

## Virginia Tech Carilion School of Medicine (VTCSOM)

### Faculty Affairs Guidelines Section One - Appointments to the VTCSOM Faculty

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#### 1 Purpose

All new appointments to the VTC School of Medicine faculty are documented in terms of faculty offer for academic appointment prepared by the Department Chair and approved according to stipulations in the faculty bylaws and guidelines. Further approvals are required by the Dean, the university Provost, the university President and the Virginia Tech Board of Visitors.

The assessment of faculty appointment category, track and rank reflects the standards and practices of VTCSOM. All faculty appointments will be processed as per these guidelines.

#### 2 Guidelines

##### I. General Requirements

There are four broad domains of activity in which VTCSOM faculty are expected to participate, depending upon the category of appointment and the desire for promotion in rank. These four areas are teaching, scholarly activity/research, clinical care (if applicable) and service. All VTCSOM faculty members who seek promotion in rank are expected to show current activity in these four domains. For consideration of promotion, faculty members must demonstrate significant progress or excellence over time within at least two of these domains of faculty activity; see VTCSOM Faculty Affairs promotion guidelines for further information.

Teaching: appointment as faculty to VTCSOM is a recognition of the desire of the applicant to share his/her knowledge and expertise in the education of medical students, residents, fellows, learners from other health professions, graduate students, post-doctoral trainees and/or other medical and research professionals. Since teaching is a core expectation of having a faculty appointment, each faculty member must be committed to fulfilling teaching responsibilities.

Patient care: high quality patient care is fundamental to the oath of all physicians and other clinicians. Innovation in clinical care is a time-honored extension of clinical practice and maximizes the educational benefit to learners. Clinical faculty members who desire promotion in rank based on this category should expect to be judged on their clinical capabilities, with emphasis on providing care in the presence of learners.

Scholarly Activity/Research: participation of faculty in scholarly activity/research is critical to the success of the medical school mission. It is expected that faculty members who seek promotion in rank will be productive scholars over their entire academic careers. Scholarship efforts must be persistent and result in dissemination in appropriate academic and scholarly outlets. Depending on the faculty member's duties, such activity may take many different forms. All such activity should adhere to the highest standards of ethical conduct of research; result in an identifiable product or output; be made public and available both within and outside the school; be subject to review and critique by other scholars in the field; and contribute to knowledge by being reproducible and progressive.

Service: All faculty members who seek promotion in rank are expected to engage in service to the VTC School of Medicine, Virginia Tech or Carilion Clinic. Assignments may include chairing or participating in one or more committees. Faculty members are also expected to involve themselves fully in the intellectual life of the medical school, such as by participating in seminars, assisting colleagues with their research, supplying assistance where needed to student organizations and programs, and by participating in other VTCSOM, Virginia Tech and/or Carilion Clinic functions. VTCSOM's mission also includes service to the profession and the community through participation in local, state, national or international healthcare-related or charitable activities. Service activities are intrinsically valuable and contribute to the academic career of faculty members.

Department Chairs may seek guidance from either (or both) the Senior Dean for Faculty Affairs and/or the Chair of the APT Committee, particularly if a given recruitment is considered urgent. The Department Chair should recognize that advice from either or both of these individuals would not carry the assurance of the entire APT committee or the Dean.

Note: whenever the term "degree" is used in these guidelines, it is expected that the degree will have been earned from a university that has been accredited by the appropriate organization in the United States, or the equivalent.

Faculty must have a substantial commitment to the mission of VTCSOM, and should regularly engage in teaching and service to VTCSOM and, depending on track and rank, pursue scholarly activities in their disciplinary field. Faculty appointments are in one of three tracks: tenure, tenure to title or non-tenure. If appointed in the tenure or tenure to title tracks, faculty (depending on rank) are either eligible for and working toward achievement of tenure or tenure to title, or have achieved conferral of tenure or tenure to title. All faculty may serve on VTCSOM committees, vote on faculty governance issues, and be appointed by the Dean to serve on faculty committees.

The faculty candidate will assemble the following documentation prior to discussions with the Chair and prior to submission of the candidacy to the Dean:

1. A *curriculum vitae* in the VTCSOM format;
2. Official transcript of the terminal degree (in some circumstances, a notarized copy of an official transcript is acceptable);
3. Documentation of medical doctor degree if required for a specific category of appointment;
4. Board eligibility or board certification with maintenance of certification, if relevant (typically included in CV); this is expected of faculty candidates who anticipate active clinical practice, but not necessary for non-clinical faculty or physicians who no longer engage in clinical activities; completion of a demographic questionnaire as required by an accrediting body, e.g., State Council for Higher Education in Virginia (SCHEV) instructor qualification form;
5. Completion of Conflict of Interest in Student Assessment and Promotion form;
6. Completion of the Faculty Professionalism and Expectation of Reporting form;
7. Completion of Family Educational Rights and Privacy Act of 1974 (FERPA) Confidentiality Agreement for Faculty;
8. Completion of any documentation as required by accrediting bodies;
9. Letter from the candidate requesting an appointment and indicating a desire to be involved with the education of medical students at VTCSOM and/or other learners and willingness to abide by faculty governance.

Within six months of receiving an initial appointment, new faculty must attend a faculty orientation session; failure

to attend this session will result in loss of appointment. In certain circumstances, orientation can be accomplished through an online mechanism with permission of the Senior Dean, Faculty Affairs.

Regardless of the rank of the Chair, his/her recommendation for appointment is made from the perspective of the Chair. Hence, a Chair can complete a recommendation for appointment regardless of the track or rank of the candidate.

Discussions with the Chair would result in a consensus recommendation for appropriate track and rank to be sent to the Dean. The recommendation from the Chair would come in the form of a letter accompanying the credentials to be submitted to the Dean.

For all candidates seeking appointment the Dean is empowered to make the appointment at the Assistant Professor rank or lower. If the recommendation from the Chair is at the rank of Associate Professor or Professor, the Dean consults with the APT committee. If the Dean and APT committee, after consideration of the candidate's credentials, agree on a rank and track, the appointment proceeds through the university review process. All initial appointments that involve granting of tenure or tenure to title require university approval. All appointments in any track and at any rank are reported to the office of the Provost at the university.

There may be circumstances in which the faculty member moving from another institution wishes to apply for a higher rank at VTCSOM. This circumstance is often considered to be beneficial when recruitment of candidates from other universities is being conducted. Extending a faculty appointment at a higher rank under these circumstances must be strongly justified. At a minimum, the case for the higher rank must be supported by 1) the letter from the department chair requesting the appointment; and 2) a letter of endorsement from the departmental APRT committee. Both letters should address the reasons why the appointment at a higher rank is justified. The appointment will also be reviewed by the school's APT Committee and the Dean. In instances involving the potential granting of university tenure, additional procedures are required. For all faculty appointments the consensus decision by the Dean and the APT committee is final, subject to review by the office of the university Provost. If the appointment is declined, the faculty candidate has no recourse.

## **II. Appointment in the Tenure Track**

A faculty candidate is eligible for appointment as in the tenure track if he/she is proposed for this track by the Chair of the Department AND is employed full time by Virginia Tech. The proposal for appointment in the tenure track should result from a discussion between the faculty candidate and the Chair.

Any candidate for appointment to the tenure track would be expected to have: a doctoral degree; all necessary further education and/or training for the career choice (for example, but not limited to, completion of subspecialty fellowship or post-doctoral experience); appropriate licensure and credentialing, if relevant to the position; board certification