to include essential leadership skills.
- **Affinity Groups and Committees:** Across the university, Johns Hopkins faculty, students, postdocs, and trainees have founded a vast range of affinity groups and committees concerned with diversity to bring individuals with similar backgrounds, cultures, interests, and ambitions together in community or common purpose. This includes the Black Faculty & Staff Association, the Latino Alliance, Hopkins Veterans, and Native Circle. These groups have helped the divisions—and our institution—foster diversity, whether through advocacy, programming, or other endeavors. You can access lists of groups on the [KSAS website](#).

In addition to these efforts, there are several important resources for increasing diversity across the Homewood campus, including:

- **[Departmental Diversity Champions](#):** As the primary advocate at the department level, the diversity champion serves as a resource to students, faculty, and staff regarding matters of culture, climate, and inclusion. The Assistant Dean convenes the diversity champions twice a semester to create a community of practice that is grounded in research and evidenced-based practices, discuss departmental challenges and exchange best practices, and provide school and central Office of Diversity & Inclusion updates. In collaboration with their department chair, the champion submits a diversity action plan and provides annual reports to the Dean’s Office regarding progress and challenges in advancing departmental and school-wide goals in the areas of diversity, equity and inclusion. Additional details about faculty mentoring and retention are in Section 3, while details about graduate student recruitment are in Section 6.
- **[SGC Diversity, Equity, & Inclusion Subcommittee](#):** The subcommittee will assist the Dean’s Office in reviewing the departmental diversity action plans, their evaluation metrics, and identifying areas for improvement, requesting revisions where necessary. The subcommittee will help the Dean’s Office to develop accountability measures to ensure progress toward goals in the Second JHU Roadmap on Diversity, Equity and Inclusion.

External Affairs

The KSAS Office of External Affairs includes development, alumni relations, and [communications](#), working with school leadership to raise philanthropy and engage alumni, donors, and friends for the benefit of the school, while raising the profile of Krieger with internal and external audiences.

The office is a multifunctional office which raises an average of \$40M in philanthropic donations annually from more than 71,000 graduate and undergraduate alumni, as well as from parents and friends of the school, and philanthropic foundations.

Development and alumni relations strengthens and expands relationships with alumni, faculty, staff, and donors; leads fundraising efforts; and strategically supports philanthropic approaches to foundations and corporations, with a focus on scholarships, faculty research, infrastructure, and other strategic priorities. Additionally, the office manages the five philanthropic boards integral to the engagement of our alumni and friends, and involves more than 220 volunteers on behalf of the Krieger School, and the greater University. The communications team provides strategic communications, external and internal communications, and integrated communication services for the school across a variety of digital and print platforms.

The associate dean for external affairs oversees four cross-functional teams: operations; communications and marketing; development; and constituent engagement, consisting of 30 full-time employees. All four teams are committed to bringing their collective skill and expertise to engage, promote, and deepen the Krieger School's relationships with its diverse community of students, faculty, alumni, donors, and other collaborators.

<p>Operations</p> <ul style="list-style-type: none"> • Provides office support to the development, constituent relations, and communications and marketing teams • Manages all human resources functions for the office, including recruitment, time and attendance, payroll, and employee relations, while liaising with divisional and university offices • Responsible for all budget planning, tracking; forecasting, and reporting • Gift processing & endowment creation 	<p>Communications and Marketing</p> <ul style="list-style-type: none"> • Responsible for the majority of internal and external messaging • Oversight of the Krieger School website and official social media channels • Arts & Sciences Magazine • Arts & Sciences Weekly • Monthly electronic Arts & Sciences Bulletin • Messages from the dean • Speaking remarks for leadership • Content creation for multiple mediums to position Krieger internally and externally to all audiences
<p>Constituent Relations</p> <ul style="list-style-type: none"> • Responsible for volunteer engagement strategies, programming and activities, including oversight of and strategy for five Krieger volunteer boards: the Dean’s Advisory Board, Physics & Astronomy Council, the Center for Financial Economics (CFE) Council, the Dean’s Humanities Council and the Second Decade Society; the office is also engaging 	<p>Development</p> <ul style="list-style-type: none"> • Responsible for raising philanthropic resources and building relationships with alumni and unaffiliated individuals to support the School’s mission and the Dean’s vision • Comprised of major gift officers who are responsible for specific territories

<p>more closely with the SNF Agora Institute volunteer advisory board</p> <ul style="list-style-type: none"> • Manage school-based alumni relations events and other special event coordination, implementation and support. Such strategies and programming build and strengthen relationships with alumni, donors, faculty and students that help lead to philanthropic support to advance the mission of the School • Work closely and collaboratively with more than 50+ central and divisional partners in the Alumni Relations, Annual Giving, Life Design, Volunteer Engagement, and Student Affairs offices 	<ul style="list-style-type: none"> • Major gift officers have liaison positions to the more than 30 departments/centers/ programs/institutes (including the SNF Agora Institute) across the school, providing customer support and development expertise to the faculty • Team also includes Donor Relations, a group charged to provide donor-centric stewardship to all donors to the school sharing impact of their generosity • Collaborates with the University's centrally-based programs including: Homewood Undergraduate Giving (HUG) including athletics (BJU) and parents programs, annual giving, regional gifts, international gifts, planned giving, foundation relations, principal gifts, donor research, & prospect management teams
---	--

Working With Foundations

Johns Hopkins University's central [Office of Foundation Relations](#) partners with the KSAS development team to manage relationships between the university and private philanthropic foundations. The Office of Foundation Relations maximizes philanthropic support for research, teaching, and outreach in the following ways:

- **Monitors foundation funding priorities**, as well as [foundation funding opportunities](#);
- **Manages foundation limited submissions** through [InfoReady Review](#), in partnership with the Office of the Vice Provost of Research;
- **Manages institutional relationships** with [Centrally Managed Foundations](#);
- **Assists faculty with developing proposals to major private foundations by:**
 - identifying and matching faculty with opportunities;
 - assembling multi-divisional teams;
 - providing writing and submission assistance for letters of inquiry and full proposals;
 - conducting outreach to program officers and foundation leaders;
 - researching competitive intelligence;
 - coordinating expert proposal review panels;
 - managing communications and site visits with foundations;
- Provides comprehensive stewardship reports for select foundation awards.
- **Publishes and Disseminates** [Foundation News Roundup](#), a bi-weekly digest highlighting selected foundation RFPs, noteworthy headlines, new areas of program interest, and funding trends.

Contact Information: Ann L. Koch, Executive Director of Foundation Relations - akoch@jhu.edu

Section 2: KSAS Faculty and Its Organization

The Office of the Dean

Christopher S. Celenza is the James B. Knapp Dean of the Krieger School of Arts and Sciences. He is also a professor of history and classics.

The James B. Knapp Dean of Arts and Sciences brings leadership and expertise to the tasks of shaping the Krieger School's vision and managing its complex and extensive operations. The dean has responsibility for setting direction, generating and managing resources, and coordinating fundraising and alumni relations activities. The dean also authorizes all new appointments and plays an active role in recruiting prospective faculty.

Celenza oversees the Krieger School's 22 highly ranked academic departments in the natural sciences, social sciences, and the humanities and its 50 interdisciplinary centers, institutes and programs. He has made it a priority to foster diversity and inclusion. He also seeks to build on the school's collaborative relationships, deepening support for scholars at every stage of their careers.

As a faculty member, his research interests include Latin literature and philosophy of the Italian Renaissance; late medieval intellectual history; the history of philosophy; the history of books and reading practices; Latin paleography; and the history of the classical tradition.

Bertrand Garcia-Moreno is the Executive Vice Dean and Professor of Biophysics. As Executive Vice Dean, he is responsible for advancing inter-divisional priorities in academic and operational areas and developing collegial relationships across the university to fully represent our school's interests and works closely with the Dean of the Krieger School to establish interdivisional priorities for the school in a variety of areas.

Dean Moyar is the Vice Dean for Humanities and a Professor in the Department of Philosophy. The Vice Dean for Humanities represents the dean in approving humanities faculty searches, assists in faculty recruitment, coordinates faculty mentoring and reviews, approves tenure and promotion dossiers, coordinates the rotation of departmental chairmanships, and discusses retirement options with faculty. The Vice Dean for Humanities oversees units that have a humanities orientation, including: Alexander Grass Humanities Institute, Center for Africana Studies, Classics, Comparative Thought & Literature, English, Film and Media Studies, History, History of Art, History of Science & Technology, Modern Languages & Literatures, Near Eastern Studies, Philosophy, and Writing Seminars.

Yingyao Hu is the Vice Dean for Social Sciences and the Krieger-Eisenhower Professor of Economics. The Vice Dean for Social Sciences represents the dean in approving social science faculty searches, assists in faculty recruitment, coordinates faculty mentoring and reviews, approves tenure and promotion dossiers, coordinates the rotation of departmental chairmanships, and discusses retirement options with faculty. The Vice Dean for Social Sciences

oversees: Anthropology, Economics, Political Science, Sociology, 21st Century Cities, and assists the Dean with responsibilities related to the SNF Agora Institute.

Rejji Kuruvilla is the Vice Dean for Natural Sciences and a Professor in the Department of Biology. The Vice Dean for Natural Sciences represents the dean in approving natural sciences faculty searches, assists in faculty recruitment, coordinates faculty mentoring and reviews, approves tenure and promotion dossiers, coordinates the rotation of departmental chairmanships, and discusses retirement options with faculty. The Vice Dean for Natural Sciences oversees: Behavioral Biology; Biology; Biophysics; Cell, Molecular, Development Biology, and Biophysics; Chemistry; Chemistry-Biology Interface Program; Center for Astrophysical Sciences; Cognitive Science; Earth & Planetary Sciences; Environmental Science & Studies; Institute for Biophysical Research; Institute for Quantum Matter; Mathematics; Mind/Brain Institute; Molecular Biophysics; Neuroscience; Physics & Astronomy; and Psychological & Brain Sciences.

Erin Kathleen Rowe is the Vice Dean for Undergraduate Education and Professor in the Department of History. The Vice Dean for Undergraduate Education is responsible for maintaining and enhancing the quality of undergraduate education in the Krieger School by developing new initiatives, engaging faculty and students in undergraduate education discussion, and approving new majors and minors.

The Vice Dean for Undergraduate Education oversees several administrative offices including: Academic Advising, Global Education, Post-Baccalaureate Premedical Program, Pre-Professional Advising, Undergraduate Research, Scholarly & Creative Activity, and Undergraduate Curriculum (i.e. CUE2 implementation) as well as the Undergraduate Writing Program and Peabody at Homewood.

Mary Favret is the Vice Dean for Graduate Education, and Centers and Programs and a Professor in the Department of English. The Vice Dean for Graduate Education, and Centers and Programs oversees the Office of Graduate Affairs and Admissions; helps coordinate policy and initiatives for graduate education; handles graduate grievance issues; and leads the planning and implementation of school-wide initiatives involving graduate students.

As Vice Dean for centers and programs, this person also provides leadership and oversight for a variety of interdisciplinary programs, centers, and institutes within the school, including: Archaeology; Archaeological Museum; Arrighi Center for Global Studies; Center for Language Education; Center for Visual Arts; East Asian Studies; Hopkins Population Center; International Studies; Islamic Studies; Latin American, Caribbean, and Latinx Studies; Medicine, Science, and the Humanities; Museums and Society; The Chloe Center for the Critical Study of Racism, Immigration, and Colonialism; Singleton Center; Theatre Arts and Studies; and Women, Gender, & Sexuality.

A directory for the Office of the Dean appears below:

Dean and Leadership		
Christopher S. Celenza James B. Knapp Dean	410-516-8215	kriegerschooldean@jhu.edu
Emily Braley Assistant Dean for Undergraduate Academic Affairs	410-516-7664	ebraley1@jhu.edu
Veronica Donahue Associate Dean for Graduate & Professional Programs	410-516-8853	vdonahue@jhu.edu
Renee Eastwood Assistant Dean, Grad & Postdoc Academic & Student Affairs	410-516-8477	Rseitz5@jhu.edu
Mary Favret Vice Dean for Graduate Education, Centers & Programs	410-516-4103	mfavret1@jhu.edu
Araceli Frias Assistant Dean for Diversity, Equity, and Inclusion	410-516-7111	Afrias3@jhu.edu
Bertrand Garcia-Moreno Executive Vice Dean	410-516-4497	bertrand@jhu.edu
Mary Louise Healy Assistant Dean for Research Administration	410-516-8617	mhealy11@jhu.edu
Rachel Hitchcock Associate Dean for External Affairs	410-516-8722	hitchcock@jhu.edu
Yingyao Hu Vice Dean for Social Sciences	410-516-7610	yhu@jhu.edu
Rejji Kuruvilla Vice Dean for Natural Sciences	410-516-2366	rkuruvilla@jhu.edu
Jessie Martin Assistant Dean for Academic Advising	410-516-8216	jessie@jhu.edu
Dean Moyar Vice Dean for Humanities	410-516-7523	dmoyar@jhu.edu
Linda R. Nathan Senior Assistant Dean of Finance	410-516-4956	lnathan@jhu.edu
Kofi Ofori Senior Associate Dean for Finance and Administration	410-516-5587	Kofi.ofori@jhu.edu
Mike Reese Associate Dean and Director of CTEI	410-516-4192	Mreese@jhu.edu
Erin Rowe Vice Dean for Undergraduate Education	410-516-7575	Erowe1@jhu.edu
M. Bess Vincent Senior Associate Dean for Strategy and Chief of Staff	410-516-0298	bessvincent@jhu.edu
Aliza Watters Assistant Dean of Undergraduate Curriculum	410-516-6047	Awatter3@jhu.edu

Advisory Groups to the Dean

These bodies provide a mechanism for faculty, graduate, and undergraduate students of the Krieger School of Arts and Sciences to participate more effectively in the deliberations and governance at Johns Hopkins University:

- **Shared Governance Council**: The Shared Governance Council (SGC) is an advisory body whose purpose is to bring faculty, administration and students together for the development and review of policies and issues that affect the Krieger School of Arts and Sciences as a whole. This body, which consists of 18 voting members reflecting the range of disciplines and faculty roles in the School, plays a critical role in decision-making within KSAS.
- **Faculty Senate**: The role of the Krieger School of Arts and Sciences (KSAS) Faculty Senate is to provide a forum for the faculty of the Krieger School to participate effectively in the process of deliberative governance of the university. The electorate of the senate comprises all faculty who have full-time or emeritus appointments in the Krieger School. Senate elections are held annually in the spring.
- **Homewood Academic Council**: The Homewood Academic Council preserves and enhances the academic excellence of the Krieger School of Arts and Sciences and the Whiting School of Engineering. The Academic Council is charged to pursue this mission, whether directly or through its duly appointed subcommittees and designees.
- **Homewood Faculty Assembly** (requires JHED authentication): The Homewood Faculty Assembly provides a forum for the faculty to discuss and make recommendations concerning matters pertaining to the purposes and functioning of the University.
- **Krieger School Staff Council**: (requires JHED authentication): The Staff Council is committed to advocating for and promoting the interests and needs of all staff in the Krieger School of Arts & Sciences.

Departments, Programs, Centers, and Institutes

There are more than 50 departments, programs, centers, and institutes within or affiliated with the Krieger School of Arts and Sciences. Each category is defined below and accompanied by an appropriate list of KSAS units.

Academic Departments

The department is the basic academic administrative unit in KSAS. Each department is administered by a department chair, who is the official link between the department and the office of the dean. Department chairs lead the department in planning, recommend allocation of space to the dean, and are responsible for budget preparation and surveillance, evaluations of faculty for promotion and tenure, assignment of academic and nonacademic staff, and assignment of teaching loads and student advising. KSAS includes 22 departments in the humanities, natural sciences, and social sciences.

KSAS Departments

Humanities	Natural Sciences	Social Sciences
<u>Classics</u>	<u>Biology</u>	<u>Anthropology</u>
<u>Comparative Thought & Literature</u>	<u>Thomas C. Jenkins Department of Biophysics</u>	<u>Economics</u>
<u>English</u>	<u>Chemistry</u>	<u>Political Science</u>
<u>History</u>	<u>Cognitive Science</u>	<u>Sociology</u>
<u>History of Art</u>	<u>Morton K. Blaustein Department of Earth & Planetary Sciences</u>	
<u>History of Science & Technology</u>	<u>Mathematics</u>	
<u>Modern Languages & Literatures</u>	<u>William H. Miller III Department of Physics & Astronomy</u>	
<u>Near Eastern Studies</u>	<u>Psychological & Brain Sciences</u>	
<u>William H. Miller III Department of Philosophy</u>		
<u>The Writing Seminars</u>		

Academic Programs

KSAS also has a number of programs that offer interdisciplinary and/or interdepartmental curricula. While there are some centers and programs that fall within a single department such as the [Center for Financial Economics](#), the [Program in Social Policy](#), the [Max Kade Center for Modern German Thought](#), the [Program in Environmental Science and Studies](#), and the [Center for Astrophysical Sciences](#), the list below includes those that are not housed within a single department or field of study. Some of these programs offer majors, minors, or both to undergraduate students, and some have budgetary autonomy.

- [Center for Africana Studies](#)
- [Program in Archaeology](#)
- [David S. Olton Program in Behavioral Biology](#)
- [Program in East Asian Studies](#)
- [Program in Film and Media Studies](#)
- [Program in International Studies](#)
- [Program in Islamic Studies](#)
- [The Leonard and Helen R. Stulman Program in Jewish Studies](#)
- [Center for Language Education](#)
- [Program in Latin American, Caribbean, and Latinx Studies](#)
- [Medicine, Science, and the Humanities Major](#)
- [Program in Museums and Society](#)
- [Program in Neuroscience](#)
- [Peabody at Homewood](#)
- [Post-Baccalaureate Pre-Medical Program](#)
- [Program in Public Health Studies](#)
- [Program in Theatre Arts and Studies](#)
- [Center for Visual Arts](#)
- [Program for the Study of Women, Gender and Sexuality](#)
- [University Writing Program](#)

There are also several academic programs offering graduate level certificates or degrees, including:

- [Program in Cell, Molecular, Developmental Biology, and Biophysics](#)
- [Center for Advanced Media Studies](#)
- [Chemistry-Biology Interface Program](#)
- [Program in Molecular Biophysics](#)

Research Centers and Institutes

There are a number of multidisciplinary research-oriented units with programmatic and budgetary autonomy located entirely within KSAS or that extend beyond KSAS to involve other Hopkins schools. While tenure/tenure-track faculty must have an appointment in an academic department, they may have joint appointments or affiliations with centers and institutes based on their subject area and research interests. These include:

- [Institute for Applied Economics, Global Health, and the Study of Business Enterprise](#)
- [Arrighi Center for Global Studies](#)
- [The Alexander Grass Humanities Institute](#)
- [The Zanvyl Krieger Mind/Brain Institute](#)
- [Hopkins Population Center](#)
- [The Charles Singleton Center for the Study of Premodern Europe](#)
- [Institute for Quantum Matter](#)
- [The Chloe Center for the Critical Study of Racism, Immigration and Colonialism](#)
- [21st Century Cities Initiative](#)

Affiliated Institutes

There are also a handful of affiliate institutes that extend beyond KSAS to involve other Hopkins schools. These include:

- [Stavros Niarchos Foundation Agora Institute](#)
- [Hopkins Extreme Materials Institute](#)
- [The Institute for Data Intensive Engineering and Science](#)

Research Infrastructure and Other Resources

There are a number of units within KSAS that provide support for our academic programs and research enterprise. These include:

- [Archaeological Museum](#)
- [Biomolecular NMR Center](#)
- [Center for Molecular Biophysics](#)
- [Mass Spectrometry Facility](#)
- [NMR Facility](#)
- [X-Ray Crystallography Facility](#)
- [Helium Liquefier Service Center](#)
- [Homewood Flow Cytometry Resource](#)
- [Instrument Development Group](#)
- [Integrated Imaging Center](#)

- [Advanced Research Computing at Hopkins](#)
- [Physical Sciences Machine Shop](#)
- [Physics & Astronomy Fabrication, Processing, and Measurement](#)
- [Visual Resources Collection](#)
- [Writing Center](#)

Degree Programs in Arts and Sciences

The departments and programs in the Krieger School offer a variety of degree programs at the bachelor's, combined bachelor's/master's, master's, and doctor of philosophy levels. For the most recent list, visit the [Academic Catalogue](#).

Advanced Academic Programs

In 1991, Johns Hopkins University's Zanvyl Krieger School of Arts and Sciences created the [Advanced Academic Programs](#) division to serve the current and long-term needs of professional graduate students. Today, AAP offers 26 graduate degree programs in 11 fields of study. Additionally, its Center for Biotechnology Education and its Center for Data Analytics, Policy, and Government provide an important focal point for programming in the sciences and liberal arts, internal and external partnerships, and executive education.

AAP also serves the surrounding communities through the Osher Lifelong Learning Institute, often referred to as Osher at JHU. The university created Osher at JHU in 1986 with a mission to enhance the leisure time of semi-retired and retired individuals by providing a rich array of stimulating non-credit courses, lectures, and activities, along with social opportunities in the arts and sciences.

Finally, the Office of Summer and Intersession Programs completes the AAP portfolio. OSIP offers rigorous credit and non-credit summer and intersession courses and programs to current Johns Hopkins University students, visiting undergraduates, and pre-college students on the Homewood campus and online. Enrolled students can choose from hundreds of courses for an opportunity to expand their knowledge, learn from JHU faculty, and engage with a diverse community of peers.

Faculty Ranks and Titles

This body is composed of the members of the faculty whose primary assignments are in the humanities, social sciences, and natural sciences. For information on current faculty, please visit the [Faculty Directory](#).

Rank and Title

The Homewood Academic Council recognizes three categories of academic titles:

- **Tenured/Tenure-Track (T/TT).** These include Professor, Associate Professor, Assistant Professor, and Instructor (Assistant Professor pending PhD).
- **Teaching and Research Track (TRT).** These include Research Professor (full, Associate, and Assistant), Adjunct Professor (full, Associate, and Assistant), Research Scholar/Scientist/Engineer (Principal, full, Associate, and Assistant), Adjunct Research Scholar/Scientist/Engineer (Principal, full, Associate, and Assistant), Teaching Professor (full and Associate), Lecturer (Senior Lecturer, Lecturer, and Junior Lecturer), Visiting Professor (full, Associate, and Assistant), and Visiting Research Professor (full, Associate, and Assistant).
- **Other Appointments.** These include Professor Emeritus, Homewood Professor, University Professor, Post-Doctoral Fellow, Visiting Scholar, Fellow-by-Courtesy, and Doctor of the University.

The full description of academic titles and the referenced tables can be accessed on the [Homewood Academic Council website](#).

Joint Appointments and Secondary Appointments

Many KSAS faculty hold joint and secondary appointments in more than one department or within a department and a center or institute. Joint or secondary appointments must have approval by the appropriate dean(s). All joint or secondary appointments require that one academic unit be designated as responsible for the primary appointment. This responsibility includes any action in regard to academic advancement, termination, and determination of salary level. The academic unit of the secondary appointment recommends the rank of the secondary appointment, which shall be no higher than the primary rank.

In cases of joint and secondary appointments, the secondary department makes the request, which must be approved by the dean. The academic units in question then work together to determine the distribution of the individual's work commitments related to research and teaching responsibilities (and financial remuneration in the case of joint appointments).

Appointments at Outside Institutions

Faculty members may not accept offers of appointments at outside institutions (e.g., universities, institutes of higher education, research institutes or similar organizations) until written approval is granted by the dean's office. In some cases, the commitment to the outside institution may require a reduction in the faculty member's FTE appointment at KSAS. Faculty members who would like to request approval for an outside appointment should complete the [proposal form](#) and submit it to their department administrator and/or chair for review before an appointment can be considered. Once the departmental review is complete, the application will be forwarded to the appropriate vice dean. The dean's office will coordinate the review with other offices and make a final decision regarding the proposed appointment.

Section 3: Hiring, Appointment, Promotion, and Tenure in Humanities, Social Sciences, and Natural Sciences

Hiring Procedures

Johns Hopkins University is committed to hiring and retaining exceptional faculty. The Hopkins community values the university's stimulating, welcoming, and diverse environment, and believes that research and teaching are enriched by a variety of perspectives. In addition, it is critical that students are prepared to achieve success in a world that is both global and diverse. In such an environment, Johns Hopkins encourages the vigorous recruitment and retention of diverse faculty.

Johns Hopkins University defines *diversity* broadly, including the range of groups and individuals whose differences are based on gender, race, ethnicity, socio-economic and employment status, religion, national or regional origin, disability, age, sexual orientation, gender identity, and military or veteran status. The university places special emphasis on the recruitment of faculty from underrepresented groups (URG), which includes African Americans/Blacks, Hispanics/Latinx, and Native Americans who have historically lacked access to pathways and opportunities that lead to academic careers, thus considered underrepresented in the academy relative to their proportion in the U.S population.

All KSAS searches should follow the procedures laid out in the [Best Search Practices](#) document. The search process for full-time tenured and tenure track faculty has been laid out clearly in the [KSAS Faculty Search Process](#) document. Any individuals serving on a faculty hiring committee will receive additional detail and documentation from the assistant dean for diversity and inclusion and/or the hiring manager.

Faculty Mentoring

The primary goal of the [Krieger School of Arts and Sciences Faculty Mentoring Guidelines](#) is the career development of the school's tenure-line faculty members to support the instructional and research missions of the university. This principal goal includes the mentoring of assistant professors for successful promotion to associate professor with tenure, and the continued mentoring of associate professors as they develop their careers on the path toward promotion to full professor and full citizenship and responsibility within the school. Whatever the outcome of promotion decisions, mentoring is a key catalyst for the intellectual and personal growth of faculty and necessary to cultivate and enhance their research and teaching skills as well as their independence as scholars.

The KSAS Faculty Mentoring Program offers all tenure-track assistant and associate professors two senior mentors, one from within the department and one from outside of the department. Mentors are chosen by the department chair, in consultation, where necessary, with the relevant vice dean. Additionally, the mentoring program offers assistant and associate

professors the opportunity to meet periodically in groups with other assistant and associate professors, with recently tenured associate professors, with senior faculty mentors, and with the vice deans. Workshops of potential interest to assistant and associate professors will also be provided on a periodic basis. Mentees can request, through their department chairs or vice dean, to change mentors when better progress can be achieved by doing so.

Johns Hopkins University is also an [institutional member](#) of the National Center for Faculty Development & Diversity (NCFDD). The NCFDD offers three intensive, virtual, 12-week online programs: [Faculty Success Program](#), Post-Tenure Pathfinders Program, and WriteNow Access. These programs provide graduate students and postdocs, tenure-track faculty, and tenured faculty training on empirically tested skills and strategies that improve writing, research, and professional productivity.

Faculty also benefit from the new [Leadership, Advancement, and Development Academy \(L.A.D. Academy\)](#) aims to cultivate the academic and leadership identity formation of our faculty from the time of their hire to the time of their retirement. L.A.D. now offers 2 free resources available to all JHU learners, staff, and faculty through [Nature Master Class](#) and [Academic Impressions \(AI\)](#) subscriptions. All L.A.D. supported programs are mapped specifically to the 10-for-1 strategic plan to include essential leadership skills.

Office of International Services

The Office of International Services (OIS) provides assistance to all international scholars at the Homewood campus, helping them to obtain and maintain their appropriate visa status during their stay at the university. The [OIS website](#) contains the information necessary to guide administrators through the process of hiring new international scholars.

The following checklist is designed to help identify what steps must be taken to invite an international scholar to JHU and to ensure that the university remains in compliance with federal regulations governing the visitor.

- Determine the appropriate visa status for the appointee (typically J-1 or H-1B); contact OIS if you are unsure which is appropriate.
- Require the appointee to visit the OIS upon arrival for check-in.
- Remind the international appointee to obtain an official social security number, if he/she does not already have one.
- Check to be sure the international appointee completes the appropriate payroll forms and tax withholding forms (Form I-9, etc.).
- Verify the international visitor's health insurance while the visitor is present in the US (visitors are required to have health insurance).

- Be aware of the appointee's visa expiration dates and visa extension requirements, making sure he/she completes visa status extension documents in a timely manner.
- Remind the international appointee to communicate any changes in address, phone number, or e-mail to the international office on campus.
- Contact OIS when the appointee terminates with the university and/or departs the US
- Contact OIS with any questions or concerns regarding the international appointee.

In the case of international visitors, work eligibility supersedes all other criteria for the period of appointment. Therefore, appointments for international scholars will coincide with work eligibility rather than the academic or fiscal calendar. Departments should not complete an ISR transaction to place these individuals on payroll until they have officially arrived at the university and have completed an I-9 verification with the KSAS Human Resources Office. The director of OIS has requested that staff not provide temporary (dummy) social security numbers or anything else that would assist departments in circumventing the payroll and compromising JHU's federal grants by placing individuals on payroll before they enter the US.

Dates of appointment requested in the chair's letter should coincide with eligibility to work. If an individual does not arrive at the university until after the start date of the appointment letter, then the first date of employment is the date of entry into the US with JHU visa papers. The I-9, and not the appointment letter, dictates the first date of employment. Appointments cannot be made retroactive. For additional information, visit the [OIS website](#).

Appointment, Promotion, and Tenure Procedures

Appointments are required in KSAS for all tenure-track and teaching faculty members. The Homewood Academic Council governs the policies and procedures for making faculty and other academic/research appointments in the Krieger School of Arts and Sciences and the Whiting School of Engineering. Regulations and procedures related to tenure, appointment, promotion, and the tenure appeals process are available on the [Homewood Academic Council website](#). This site also stores a variety of resources for the appointment, promotion, and tenure process, such as template letters for referees, a dossier checklist, and a referee list template. This site also provides resources for ad hoc committees, including template letters to referees.

NOTE: After extensive consultation with junior faculty, the Homewood Academic Council and the Krieger and Whiting Dean's Offices have developed [COVID Guidance for KSAS and WSE Assistant Professors](#) to help faculty and departments to respond to the varied challenges of the COVID 19 pandemic.

Tenure Advisory Committee

The university's Tenure Advisory Committee (TAC) reviews tenure cases for each of the 9 constituent schools of Johns Hopkins University. The TAC consists of the provost and 13 senior faculty members who advise the president on the granting of tenure. KSAS faculty members who are being considered for promotion or appointment to tenured faculty positions prepare a dossier for review by HAC. If it is approved by HAC the dossier goes to the TAC for a second review and approval. If approved by the TAC, the dossier is sent to the President and the Board of Trustees for a final decision on the case.

All dossiers that are reviewed by the TAC are submitted using Interfolio's Review Promotion and Tenure system. HAC has developed a [RPT Department User Guide](#) to help with this process. Questions can be sent to homewoodac@jhu.edu.

Teaching Faculty

The primary responsibility of persons appointed to the ranks of Lecturer, Senior Lecturer, Associate Teaching Professor, and Teaching Professor is to assist in the teaching mission of the departments and programs who hire them. Teaching faculty are full-time non-tenure track instructors, hired to teach on contracts of specified lengths, in positions commensurate with their qualifications. The [Homewood Academic Council website](#) also hosts resources for teaching faculty, including a checklist, guidelines, and an array of template documents used in the appointment and promotion processes.

Section 4: Professional Affairs of the Faculty in Humanities, Social Sciences, and Natural Sciences

Academic Freedom at Johns Hopkins

In 2015, the Office of the Provost worked with a task force of faculty and students to develop a [Statement of Principles on Academic Freedom](#). This statement, which was adopted by the Board of Trustees in September 2015, stands as Johns Hopkins' public recognition of the singular importance of academic freedom to our mission and our work.

Endowed Professorships

The excellence of our university depends strongly on endowed professorships—these positions empower us to attract and retain the finest faculty and academic leaders and support their work as teachers, scholars, researchers, and clinicians in perpetuity. The donors who step forward to establish endowed positions are true partners in the future success of Johns Hopkins, ensuring that some of the world's brightest minds can accomplish the extraordinary here at Johns Hopkins.

Currently, KSAS has more than 100 endowed professorships, supporting faculty whose work spans the breadth of the institution. A complete list of these positions is available at the [JHU Professorships website](#).

KSAS is also proud to host many of the university's Bloomberg Distinguished Professorships (BDPs). These professorships form a cadre of world-class faculty members whose excellence in research, teaching, and service is centered on interdisciplinary scholarship. They are supported by a multi-million-dollar gift to the university by Johns Hopkins alumnus, philanthropist, and three-term New York City mayor Michael R. Bloomberg.

The BDPs are appointed in at least two schools or divisions, including academic centers reporting directly to the provost. In exceptional cases, they also may be appointed in two or more diverse departments within a single school. The length of appointment term—to be at least five years at a time—is negotiated by each school or affiliate with renewal as the default expectation upon completion of each term.

The BDPs hold tenured positions in each unit (where tenure is available) and teach, conduct research, and perform service in each unit. For administrative purposes, one academic unit serves as the lead in each appointment. A full list of Bloomberg Distinguished Professors is available on the [JHU Research website](#).

Benefits for Faculty

The JHU Benefits Program is administered through the various benefits service centers. The Homewood Benefits Service Center is in the Eastern Building, 1101 East 33rd Street, Suite D100; phone: 410-516-2000.

Benefits summary overviews and general information for faculty, full-time, part-time, temporary, casual and limited, and bargaining unit employees, as well as terminated or retired employees, may be viewed at the [JHU Benefits website](#). General questions about benefits for Arts and Sciences faculty and staff may also be addressed to the Krieger Office of Human Resources located in Wyman Suite 600, 410-516-8220, or by emailing KSAS-HR@jhu.edu.

Leaves of Absence—Academic

The Krieger School of Arts and Sciences' commitment to support the research and professional development of its tenure-line faculty is reflected in opportunities for research leave. There are four principal categories of faculty research leave available:

- Junior faculty leave (for tenure-line assistant professors)
- Sabbatical leave (for tenured faculty)
- Externally supported leave (for tenured and tenure-line faculty)
- Unpaid leave (for tenured and tenure-line faculty)

Full details about faculty leave can be found in the [KSAS Faculty Leave Policy](#). A faculty member who desires to take paid or unpaid research leave must submit a completed and signed application for research leave to the department administrator by December 1 (for research leaves to be taken in the following academic year). Faculty in the natural sciences can submit the [Faculty Leave Application for the Natural Sciences](#) with the chair's signature to the Vice Dean for Natural Sciences. Faculty in the Humanities and Social Sciences can submit a request using this link: <https://kit.jhu.edu/ksasfacultyleaveform>. For additional information, please contact ksasfacultyaffairs@jhu.edu.

Leaves of Absence—Non-Academic

Family and medical leave and parental teaching relief are separate from the salaried and unsalaried faculty research leaves outlined above and are described in a separate document at the following link: [The Homewood Schools Family and Medical Leave Policy for Full-time Faculty](#). FML is available only to full-time faculty. For additional information, please contact the Krieger Office of Human Resources, 410-516-8220.

Retirement

As valued members of the Johns Hopkins University community, faculty are eligible for several privileges after they retire, including:

- Email and IT Support—maintain a JHU address and support through department IT staff
- Tuition—receive tuition remission on credit, non-credit, and enrichment courses for themselves, their spouse/domestic partner, and dependents.
- Memberships—use the libraries and recreation center
- Community Engagement and Volunteering—contribute to holiday programs that assist local families and seniors in need and consider volunteering opportunities

Within one month of the retirement date from the university, the Office of Work, Life and Engagement issues an ID card to newly retired JHU faculty and staff for use when accessing certain privileges. Those who have not received a card or need a replacement card can [email](#) or call 410-516-2000.

Emeritus Status

Emeritus status may be awarded to Homewood faculty members who have retired from a full-time, tenured position as professor by vote of the faculty of their department and subsequent nomination to the Dean of KSAS by the department chair. The Homewood Academic Council must also approve all such appointments. The title is granted in recognition of past accomplishment and a continuing relationship with the university. These individuals may continue to advise graduate students and to serve as principal investigators on grants, but cannot vote in Academic Council and Faculty Senate elections, or in departmental appointment and promotion decisions.

The Academy

The Academy at Johns Hopkins, Homewood Campus, is an institute for advanced study whose purpose is to foster the continued scholarship and research of retired faculty of the Krieger School of Arts and Sciences, the Whiting School of Engineering, the Peabody Institute, the School of Advanced International Studies, and the Carey Business School. The mission of The Academy is to enhance the voluntary participation of retired faculty in the intellectual life of the university.

Scholarly activity of The Academy includes research opportunities and benefits, valedictory lectures given by new Academy members, and regular themed seminars organized by Academy faculty. The Academy has an office suite within the Milton S. Eisenhower Library which provides work and social space for members.

For additional information about benefits, policies, and membership, please visit [The Academy at Johns Hopkins](#) website.

Faculty Development

There are several options available for faculty interested in professional development opportunities. These range from pedagogy to organizational development and leadership courses.

The Center for Teaching Excellence and Innovation

The Center for Teaching Excellence and Innovation (CTEI, formerly known as the Center for Educational Resources, CER) is the instructional innovation and support team for Homewood faculty. The team includes instructional designers, educational technologists, and educational research professionals. New faculty are encouraged to participate in the annual [Best Practices in University Teaching](#) workshop.

Learn about CTEI resources and services like the following at <https://ctei.jhu.edu/> or X (formerly Twitter) @JHU_CTEI. You can also request more information or a consultation at ctei@jhu.edu.

- Pedagogical consultations on evidence-based teaching strategies
- Educational technology support for applications like Canvas, Zoom, Turnitin, etc.
- Workshops on teaching best practices, educational technology, and educational research methods
- Teaching Assistant training
- Classroom observations
- Seminar discussions on teaching best practices
- Studio to pre-record lectures or facilitate synchronous course sessions
- Equipment check out (for instructional use)
- Instructional innovation grants
- Assistance with and collaboration on education-related grant proposals (e.g., NSF Early Career grants, NISF/NIH graduate traineeship grants like NIH IRACDA)
- Assistance with educational research or program assessment
- Innovative instructor blog (<http://ii.library.jhu.edu>)

The Center for Teaching Excellence and Innovation also oversees the university's [Teaching Academy](#). The Teaching Academy is a teaching professional development program for faculty, staff, graduate students, and post-doctoral fellows. The program includes numerous workshops and a certificate of completion program. Faculty can reference this program when recruiting graduate students or submitting graduate traineeship grant proposals (e.g., NIH T-32, NSF NRT, NIH IRACDA).

The Center for Talent Management and Organizational Development

The Center for Talent Management and Organization Development, located in the Office of the Vice President for Human Resources, offers courses in talent management, organizational development, and career management programs. University full-time and part-time faculty and staff are eligible to participate in these programs. While many training and education programs are held in person, there are a host of online training resources accessible through MyLearning@JohnsHopkins.

MyLearning offers opportunities to learn and grow through:

- [Organizational Development](#)—Tools are provided to assist university departments, directors, and leaders in improving their organizational effectiveness, assessing work units' structure and functioning, and supporting areas in need of change.
- [Career Management](#)—These services assist staff during the ongoing process of assessing and understanding their interests, skills, personality, and values as they relate to career choice and progression throughout the career life cycle.
- [Professional Development](#)—Learning opportunities are designed to help members of our community develop skills and capabilities that will advance organizational, unit, and personal growth.

LinkedIn Learning

All JHU employees have free access to LinkedIn learning courses (formerly called Lynda.com). LinkedIn Learning offers more than 13,000 online courses taught by professionals on anything from leadership and management to data science and software development.

Your unlimited access to LinkedIn Learning allows you to take as many courses, in as many subjects, as you choose. You can access courses on your computer, tablet, or phone. You will receive a certificate when you complete a course, and your LinkedIn Learning home page will be tailored to you, ensuring that you're directed toward courses that are of interest to you. You can access LinkedIn Learning through the my.jh.edu portal under the Education tab.

Budget and Finance Information

KSAS faculty should be aware of specific policies and practices that impact institutional finance and reporting practices, including the procedures for faculty research budgets, banking, course buyouts, and travel. Please visit the [KSAS Office of Finance and Administration SharePoint Site](#) (requires JHED authentication) for additional information.

Faculty Research Budgets

The dean and department chair establish faculty research budgets for individual faculty on a case-by-case basis. They can be a fixed annual allocation or a one-time amount.

Faculty research budgets are established for the purpose of assisting faculty in their scholarly pursuits. As with all university funds, these budgets are only to be used for activities related to the university's mission of education, research, and public service. Faculty research budgets may not be used for expenses that are personal in nature or do not have a clear business purpose.

Faculty Salary Banking

Tenure-track faculty members who are able to put a portion of their academic base salary (ABS) onto external grants instead of general funds may, under considerations noted below, bank that general fund savings minus a 5% administrative fee charged to each banking transaction. The administrative fee defrays costs associated with tracking the banking accounts over the long term.

Banking is allowed for up to 50% of the ABS, preserving the remaining 50% for teaching and service responsibilities.

Banking for faculty on sabbatical will be determined on a case-by-case basis with the executive vice dean.

Banking only may be done for external grant supported salary. Internal JHU funds (e.g., Discovery awards, start-up funds, etc.) are not eligible for banking.

If the faculty member uses banked funds for salary support, fringe benefits will also be charged to the banking account.

There will be no limit on the duration of time a faculty member can bank funds. If a faculty member leaves the university with banked funds remaining, the funds will remit to the school.

A faculty member wishing to bank funds from existing external grants will submit a formal request in writing to the executive vice dean stating:

- The dollar amount of salary and fringe benefits to be banked

- The period of time of the banking
- The sponsored account number where the salary will be charged

The executive vice dean will review the programmatic implication of the request, and if there are no procedural difficulties, forward the request to the KSAS Business Office for implementation. The salary distribution to grants in the amount of the banking request must be shown in SAP at the time of the request. The amount saved in ABS and benefits from the KSAS salary budget will then be set aside in a separate banking account for future use by the faculty member.

While the primary intent of the KSAS bank is for faculty members to use these funds in the future to cover their FTE, these funds can be used for other purposes consistent with the research mission of the faculty member, their department, and Johns Hopkins University (e.g., support for graduate students, travel, equipment, etc.).

Once approval is obtained for banking, the KSAS Business Office will transfer the appropriate amount to the banking account in SAP and notify the department of the transfer via email.

Course Buyout

Under normal circumstances, every faculty member is expected to carry a full teaching load, appropriately defined, each semester that he/she is in residence. This is crucial not only to meet the need for instruction of our undergraduate and graduate students but also to preserve the integrity of the academic enterprise in the Krieger School.

Due to variations in the nature of instruction in the different disciplines, the administrative complexity of the research activity expected of faculty members, and peer competitiveness, the definition of a full teaching load inevitably will vary somewhat by department. On the other hand, equity among faculty is also an important consideration, one that would argue against too much variation in formal teaching loads across the Krieger School.

The school's approach to balancing these priorities is to engage in a process that includes consultation with each department about its current classroom teaching policies, a survey of teaching loads in departments at peer institutions, and careful comparisons of teaching practices in the departments in the school. The established teaching load determined for each department is sent to the appropriate chair.

It is to be stressed that course buyouts may be granted only for particular reasons and on a temporary basis (usually no more than one academic year), and are, **under no circumstances**, to become routine. The chair has the discretion to grant or deny any such request and must take into consideration not only the desires of the faculty member but the needs of the department for instruction by full-time faculty. Any request to buy out of teaching also requires the approval of the dean.

Application: The course buyout rate will be based on a formula, which assigns 45% of a faculty

member's academic base salary (ABS) to his/her classroom teaching. This is to take into account formally that portion of a faculty member's effort that is devoted to university and departmental service (5%). For example:

Teaching load: 3 courses/year

ABS: \$105,000

Buyout: 1 course

$(45\% \times \$105,000)/3 = \$15,750$

Some faculty members may wish to combine a full or partial buyout of teaching with salary banking. In a given semester, a full-time faculty member may use external research funds to pay no more than a total of 50 percent of his/her ABS. Faculty who wish to use external support for a higher fraction of ABS may instead request a period of unpaid leave.

Travel

The university reimburses faculty, staff, and students for approved travel and business expenses when incurred while conducting university business. The university provides a [Travel Guide](#), the [JHU Business Expenses \(Non-Travel\) Policy](#), and the [Krieger School has a Supplementary Policy on Travel and Business Expenses](#).

Traveler Responsibility

Persons traveling on behalf of the university should exercise good judgment with respect to incurring travel and entertainment expenses and are expected to spend funds prudently. An excellent resource for the traveler is the [Johns Hopkins Travel Center](#).

The traveler must retain all required documentation so that expenses can be reimbursed. The traveler must be cognizant of expenses which are not reimbursable and not include them in their reimbursement documentation.

Departmental Reimbursement Requestor Responsibility

The documentation described above is to be given to the designated staff member in the department to initiate the reimbursement process. When the staff member has fully processed the reimbursement through the SAP system, the reimbursement request will be routed to an approver. The approver is always a different person than the initiator of the reimbursement. The university "one-up" approval policy dictates that the approver may not be someone subordinate to the traveler.

Accounts Payable Shared Services Responsibility

Final review and approval of the trip reimbursement is the responsibility of the Travel and Expense staff within Accounts Payable Shared Services (APSS). To see the listing of staff in the

business unit of APSS, go to the [contact page](#).

Travel Advances

Travel advances are available to university faculty, staff, and students who are active in the payroll system. These cash advances are to be used for necessary expenditures that cannot be covered by other means. Travel advances are not available to university consultants or independent contractors. For the university policy on travel advances, both traveler and departmental travel administrator should consult Section AP-TRV-PR-02 Advances of the JHU Policy and Procedures Manual.

Non-Employee Reimbursement

Non-employees may be reimbursed for certain expenses related to appropriate university business. (Reimbursements for non-employees are submitted through FV60 online payment request in SAP.) Additional forms and instructions are available on the [KSAS Office of Finance and Administration site](#).

Information Technology

Krieger IT (KIT) is the gateway to all IT services provided either at the school or institution level. The mission of KIT is to partner with the school's community of scholars and staff to provide and support the technologies that foster the school's mission — discovery through research, scholarship, and education.

KIT is organized around a hybrid support model. Technical professionals are placed in the departments for quality, timely response, while guided by the school's IT director. In addition, the director and departmental staff partner with IT@JH, the university's central IT organization, to leverage their enterprise-level services.

Each department has at least one assigned IT professional. Find a complete list of KSAS IT staff at our web site, krieger.jhu.edu/it/contact. When faculty have IT questions, their first point of contact is the IT professional assigned to their home department.

Your Gateway to Services

Your departmental IT professional is your point of contact for all technology services. He or she can answer your questions or find the right group to handle your issue. You should consult with departmental IT on computer purchases, on research computing resources, including hardware and software, as well as on instructional computing (e.g. Canvas learning management system, Panopto lecture capture, or Zoom videoconferencing questions). The KIT team has more than 30 professionals with a wealth of knowledge and experience to get you what you need. KIT staff can escalate to IT@JH on your behalf when necessary for centrally provided services or

connect you with the Center for Excellence and Innovation (CTEI) for higher order questions regarding instructional technologies.

Below is a partial list of services, and their providers:

IT@JH Services

- Identity management – JHED ID for Single Sign On (SSO) to enterprise application services
- Exchange Online email and calendaring
- Enterprise web services
- Infrastructure
 - wired, wireless and research networks
 - Cybersecurity infrastructure, including network firewalls, intrusion detection, and monitoring
 - VPN
 - Access to MS Azure and AWS cloud services
 - Enterprise web hosting
 - MS O365 Cloud Services – Sharepoint/Teams/OneDrive
 - myCloud virtual desktop
- Enterprise applications including:
 - SIS student information system
 - Canvas learning management system-used to publish course materials online
 - AEFIS assessment management system-used to post course syllabi online
- Enterprise software license administration – license fees paid at the division level
 - Microsoft agreement – desktop and server operating systems, O365 productivity applications (Word, Excel, Ppt) and others
 - Qualtrics-all faculty, staff, and students
 - Departments can use this tool for surveys of students, staff, and faculty
 - Research applications, including Matlab and Mathematica
 - Panopto lecture capture
 - Zoom video conferencing (contact ksaszoom@jhu.edu for access)

KIT School-wide Services

- School-wide, high availability file server services
- Virtual server infrastructure (with over 100VMs)
- Desktop/laptop backup services
- High-capacity, high-performance, shared research storage (per TB charges apply). Includes direct connection to the Advanced Research Computing at Hopkins (ARCH) high power computing cluster.
- School-wide software licensing/license management
 - Concurrent license management server available for school-wide or departmental software licenses, including Matlab and Mathematica

- ChemDraw – all faculty, staff and students
- IDL and ENVI – concurrent and nodelocked licenses
- ERDAS Imagine – concurrent licenses

KITCATS (Classroom and A/V Technology Services)

- Design, installation and support for A/V technology in Registrar-controlled classrooms
- Responsible for A/V support for all Registrar-controlled classrooms

Other Technology Support

- **Center for Teaching Excellence & Innovation (CTEI)** The CTEI is the instructional support group for KSAS and WSE faculty, providing training and resources on teaching. Included in this is support for instructional technologies, such as Canvas and Panopto.
- **Advanced Research Computing at Hopkins (ARCH)** ARCH runs the high-performance computing cluster at the Maryland Advanced Research Computing Center (MARCC) at Bayview. KSAS faculty can get computing time on the cluster for computational research.

Policies and Procedures

Johns Hopkins University official policies and procedures are designed to provide managerial and supervisory staff with uniform knowledge to assure equitable and consistent application of university guidelines. They are intended, also, to provide a consistent resource for all staff members employed by the university.

It is the responsibility of each manager and supervisor to administer these policies consistently and impartially. Official Johns Hopkins University policies, Krieger School policies and procedures, and others can be found on the [University Policies and Statements website](#). JHU community members can access the new policy and document library using their JHED ID. If you do not have a JHED ID but would like to view a university policy, email policies@jhu.edu.

While knowledge of and adherence to all university policies is essential, there are several policies that, due to the frequency to which they are referenced, warrant inclusion below. With any policy, KSAS Human Resources staff will assist you in interpretation and application.

Code of Conduct

The University's [Code of Conduct](#) sets forth the expectations for conduct on of its faculty, staff, and agents, collectively referred to herein as "Members of the University Community." The fundamental underpinning of the Policy is a requirement that Members of the University Community comply with all applicable federal, state, and local laws, and with all applicable University policies, and conduct themselves in a manner that represents the high standards of the University and protects the mission of the organization. The University is also committed to

fostering an educational and working environment that encourages and supports unfettered scientific inquiry and the free and open exchange of ideas that are the hallmarks of academic freedom.

University Policy on Sexual Misconduct

The [Sexual Misconduct Policy](#) outlines a prompt, fair, equitable, and impartial policy and procedure to investigate and resolve cases involving sexual misconduct and retaliation that is in compliance with the law.

University Research Integrity Policy

The [University Research Integrity Policy](#) describes the university's process to ensure integrity in the design and conduct of research and the reporting of research results. This policy adopts the federal regulations' definition of "research misconduct" as fabrication, falsification, or plagiarism in the design, conduct, or reporting of research. All members of the JHU community have an obligation to report in good faith suspected research misconduct.

KSAS Policy on Professional Misconduct

The [Policy on Professional Misconduct](#) provides a fair and orderly means of handling allegations of professional misconduct raised against members of the faculty and senior administrative staff of the Krieger School of Arts and Sciences.

Homewood Responsible Conduct of Research Policy

The [Responsible Conduct of Research Policy](#) outlines Johns Hopkins University's obligation to ensure that its advanced degree recipients, faculty, research staff, and all other individuals involved in research have a thorough working knowledge of matters related to responsible research behaviors.

Academic Grievance Policy

The [Academic Grievance Policy](#) provides several avenues of redress for students and postdoctoral fellows who believe they have been adversely affected in their professional or educational activities as a result of an arbitrary or capricious act, or failure to act, or a violation of a University, division, school, or center procedure or regulation by their supervisor, department chair, center director, or other administrator or administrative body.

Policies on Conflict of Interest and Conflict of Commitment

The [University Policy on Conflict of Interest and Conflict of Commitment](#) applies to all employees in all units of the Johns Hopkins University. In addition, the Whiting School of Engineering and Krieger School of Arts and Sciences have developed a [Divisional Policy on Conflict of Commitment and Conflict of Interest](#), which includes additional policies and provisions.

Travel and Business Expense

The [JHU Travel Guide](#) outlines Johns Hopkins University's travel and business expense policies and procedures. The [JHU Business Expenses \(Non-Travel\) Policy](#) also provides important information. Additional school-specific information is included in the [KSAS Supplement to JHU Travel and Business Expense Policy](#).

Personal Relationships Policy

The [Personal Relationships Policy](#) (requires JHED login) provides guidance on how to avoid conflicts of interest and potential negative impacts on both the integrity of student/teacher relationships and the workplace climate.

Lobbying Disclosure and Political Activity

The University encourages all University affiliates to be informed and engaged citizens in our democratic process. In view of JHU's compliance obligations, the [Lobbying Disclosure and Political Activity Policy](#) sets forth parameters for JHU faculty, staff, and students with regard to lobbying and campaign activity.

Section 5: Research Administration, Sponsored Projects, and Research Compliance

The Office of the Vice Provost for Research meets frequently with divisional colleagues to strategically plan Johns Hopkins' research infrastructure. This office works with divisional research leaders to constitute the Research Oversight Committee, whose mission is to provide strategic oversight, coordination, and support to the schools and units to: provide the requisite scientific infrastructure to maximize the rate of discovery and dissemination of new knowledge; and provide research administrative support that facilitates responsible and efficient research with a minimal diversion of faculty time from their research and scholarship. While this larger body works to coordinate efforts across the university, the following offices assist with the solicitation, negotiation, and management of sponsored projects in support of research carried out at Johns Hopkins:

- [The Dean's Office Research Integration Team](#) (DO-RIT, formerly known as Business and Research Administration Office) of the Krieger School of Arts and Sciences works with principal investigators and department staff throughout the process of proposal development and submission, day-to-day award management, and award closeout, serving as a liaison with other offices involved in research administration (Johns Hopkins University Research Administration, Sponsored Projects Shared Services, Johns Hopkins Technology Ventures). DO-RIT also provides enhanced research administration services, both pre- and post-award, to KSAS units without dedicated research administration support.
- [The School of Medicine Office of Research Administration](#) (ORA) reviews all sponsored research proposals and awards, reviews and negotiates all commercial clinical research agreements, and provides expertise in clinical research patient care coverage analysis, comprehensive budget development, and budget negotiations with corporate sponsors. ORA serves the School of Medicine.
- [Johns Hopkins University Research Administration \(JHURA\)](#) reviews and approves all sponsored proposals and drafts, and negotiates and signs all sponsored agreements (grants and contracts, including unfunded agreements such as nondisclosure agreements), for all JHU divisions other than SOM. JHURA is also responsible for compliance and regulatory matters related to sponsored research, and includes the Office of Export Controls and the Office of Research Information Services (ORIS), the latter of which manages the Coeus (soon to change to FIBI) proposal review, approval, and tracking system.

The Dean's Office Research Integration Team

The Dean's Office Research Integration Team (DO-RIT) is dedicated to providing support to KSAS faculty while ensuring compliance with federal, sponsor, and university policies and

regulations. In addition to pre-award services such as proposal development for units without dedicated research staff and post-award advice and services for all units, as appropriate, the Research Integration Team:

- Reviews all requests for deviation from policy/standard procedure and approves or recommends a course of action to the appropriate vice dean:
 - Minimum level of effort;
 - Application of F&A rate (reduction or use of off-campus rate);
 - Cost share
- Ensures awareness of and provides education on sponsored projects topics;
- Provides advice on allowability, allocability, reasonableness, and consistency of grant expenditures;
- Reviews subrecipient invoices to ensure compliance with all sponsor and university administrative requirements;
- Ensures compliance with effort reporting requirements;
- Ensures and documents compliance with Responsible and Ethical Conduct of Research training requirements;
- Recommends updates to policies and procedures based on the changing regulatory landscape;
- Represents KSAS in internal and external research-related audits.

The above list is illustrative rather than exhaustive. DO-RIT is here to assist with all sponsored project needs.

Required Training

KSAS research faculty must complete two online trainings in accordance with federal regulations and applicable Johns Hopkins policies. Each of the courses is taken online and does not require in-person attendance. You can register by logging into <https://my.jh.edu/>, then selecting the education tab and then myLearning:

- Conflict of Interest and Commitment (retraining required every four years after initial training)
- ERS Effort Reporting System-Certifiers (retraining required every five years after initial training)

Proposals

A proposal is an application for funding that includes all information that is necessary to describe the project aims and objectives, research personnel, environment, and funding requirements. A typical proposal requires a detailed statement of work, a detailed budget breakdown, and sponsor-specific forms.

All KSAS faculty proposals must be reviewed, approved, and submitted by Johns Hopkins University Research Administration (JHURA). Approvals are made through the university's electronic routing and tracking system, Coeus (soon to change over to FIBI). JHURA asks that proposals be routed for approval through Coeus three days prior to the sponsor deadline. For more information, visit the [JHURA website](#). DO-RIT is available to assist with Coeus records as necessary.

Award

Awards are proposals that are funded either through a grant, cooperative agreement, or a contract. Awards are made to and accepted by the university under specific terms and conditions that must be followed. An award must be reviewed by JHURA and negotiated as appropriate, then accepted on behalf of the university by an authorized signatory. Authorized signatories on sponsored agreements reside in JHURA. Once awards are finalized, the sponsored account is established. The award must be monitored throughout the award period to ensure:

- All terms and conditions of the sponsor are met;
- All funds are expended according to sponsor, federal, and university policies and regulations;
- All technical, financial, patent, equipment, and other administrative reports and deliverables are submitted in a timely fashion;
- All revenue is collected and accounts are closed out in accordance with the terms of the award.

Grants and Cooperative Agreements

JHURA receives notices of awarded grants and cooperative agreements on behalf of the principal investigators (PI) in the Krieger School of Arts and Sciences and reviews the award for accuracy and acceptability. If the award is from a sponsor other than the National Institutes of Health or National Science Foundation, JHURA will first send it to the department for the PI's concurrence that it is acceptable from a programmatic standpoint; the department then workflows it back to JHURA through the JHURA Agreement Workflow System (JAWS) for review, negotiation/acceptance if necessary, and set up through SPSS.

Contracts

Contracts are received and reviewed by the designated JHURA contracts associate. If a contract is sent directly to the department, the department should initiate a record through JHURA's workflow system, JAWS, so that it can be assigned to the appropriate contracts associate.

The JHURA contracts associate consults with the PI on technical and budgetary terms of the contract, as appropriate, throughout the negotiation process.

Any unacceptable clauses or requirements are negotiated with the sponsor.

JHURA executes the contract when the language is acceptable, and forwards to the sponsor for full execution.

Pre-Award Accounts

Occasionally it may be necessary to establish an account in SAP before a sponsored agreement is finalized. When a sponsored agreement is reasonably expected to materialize, a pre-award account may be established for the purposes of beginning the process of recruiting project employees, ordering specialized equipment and supplies, etc., in preparation for the start of the project.

Requirements to establish a pre-award account:

- Documentation from the sponsor indicating imminent funding, with an expected start date, if possible.
- Documentation (submitted via email) that the department chair or his/her representative has authorized setup of the account. The chair must acknowledge in the email that it is understood that should a sponsored agreement not materialize, any and all expenditures made against the pre-award account will be the responsibility of the department. The email must identify the departmental non-sponsored account that will serve as a backup should funding not be awarded.

Please note that pre-award accounts can be established for only one project period of up to 12 months. Once established, the pre-award account will be used throughout the life of the project. DO-RIT will review all documentation and request pre-award accounts through SPSS.

Award Set-Up

When project funds have been awarded, JHURA electronically workflows the award documents to Sponsored Projects Shared Services (SPSS) through Oculus for processing through SAP. The SPSS accountant sends an email to DO-RIT to confirm that the award set up/modification is complete. DO-RIT emails this confirmation notice, along with a PDF copy of the award notice, to the PI and the designated department contact(s). The corresponding internal order (IO) number

is notated in the email.

Sponsored Account Management

Reconciliation or verification of financial transactions is a key element of JHU's internal controls and is fundamental to sound business practices. Verification of all charges against a cost object, accompanied by any necessary corrections, ensures the accuracy of transactions.

Each sponsored account should be reconciled on a monthly basis. The main purpose of this process is to ensure that expenditures are:

- Correctly charged;
- Allowable for the cost object being charged in accordance with regulations and policies;
- Allocable to the cost object charged and correctly coded as to type (G/L code);
- Appropriately approved and documented;
- Recorded in a consistent manner in accordance with the JH Cost Disclosure Statement

Administrative staff will assist faculty with reconciliation and with remaining aware of spending rates and other issues that affect the ability to complete the work within the period of award and within budgetary constraints.

Per university policy, financial records (electronic and paper), supporting documents, statistical records, and all other records pertinent to a sponsored award shall be retained for a period of seven years from the date of submission of all deliverables or resolution of audit findings, whichever is later. Financial reports, patent reports, technical reports and equipment reports are examples of deliverables.

Limited Submission Opportunities

The Research Development Team in the Office of the Vice Provost for Research (RDT) coordinates all limited submission activities on behalf of the university, and makes every effort to provide a current list of open opportunities to faculty. Faculty can view this list on the [RDT website](#), where they may also sign up for external sponsor email alert services in order to find funding opportunities.

Application Materials

Internal competition procedures are specific to each funding opportunity, but applications generally include a project summary, CV/biosketch, and proposed budget summary. Individual requirements for each application are available on the [cover sheet](#), which is accessed through custom PDFs linked from each program announcement, or on the online application page.

Application Timeline

RDT sends out weekly announcements of limited submission opportunities, providing applicants with approximately 60 days to submit their applications. The vice provost reviews each application, and, upon identification of the representative(s) selected to apply on behalf of the university, notifies the selected applicant(s) approximately one month prior to the sponsor deadline, allowing for the creation of an accurate and comprehensive proposal to the sponsor. Once chosen to go ahead with a limited submission proposal, faculty members work with their departments and JHURA on the submission to the sponsor.

Additional information is available through the limited submission [Frequently Asked Questions](#).

Research Compliance

Homewood Institutional Review Board

Johns Hopkins University is committed to protecting the rights and welfare of individuals participating as subjects in research. All human participant research conducted under the auspices of the university is evaluated by an Institutional Review Board (IRB) to ensure that the rights and welfare of participants are fully protected.

The Homewood Institutional Review Board (HIRB) serves the Krieger School of Arts and Sciences, Whiting School of Engineering, School of Education, Carey Business School, Nitze School of Advanced International Studies, and Peabody Institute. HIRB is responsible for reviewing all research projects involving human participants conducted in these divisions. This policy applies to all faculty, staff, and student research projects, whether or not a project is funded and regardless of the location at which the research will be conducted. Additional documents, resources, and instructions for submitting proposals are available on the [Homewood IRB website](#).

All investigators and research team members must complete training in the protection of human research participants prior to submission of applications for HIRB approval. The Collaborative Institutional Training Initiative (CITI) offers a training module that can be completed online. Please email [Homewood IRB](#) with any questions.

Responsible Conduct of Research Policy

Education and training in the ethical and responsible conduct of research is an essential element of training for individuals who will be pursuing advanced degrees or are engaged in research in any field. The purpose of this policy is to establish minimum responsible conduct of research (RCR) training requirements for such individuals.

Federal funding agencies, including the National Science Foundation (NSF) and the National Institutes of Health (NIH), require as a condition of receiving funding from such agencies that

institutions develop formal training in RCR for students, postdoctoral fellows, and other individuals supported by federal grant funds.

Johns Hopkins University has an obligation to ensure that its advanced degree recipients, faculty, research staff, and all other individuals involved in research have a thorough working knowledge of matters related to responsible research behaviors. At a minimum, these matters should include scientific misconduct, conflict of interest, data management, authorship practices, human and animal research subjects, and academic ethics.

KSAS postdoctoral fellows, graduate students, and undergraduate students who are involved in research and receive funding from NSF or who receive fellowship support from the NIH are required to complete in-person education and training in RCR. Trainees are expected to register for and complete the RCR in-person course during the period in which they are funded by the aforementioned grants. Trainees who cannot complete the in-person training during the period in which they are funded should notify the executive vice dean and then complete the in-person training the next time it is offered.

The online CITI training in RCR may be utilized if individuals provide appropriate documentation that they are unable to attend one of the in-person courses due to unusual and well-justified circumstances and receive permission from the KSAS executive vice dean in advance. Appropriate documentation includes a written explanation of the reason that the in-person course cannot be attended.

Effective for proposals submitted or due July 31, 2023 and after, NSF requires RECR training for faculty and other senior personnel as well as for postdoctoral fellows and students. Faculty and other senior personnel may fulfill this requirement by completing the CTIT training course. DO-RIT will remind investigators, via the award setup notification, of this requirement when it applies to a specific award. As in the past, all KSAS faculty members involved in research are strongly encouraged to complete the online CITI training in RCR regardless of funding sources sought in order to update their own understanding of RECR and effectively mentor students and post-doctoral fellows regarding RCR.

Animal Care and Use Committee

Animals that are used in research and teaching are covered by the Animal Care and Use Program. The Johns Hopkins program is in compliance with Animal Welfare Act regulations and Public Health Service (PHS) Policy. Johns Hopkins University has an approved PHS assurance that describes the conduct of its animal care and use program. Johns Hopkins also maintains accreditation of its program by the private Association for the Assessment and Accreditation of Laboratory Animal Care (AAALAC) International. The overarching goals are to assure that laboratory animals at Johns Hopkins University receive the highest quality care and to protect the health of people who work with and around animals at Johns Hopkins.

The Animal Care and Use Program at Johns Hopkins is a university-wide program. It comprises multiple components, which cover animal housing and care, veterinary medical care, facilities

management, training, occupational health, and assurance of compliance with federal and state laws and policies that govern use of animals in research and teaching. In general, the National Research Council's *Guide to the Care and Use of Laboratory Animals* serves as the primary source for standards for the Johns Hopkins Animal Care and Use Program. Additional detailed information regarding policies and guidance may be found on or through links from the [Animal Care and Use Committee website](#).

Conflict of Interest and Commitment and the Conflict Review Committee

Johns Hopkins University maintains the highest principles of integrity in research, education, service, and clinical care. Generating new knowledge and transferring it for the benefit of society often requires interaction with commercial and other organizations outside the university. To advance knowledge and support its academic missions, the university supports and encourages many types of relationships with a wide variety of outside organizations. However, some arrangements can give rise to conflicts of interests in research and may create actual, potential, or perceived risks to research integrity, objectivity, or the safety of research subjects. To ensure that these arrangements are consistent with institutional policies and applicable regulations, they must be disclosed to the university and reviewed under the institution's conflict of interest policies.

Additional detailed information regarding university and divisional policies on conflict of commitment and conflict of interest and the guidelines for reporting financial interests and external activities may be found on the [Conflict of Interest website](#). Please email [Homewood COI](#) with any questions.

Lab Safety

All JHU affiliates are responsible, as a condition of their affiliation, for following all established safety policies. [The Johns Hopkins Lab Safety website](#) includes information and links for various policies, procedures, forms, safety notes, and contact information for lab safety personnel. The Homewood campus has also employed a laboratory safety advocate who works for the deans (not for the Department of Health, Safety and Environment) and serves as an internal independent lab safety consultant and as a resource on education, policy, and procedure. Currently, the Laboratory Safety Advocate is:

Dan Kuespert, PhD, CSP
Krieger School of Arts & Sciences/Whiting School of Engineering
410-516-5525 (x6-5525)
241 Ames Hall
dkuespert@jhu.edu

Lab Safety Policies

JHU safety policies are hosted directly at a Homewood URL; Hopkins uses a unified system, *Hopkins Policies Online (HPO)*, to store all relevant policies. Use <https://hpo.johnshopkins.edu/hse/> (requires JHED login) as a quick way to find JHU safety policies. Note that JHU and JHMI share a common set of safety policies established by the Johns Hopkins Joint Committee on Health, Safety, and Environment. Several policies, though, are hospital-specific or have sections that are healthcare-only, so read carefully.

As a part of its compliance with occupational safety regulations, JHU has a set of [Standard Operating Procedures](#) for various types of chemicals (e.g., corrosives, compressed gases, carcinogens, flammables, etc.). **Following these rules for chemical handling is mandatory.**

JHU also uses a commercial Safety Data Sheets (SDS) database called [ChemWatch](#). The database contains hundreds of thousands of vendor/manufacture SDSs, updated frequently, plus many “Gold” SDSs written by ChemWatch toxicologists. Investigators should review any manufacturer SDSs as well as the Gold SDS for the chemicals they are using.

If ChemWatch does not have the SDS you need, contact the Department of Health, Safety, and Environment to request an SDS. If you are not provided with an SDS upon request to your supervisor, by law you do not have to (and should not) work with that chemical.

You must access ChemWatch from a JHU IP address. If you receive a login prompt, do not try to login with your JHED ID. Connect to the campus virtual private network (VPN) using Pulse Secure and retry.

Lab Safety Education

There are several options for lab safety education available to all JHU affiliates. The JHU myLearning portal (accessible through <https://my.jh.edu/portal/web/jhupub/>) offers access to an online *Introduction to Laboratory Safety* course (aimed at undergraduates). This brief course is also required for all graduate students in science and engineering laboratory departments. First-year graduate students who may conduct or collaborate on laboratory work at some point should also take a more detailed course, EN500.601, *Research Laboratory Safety*, for one credit, offered in the fall and spring semesters. This class covers lab safety information and its application to real-world lab experiments. It is open to students from both the School of Engineering and the School of Arts & Sciences. Additional custom trainings are also available. For additional information, contact the Laboratory Safety Advocate.

Lab Safety Inspections

Lab safety inspections occur formally once per year. Inspections are conducted by the HSE Research Safety Specialists. Findings are shared in writing with the principal investigator and the department chair. Barring exception, violations are expected to be corrected within one week. Failure to do so can lead HSE to temporarily shut down a lab.

Emergency Procedures

Report all emergencies as soon as possible to JHU Security at 410-516-7777. The Johns Hopkins Lab Safety website also provides clear, easy-to-follow Instructions in case of a number of different emergencies. Familiarize yourself with these procedures in advance so that you will be able to execute them quickly and safely in the event of an actual emergency.

Types of emergency

- [Fire or explosion](#)
- [Physical Injury \(no continuing hazard\)](#)
- [Laser Injury \(no continuing hazard\)](#)
- [Facilities emergency \(threatens life or property\)](#)
- [Chemical spill](#)
- [Biological spill](#)
- [Chemical exposure](#)
- [Biological exposure](#)
- [Radiation exposure](#)
- [Security \(theft, assault, etc.\)](#)
- [Active shooter](#)

Johns Hopkins Technology Ventures (IP & Commercialization)

Johns Hopkins Technology Ventures (JHTV) is the intellectual property (IP) administration center of Johns Hopkins University and a resource for researchers seeking to translate their research via industry collaboration, licensing, or startup activity. JHTV works with inventors to protect their discoveries via patent and other IP filing, oversees the licensing of JHU technologies, and provides translational funding, mentorship and other support services to help technologies along a commercially viable, high-impact path. JHTV also supports the growth of startup companies (venture capital connections, incubator space, and educational programs) and facilitates the development of corporate-sponsored research collaborations.

JHTV is organized to support all paths to commercialization with an eye toward putting high-impact products in the market. Faculty may engage with JHTV to:

- Seek support from the **Technology Development** team in planning for commercialization of a project;
- Report an invention on the [JHTV website](#) and work with the **Technology Transfer** team on IP protection and licensing;
- Consult the **Corporate Partnerships** team to pursue industry-sponsored research;
- Learn more about entrepreneurship or build a startup company with help from the **FastForward** team, which also runs a dedicated program for students (**FastForward U**).

The Johns Hopkins University Inventor's Guide details the commercialization process at JHU; this and other how-to resources are available via the [JHTV Digital Library](#).

[The Johns Hopkins University Intellectual Property Policy](#) also serves as a key resource for the licensing of JHU inventions and the distribution of proceeds that they generate.

Section 6: Teaching and Mentoring Responsibilities for Faculty in Humanities, Social Sciences, and Natural Sciences

The focus of this section is to outline the academic policies and student affairs resources that faculty are most likely to reference. Additional information on these policies, as well as information on academic and student life policies, is detailed in the [Undergraduate and Graduate Academic Programs e-catalogue](#).

Academic Calendar

Complete details on the academic calendar may be found at: <https://studentaffairs.jhu.edu/registrar/academic-calendar/>. Please note that to find school-specific calendar dates, you must select KSAS.

Course Management

Class Rosters

Faculty can access the official registrar information regarding their courses by logging into the [Student Information System](#). Here faculty will find their official rosters, classroom assignments, and other essential course information. This is also where faculty submit final course grades.

Starfish for Reporting Student Progress/Difficulty

Starfish is a tool through which you can raise concerns about students in academic or personal difficulty. It is also now the method by which we collect mid-semester reports for undergraduate students. You can access Starfish through Canvas or SIS (when in “advisor” mode). Please contact your school’s academic advising office if you have questions. For additional information on the use of Starfish, please visit <https://uis.jhu.edu/starfish/>.

Canvas and Canvas Gradebook

Canvas provides many features to help facilitate your course including posting and collecting assignments, sharing content, sharing your syllabus, and communicating announcements to students. If you have not used Canvas, training and help guides are available from the Center for Teaching Excellence and Innovation: <https://ctei.jhu.edu/canvas>

One simple feature you should consider using is the [Gradebook](#). This allows you or your teaching assistant to post grades for assignments and exams. Use of the Canvas Gradebook eliminates the need to keep a separate record but can be exported as an Excel file if you so need to work in a spreadsheet. Using the Gradebook also allows you to efficiently communicate grades and feedback to students.

It is possible to calculate final course grades in Canvas and upload them to SIS. (Note that this functionality is not available for combined rosters.) However, faculty should not publish final

course grades to students through Canvas before students complete their course evaluations. The Gradebook's "Total" column is hidden from students by default for this reason.

The Center for Teaching Excellence and Innovation

The Center for Teaching Excellence and Innovation (CTEI) is the instructional innovation and support team for Homewood faculty. The team includes instructional designers, educational technologists, and educational research professionals. The CTEI sponsors several professional development opportunities, which are outlined in Section 4.

Undergraduate Policies

The policies, procedures, resources, and opportunities included in this section are relevant for undergraduates enrolled in the full-time degree programs in the Zanvyl Krieger School of Arts and Sciences and the Whiting School of Engineering on the Homewood campus. While the focus of this section is on undergraduate education, most of what is presented is applicable to graduate students as well. For full details on all policies and procedures, please see the [e-catalogue](#).

Attendance and Absences

Although there are no university regulations concerning attendance, students are expected to attend all courses regularly. Students should consult with their instructors and/or teaching assistants when they have missed classes to explain the reasons for their absence, and to stay on track in the course. Instructors are encouraged to establish and communicate their own policies regarding attendance, and it is the student's responsibility to know those policies.

In certain courses, regular attendance is given special importance. These include foreign language courses, as well as introductory courses in Writing Seminars and the University Writing Program. Instructors in these courses may lower a student's grade for unexcused absences.

If a student is absent from classes over a period of several days without explanation, instructors are encouraged to raise a flag via Starfish software: <https://uis.jhu.edu/starfish/>. In some cases, withdrawing from a course may be considered; however, students must withdraw from a course before the end of the 11th week of the semester and still remain in at least 12 credits if they wish to remain full-time students.

Absence from Class Due to Illness

Students who have flu symptoms will be told not to attend class and to isolate themselves to the extent possible until they have been fever-free for 24 hours. In the interest of minimizing contagion, faculty are urged to cooperate in accommodating students who miss class due to illness.

Neither Student Outreach and Support nor the Student Health and Wellness Center issue notes for students who miss individual class meetings, exams or labs. The health center will provide

students with verification of their visit if they are seen for a serious or extended illness that causes them to miss a number of classes over several days or major academic assignments, such as mid-term examinations or major presentations. Such verification will not be provided retroactively. Faculty should review policies regarding missed classes and work to ensure that students who heed the advice of health professionals are not penalized academically. In case of a hospitalization or other emergency, a case manager In Student Outreach and Support may reach out to faculty.

If faculty members are concerned about students' success in class due to absences or missed work, they can raise a flag in Starfish to report the concern: <https://uis.jhu.edu/starfish/>. Additionally, faculty can refer students to the Student Outreach and Support Office who can work with students to connect with a case manager: <https://studentaffairs.jhu.edu/student-life/student-outreach-support/>

Absence for Religious Holidays

Religious holidays are valid reasons to be excused from class. Students who must miss a class or an examination because of a religious holiday must inform the instructor as early in the semester as possible in order to be excused from class or to make up any work that is missed. If possible, faculty should try to avoid scheduling exams for major holidays: The Religious Holy Days for the Academic Calendar are available on the [Homewood Student Affairs Religious and Spiritual Life website](#).

Approved Absences

The university encourages students to participate in varsity athletics and other significant extracurricular activities. Students who must miss a class or an examination because of participation in a scheduled in-season varsity athletic event must notify the course instructor as early in the semester as possible. Approved absences are granted at the discretion of the course instructor. When students must miss a scheduled examination, several solutions have been found by instructors. Students have been permitted to take an examination before leaving for the event, or coaches have served as proctors for examinations taken during the athletic event at approximately the same time as the other students in the course. Students have also been allowed to take the examination, or an alternative examination, upon their return from the athletic event.

Administration of Final Examinations

The final exam schedule is posted on the [Office of the Registrar website](#). This schedule allows the 13-week semester to be used, as intended, for instructional purposes alone, and also gives students adequate time to prepare for examinations. For this reason, faculty should not make *ad hoc* arrangements for the administration of final examinations. All faculty should be aware of the following guidelines:

1. The times and places of final examinations are officially scheduled by the university registrar. All final examinations are to be administered during the official final

examination period at the time prescribed by the course in question. Students should not be polled as to their willingness to change the time of the scheduled examination. Exams scheduled outside the formal schedule inevitably conflict with other examinations or other obligations.

2. The so-called “reading period” was established so that students could have several days free of other obligations in order to prepare for their examinations. Please keep those days clear just for that purpose. In particular, no make-up classes or final examinations are to be administered during the reading period.
3. While faculty have the discretion to schedule quizzes, mid-term examinations, and hourly examinations (including tests that they may regard as comprehensive) during any class period of the regular semester, the practice of scheduling a formal final examination for the last regular class meeting violates both the letter and the spirit of the final examination policy. It compromises the length of the semester for instructional purposes and limits the ability of students to prepare adequately.
4. Any take-home final examination can be due no earlier than the time of the regularly scheduled final examination. Faculty members sometimes substitute other academic exercises for a final examination. When assigned as a final exercise, with the expectation that the student will prepare for the assignment and complete the assignment after classes have concluded, such substitutes for examinations should be treated as final examinations and be due on the course’s scheduled examination date. While faculty members retain the discretion to assign appropriate due dates for papers and projects, it is inappropriate to structure a course so that assignments must be completed during the reading period.
5. If weather necessitates the cancellation of final examinations, make-up examinations must be administered only within the formal examination schedule.
6. Faculty members who have other imperative professional obligations that require some adjustment to the final examination schedule should confer as soon as possible with the vice dean for undergraduate education.
7. Students find it extremely helpful when a course syllabus describes all the requirements for a course, including the date of the final examination and weight to be accorded it, in addition to the course description and goals, reading assignments, grading policies, contact information and office hours, and the ethics policy. Faculty should include this information in course syllabi.

For more information on final exams, please consult the [final exam policy](#) in the e-catalogue.

Prompt Submission of Grades

Late grades can have serious implications for students’ financial aid, academic standing, and

graduation. Therefore, it is vital that faculty post their grades promptly. The expectation is that grades will be submitted within 48 hours of the administration of the scheduled final exam time.

- Please note: This can be challenging for large courses whose final exam slots fall toward the end of the examination period. If some grades need to be prioritized (for example, for graduating seniors) it is possible to submit some grades through SIS and later, again through SIS, submit grades for underclassmen.

Grading Policies

Faculty submit grades to the registrar at the end of the semester. A detailed account of the grading scale and grade point equivalents, as well as satisfactory/unsatisfactory grading, can be found [here](#).

Incomplete Grades

Students who are confronted with compelling circumstances beyond their control which interfere with the ability to complete their semester's work during the normal course of a term may request an Incomplete grade (I), a temporary grade, from their instructor. A request for an Incomplete grade must be initiated by the student no later than the last day of classes via the Incomplete Grade Contract available in SIS. Students are expected to consult with the instructor before submitting the Incomplete Grade Contract. Upon receipt of a student's Incomplete Grade Contract form, the instructor may approve or deny the request, at their discretion. Instructors are required to submit the new grade to the Office of the Homewood Registrar no later than 45 calendar days after the last day of classes. If the Incomplete grade is not resolved within 45 calendar days after the last day of classes, the Incomplete grade is automatically converted to the reversion grade.

Graded Work before the Drop Deadline

The last day a student can drop a class is at the end of the sixth full week of classes. It is helpful to students to have a chance to review some graded work before that date so that they can make an informed judgment as to whether or not to drop a course. Specific information about drop dates is available on the [registrar's website](#).

Academic Integrity

Cheating and other forms of academic dishonesty are corrosive and harmful to the university. Faculty who believe a student has committed an ethics violation, should consult the proper procedures. For undergraduate students, the procedures can be found online [here](#) or you can email studentconduct@jhu.edu. The procedures for graduate students are different. The policy can be found at the [Homewood Graduate and Postdoc Affairs website](#).

To report potential academic misconduct, you can utilize the online report form found [here](#).

All faculty are urged to place a statement about academic integrity on course syllabi. It is also

important to make clear the ground rules for a course (whether students may work together on homework assignments, etc.). The following syllabus insert was created by a faculty ethics committee some years ago, and all faculty are encouraged to adopt it:

The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty, and unfair competition.

[In addition, the specific ethical guidelines for this course are: (1) (insert unique rules here, such as your policy regarding collaboration on assignments or use of old exams.) (2) (etc.)]

Report any violations you witness to the instructor. You may consult the director of student conduct (or designee) via email at studentconduct@jhu.edu. For more information, see the [Homewood Undergraduate Academic Ethics Policy](#).

Faculty are also encouraged to use an ethics pledge on examinations:

I attest that I have completed this exam without unauthorized assistance from any person, materials, or device. [Signed and dated]

Student Support Services

Disability Services

Students with disabilities who need accommodations should register with the Office of Student Disability Services (SDS). SDS is also available to consult with faculty about any issues or concerns.

Faculty should include the following statement on syllabi:

Students with Disabilities - Accommodations and Accessibility

Johns Hopkins University values diversity and inclusion. We are committed to providing welcoming, equitable, and accessible educational experiences for all students. Students with disabilities (including those with psychological conditions, medical conditions and temporary disabilities) can request accommodations for this course by providing an Accommodation Letter issued by Student Disability Services (SDS). Please request accommodations for this course as early as possible to provide time for effective communication and arrangements.

For further information or to start the process of requesting accommodations, please contact Student Disability Services at 410-516-4720 or studentdisabilityservices@jhu.edu , or visit the website <https://studentaffairs.jhu.edu/disabilities/> .

Anxiety, Stress, and Mental Health

Faculty are encouraged to include information about the Counseling Center and its services in course syllabi. Here is one possible statement for use:

If you are struggling with anxiety, stress, depression or other mental health related concerns, please consider visiting the JHU Counseling Center. If you are concerned about a friend, please encourage that person to seek out their services. The Counseling Center is located at 3003 North Charles Street in Suite S-200 and can be reached at 410-516-8278 and online at <http://studentaffairs.jhu.edu/counselingcenter/>.

Students seeking support outside the classroom to navigate mental health, physical health, financial, or other concerns they may encounter during their time at JHU can be referred to Student Outreach and Support (SOS). Case Managers in SOS are skilled at navigating campus resources and can also help faculty navigate connecting students to resources. Faculty can raise a "flag" in Starfish, "Behavioral/Mental/Physical Health Concerns". SOS Case Managers respond to these flags, outreach to the student, and let the reporting faculty know they are following up. Faculty can also make a direct referral to Student Outreach and Support by filling out a CARE report on the [SOS website](#).

Academic Advising

The mission of academic advising at Johns Hopkins University is to provide quality advising that calls on the expertise of faculty, staff and administration, who work with students to identify and explore the unique curricular, co-curricular and extracurricular opportunities that define the Johns Hopkins University undergraduate experience.

Advisors use evidence-based and pedagogically sound approaches to empower students and support their holistic well-being as they navigate their academic choices, explore meaningful experiential learning opportunities and engage in a richly diverse campus community that cultivates inclusivity and promotes intellectual curiosity.

Through collaborative efforts across the various campuses and schools, advisors work to ensure that all students have the opportunity to define and pursue their personal, academic and professional goals.

Structure of Academic Advising

All students who enter the Krieger School of Arts and Sciences are classified as pre-majors and assigned an academic advisor in the Office of Academic Advising. Starting with the incoming students in fall 2023, all students will meet with their assigned academic advisor each semester until the graduate from the University. As rising sophomores, students declare their major and begin to engage with the faculty mentorship model designed by their academic department. Prior to the incoming students in 2023, the model of advising was a split/hybrid model where first-year pre-major students were advised primarily by staff advisors in the office of academic

advising and upper class, declared students were advised by faculty advisors in the major department. While the new advising and faculty mentorship model transitions in and the old advising and faculty model transitions out, current sophomores, juniors, and seniors will follow the old model of advising while the incoming first-year students and each class thereafter will follow the new model of advising. It will take three years to transition fully to the new model of advising for all students.

Faculty Mentorship

Until the new model of advising and mentorship is fully implemented, upper class students are required to meet with their faculty advisor at least once per semester, typically for a 30-minute appointment. Students have registration holds placed on their accounts preventing them from registration until they meet with their faculty advisor. The faculty advisor will remove the hold at the conclusion of the meeting. Faculty advisors should consider the following topics for discussion in advising meetings:

- Personal and academic goals
- Post-graduation plans (career, graduate school, etc.)
- Course selection and registration for upcoming semester
- Major requirements and review of degree audit
- Major selection
- How courses relate to each other
- Career options within the field
- Academic support and preparation
- Ways to get involved in the academic department and/or university
- Opportunities for experiential learning activities like study abroad, internships, and/or research

Major Requirements and Degree Audit Software

The registrar's office is in the process of implementing a new degree audit system. In the meantime, upper class students with declared majors as well as faculty advisors can log into SIS to access a pdf of degree audit. The pdf degree audit will show course information that was available in SIS by the date, 7/7/2023. Any course registration or grade information after 7/7/2023 will not show on the pdf audit.

The office of academic advising is currently in the process of creating fillable forms to use for degree tracking purposes until the new degree audit system is in place. Major and Minor Checklist forms will be available via the [Office of Academic Advising Website](#).

Junior Clearance Process

In the spring of their junior year, all students must complete junior clearance. The purpose of junior clearance is to ensure that students, academic advisors, and faculty members are having conversations about final course requirements, co-curricular experiences, and post-graduation opportunities. In order to ensure that these conversations are happening, the Office of Academic Advising requires that the faculty advisor meet with the student and review progress toward degree completion. Specific instructions are sent to faculty advisors during the spring semester.

Office of Academic Advising

Academic advisors located in the KSAS Office of Academic Advising are a great resource for faculty advisors. Academic advisors are trained specifically to know about academic policies and student resources. You can access student advisor information directly in SIS or you can access <https://advising.jhu.edu/> to find contact information.

Impact of Academic Advising and Faculty Mentorship

Students are more likely to persist if they develop a close relationship with at least one faculty or staff member at the institution. Given the advising and mentoring structure at Hopkins, faculty advisors are well positioned to be this one person. Through institutional research, the Office of Academic Advising has learned that students want more face time with their faculty mentors to discuss a broad range of topics even beyond course selection and registration. Further, the office has learned that satisfaction with mentorship is linked to satisfaction in the major and affinity for the institution as whole. The bottom line is that faculty mentors play an impactful role in the success of the student and the institution.

Director of Undergraduate Studies

Each department and program offering an undergraduate major or minor designates a faculty member to serve as the Director of Undergraduate Studies (DUS) who oversees the undergraduate experience in that department. The DUS serves as the primary contact on undergraduate matters and exercises special responsibility for engaging his/her faculty colleagues in efforts to ensure the health and quality of the undergraduate program. The DUS provides leadership on such issues as the adequacy of course offerings, requirements for the major, the effectiveness of the faculty advising system, access to research opportunities, and the development of programs that enhance the sense of community among majors and facilitate interaction with departmental faculty. DUSs also attend to issues such as approvals for courses taken outside of JHU. They frequently represent their department on programs for prospective students and generally support student recruitment efforts. While not directly involved in policy creation, the DUS plays a role in the enforcement of academic policy. Each semester, the vice dean for undergraduate education convenes the directors of undergraduate studies as a group along with administrators responsible for academic advising, academic services, and other academic programs. These occasions facilitate communication about issues related to undergraduate education, provide the opportunity for faculty input, and allow the

sharing of program ideas.

The Director of Undergraduate Studies serves as a departmental liaison to various offices:

- Liaison to Dean's Office: The DUS meets periodically with the vice dean of undergraduate education and administrators responsible for academic advising, academic services, and other academic programs to discuss issues related to undergraduate education.
- Liaison to Department: The DUS works with colleagues to review the requirements for majors and minors in their department and to monitor the undergraduate academic program. They assign students to faculty advisors, and update faculty advisors regarding undergraduate academic policies and registration procedures. Some departments have an advising coordinator or undergraduate coordinator to assist with these tasks. The DUS has oversight of undergraduate majors in their program, and work with department staff to update students regarding policies, programs, courses, requirements, and general life in the department. Most communications may be done via email. Department newsletters and postings on the department's website also provide a vehicle for communication with students. The DUS also has the opportunity to develop programs that foster a sense of community among undergraduates and their department. Students particularly appreciate the opportunity for casual interaction with faculty. Film nights, pizza gatherings, and "clubs for majors" have proved effective in some departments. The DUS is in a good position to lead discussions with colleagues regarding syllabi. While syllabi will be developed by each instructor independently, students appreciate the inclusion of policies regarding attendance, missed exams, electronic submission of assignments, disabilities, and ethics, as well as assignments and their weight toward the course grade, schedule for class meetings, and the course description and readings.
- Liaison to Office of Academic Advising: The DUS develops a relationship with the professional advisors of the Office of Academic Advising (OAA). One key element of the relationship with OAA is communication regarding the graduation requirements for the major/minor. These requirements are listed in both the electronic degree audit system and in the catalog, which are the official documents of record for academic requirements of majors and minors. The DUS also works with OAA staff as they coordinate the academic open houses held during Orientation Week before the opening of the fall semester. OAA staff contact the DUS regarding coordination of department presentations to be made for incoming first-year students with a potential interest in the program. The academic open house program has been a simple and effective way of raising the profile of programs. Many first-year students get their first information about the department and offerings at this open house meeting. Finally, the Office of Academic Advising coordinates several student assistance programs and services to which DUSs may wish to refer students. These include PILOT (Peer-Led Team Learning), the Learning Den tutoring program, and the Study Consultant program that assists students with study skills and time management. See offerings at

<http://academicsupport.jhu.edu/>.

- **Liaison to Office of Admissions:** In an effort to recruit the best students to JHU, the staff of the Office of Admissions may encourage interaction between the department and prospective students. The Office of Admissions hosts events during summer, fall, and spring. During the summer open houses and fall open houses, faculty may be asked to participate in different ways. Summer open houses may feature a faculty panel. During the fall open houses, each major hosts a session led by a faculty member. At the session, faculty might conduct a mock class, give a presentation, or just answer questions. The spring open houses host admitted students, who are encouraged to visit departments for either a formal presentation or more casual visit to the department office to get a feel for opportunities in the program. The DUS may also be asked to aid student recruitment efforts by contacting prospective students who have a keen interest in the discipline.
- **Liaison to the Global Education office:** The DUS works with the Global Education Office on the pre-approval of major requirements taken while studying abroad and on finalizing the transfer of credit once a student has received an international transcript. The DUS plays a crucial role in the continuity of transfer credits earned abroad and applied toward the undergraduate degree. The DUS will develop a close working relationship with the director of Global Education on questions concerning approved study abroad programs, international academic systems, and other issues pertaining to overseas education. The primary responsibility of the DUS occurs twice during the study abroad process—pre-approval of major/minor courses prior to student registration for an overseas program, and the finalization of transfer of credit toward major/minor requirements upon student completion of the program. Please refer to the materials in the study abroad section for examples of these forms. The Global Education Office maintains a webpage (<http://studyabroad.jhu.edu>) which provides information on Hopkins-approved programs and eligibility, and where one can apply. A study abroad faculty advisory committee reviews programs and policies pertaining to international education and makes recommendations to KSAS and WSE. For more information, contact the director of Global Education at 410-516-8400.

The DUS also performs important functions for student academic life, including:

- **Declaration of Major/Second Major and Assigning Faculty Advisor:** All undergraduates in the Krieger School of Arts and Sciences are initially classified as “Pre-Majors.” During spring of the freshman year, students meet with their academic advisor to declare their major. The Office of Academic Advising compiles the decisions and enters them into an electronic workflow that is routed to the DUS for advisor assignment. The DUS can then assign faculty advisors to these students via the electronic workflow. Upperclassmen who wish to declare a major (or minor) will start this process via an electronic workflow in SIS. The electronic form is then routed to the department for advisor assignment. The DUS will receive this form via email and is responsible for assigning a faculty advisor to the student via the form. Note: if a faculty advisor is on leave, students should be

reassigned to a different advisor on a temporary basis and notified of this change.

- Academic Exceptions in Degree Audit: If a student requests using a “substitution” or unusual course (for example, using a transfer course taken at a different institution) toward a major/minor requirement, the student will need to meet with the DUS to discuss a possible “exception” made to degree audit. The DUS decides if the substitution is appropriate and makes the exception via the major checklist form.
- Transfer Credit Evaluation: Transfer credit is awarded by advisors in the Office of Academic Advising based on a review of course descriptions and syllabi. Students should visit OAA to obtain the necessary form *before* taking a course outside JHU. The DUS or faculty advisor will be asked to approve courses intended to fulfill a major requirement. Details can be found at <https://advising.jhu.edu/transfer-courses/>.
- Customized Academic Learning: Students may approach the DUS or faculty advisor with questions regarding sponsorship of independent study, research, and internship projects. Students who wish to undertake such projects need to complete the electronic form and workflow for independent work located in SIS. Once initiated by the student, the electronic form will be routed to the department for approval. Once approved, the form will go to the registration office where the student will be officially registered for the coursework.
- Graduation: The DUS will likely be contacted frequently in May by the OAA liaison as advisors complete final graduation verifications using the degree audit for each major/minor. The DUS will also be contacted by students who wish to complete departmental honors. Since requirements for departmental honors vary widely, each DUS will work with the OAA liaison to answer questions about procedures.
- Informational Discussions: The DUS is often the first point of contact for a student who is considering a major or minor. Students may want to meet with a DUS to get advice or information about career options or graduate school. Students can also be referred to resources in such offices such as the Life Design Lab and Pre-Professional Programs and Advising.
- Communication with Students in the Major: There are tools to aid communication with majors in the department. Each faculty advisor may simultaneously email all student advisees with the link at the bottom of the “advisee list” screen through SIS. There is also a feature that allows advisors to send the email to members of a selected class (juniors only, for example). Also, the DUS can request spreadsheets and mailing labels through the registrar’s office. These requests should be sent via the form for datarequests@jhu.edu. Requests might include Excel spreadsheets with names, class standing, email addresses, majors, second majors, etc.

Section 7: Graduate and Postdoctoral Policies in Humanities, Social Sciences, and Natural Sciences

Many of the policies, procedures, resources, and opportunities included in the section on undergraduate policies also apply to graduate students. This section provides additional information on Krieger School of Arts and Sciences and Whiting School of Engineering Graduate and Postdoctoral Affairs. While the policies referenced most often are described below, additional detail on all policies and procedures can be found in the [e-catalogue](#) and on the [Homewood Graduate and Postdoctoral Affairs website](#).

As of Fall 2023, the University is in negotiation for a Collective Bargaining Agreement (CBA) with Teachers and Researchers United-UE, the union representing Hopkins PhD students. Once established, the terms of the CBA will be binding for all PhD programs. The CBA may alter some of the policies and procedures outlined below. The university plans to give regular updates on the course of negotiations, but any questions may be addressed to the vice dean for graduate education.

Academic and Student Affairs Services Related to Graduate Students and Postdoctoral Fellows

Faculty who want to know where to direct certain concerns about graduate students may wish to consult with the department director of graduate studies or department chair first. In addition, the vice dean for graduate education and the assistant dean for graduate and postdoctoral academic and student affairs provide assistance to departments and students who are navigating difficult situations including:

- Interpretation of academic and university policy
- Questions or issues concerning, graduate credit hours and registration
- Student accounts or student status discrepancies in SIS; issues with the student/postdoc health plan policy
- Student academic finances
- **Issues with academic performance.** The vice dean's office can help to determine if academic probation is appropriate, provide templates and policy guidance, and discuss reasonable expectations during a probationary period. Do not wait for a crisis contact the assistant dean for graduate and postdoctoral academic and student affairs early with concerns to talk through options and even alternatives to probation.
- Grievances
- **Potential misconduct.** For any violations of student code of conduct, academic

misconduct, or research misconduct, please contact us.

- **Liaison to JHU Office of General Counsel.** For any graduate student/postdoctoral student issues with potential legal considerations.
- **Consultation for any difficult situation** involving a graduate student/postdoctoral student that does not seem to fit into one of our policies or procedures.

For any serious issues that involve a KSAS graduate student or postdoctoral student **after hours**, please know that the assistant dean for graduate and postdoctoral academic and student affairs is on call overnight through the Dean on Call process in Homewood Students Affairs. The assistant dean will liaise with departments as necessary.

JHU Mentorship Commitments of Faculty Advisors and PhD Students

The [JHU Mentorship Commitments of Faculty Advisors and PhD Students](#) document outlines mentoring expectations of faculty advisors and of PhD students at Johns Hopkins University. Mentoring is a central component of graduate and post-doctoral training, and trainees and faculty at Johns Hopkins work together to contribute to a positive mentoring relationship and a culture of support university-wide. Each division of the university has unique initiatives and programs in place to support good mentoring, as well as a point person within each PhD program or department (usually the Director of Graduate Studies or “DGS”) to whom students can go if they have questions or concerns related to their faculty advisor.

A signal feature of graduate advising requires advisors to meet at minimum once a year with an advisee to review their progress to degree and discuss both their plans for the immediate future and their professional goals. These meeting may include the student’s advisory committee, if that is the program’s practice. Such meetings are an opportunity to address difficulties the student may have encountered as well as faculty expectations for the student. The annual review informs the student’s Individual Development Plan (IDP), which must be completed and signed each year by both advisor and advisee, submitted to the program administrator and uploaded to SIS.

Johns Hopkins University is an [institutional member](#) of the National Center for Faculty Development & Diversity (NCFDD). This resource offers a core curriculum, guest expert webinars, intensive multi-week courses facilitated by national experts, a private discussion forum, 14-Day Writing Challenges, the Dissertation Success Curriculum, and the opportunity to connect with a writing accountability partner.

Homewood Graduate Board

The Homewood Graduate Board is responsible for administering and conferring graduate degrees in the Krieger School of Arts and Sciences and the Whiting School of Engineering. For details of the process and policies for awarding doctoral degrees, please consult

<https://homewoodgrad.jhu.edu/academics/graduate-board/>.

Homewood Graduate Conduct Policies

The [Graduate Student Probation, Funding Withdrawal, and Dismissal Policy](#) addresses consequences of student underperformance, including probation and dismissal.

The [JHU Student Conduct Code](#) applies to all students, including without limitation graduate student and student groups/originations, whether recognized by the university or not.

The [KSAS and WSE Graduate Academic Misconduct Policy](#) applies to all graduate students enrolled in full-time, part-time, or non-degree (visiting/special) programs in the Krieger School of Arts and Sciences and the Whiting School of Engineering, including Engineering for Professionals and KSAS Advanced Academic Programs.

The [Responsible Conduct of Research Policy](#) outlines Johns Hopkins University's obligation to ensure that its advanced degree recipients, faculty, research staff, and all other individuals involved in research have a thorough working knowledge of matters related to responsible research behaviors.

Grievance Policies

The university's [Academic Grievance Policy](#) provides several avenues of redress for students and postdoctoral fellows who believe they have been adversely affected in their professional or educational activities as a result of an arbitrary or capricious act, or failure to act, or a violation of a university, division, school, or center procedure or regulation by their supervisor, department chair, center director, or other administrator or administrative body.

In addition, the Office of Institutional Equity (OIE) leads JHU efforts to foster an environment that is inclusive, respectful and free from discrimination and harassment. In its role, OIE ensures compliance with affirmative action and equal opportunity laws, investigates discrimination and sexual harassment complaints, and serves as a central resource for those with disabilities or those who require religious accommodations. Statements related to Discrimination and Harassment, Sexual Misconduct, and other policies and laws can be found on the [OIE website](#).

The graduate student union (TRU) will have policies in the Collective Bargaining Agreement that govern grievances students have in matters related to their employment.

Ombudsperson for Doctoral Students, Postdoctoral Fellows & Programs

In addition to the support of the vice dean and assistant dean for graduate academic and student affairs, faculty and graduate students may consult with the [university ombuds for Doctoral Students, Postdoctoral Fellows and Programs](#), a confidential, independent, and impartial third-party for policy information as well as conflict resolution, mediation,

communication facilitation and other forms of assistance.

Recruitment Resources

JHU strives to cultivate relationships with outstanding prospective students well in advance of the application process so that they are equally excited about our research opportunities and doctoral programs. Faculty outreach to students from underrepresented groups (URGs) is a powerful yet underutilized method of recruitment. The [Recruitment Tips](#) and [Recruitment Toolkit for Graduate Diversity](#) are resources available to all faculty so that we can ensure that all prospective students feel comfortable and welcome here. The Dean's Office offers a number of [Nathaniel Boggs and Beverly Wendland fellowships](#) each year for faculty to nominate incoming doctoral students from Historically Black Colleges & Universities ((HBCUs) or from underrepresented backgrounds.

Education Records

The Family Educational Rights and Privacy Act (FERPA) is a federal law designed to protect the privacy of a student's education record and prohibits the university from disclosing information from those records without the written consent of the student. Students have the right to:

- Inspect and review their education records within 45 days of the day the university receives a request for access.
- Request the amendment of their education records if they believe they are inaccurate or misleading.
- Consent to disclosure of personally identifiable information contained in their education records, except to the extent that FERPA authorizes disclosure without consent.
- File a complaint with the U.S. Department of Education concerning alleged failures by Johns Hopkins University to comply with the requirements of FERPA.

As employees of Johns Hopkins University, faculty may have access to student records. Their confidentiality, use, and release are governed by FERPA. Faculty have a responsibility to protect all education records in their possession. These include records relating to students who have business with the department, any documents from the Office of the Registrar, computer printouts in faculty offices, name lists, and official course or grade rosters.

In general, all student information must be treated as confidential. Even public or "directory" information is subject to restriction on an individual basis. Examples of FERPA violations include:

- Releasing confidential student information (non-directory) to another student, university organization, or outside entities

- Distributing transcripts of a student's academic record. Transcript requests must be submitted to the registrar's office
- Leaving reports or computer screens containing confidential student information in view of others or leaving one's terminal unattended
- Sharing a personal computer access code with others
- Using an SSN to identify a student when disclosing or confirming directory information to a third party without consent
- Emailing an SSN
- Giving out directory information if the student has submitted an Exclusion of Directory Information Form

If you have any questions concerning FERPA or questions concerning the type of information that can or cannot be released, please contact the Office of the Registrar at 410-516-8080 or the Office of the General Counsel at 410-516-8128.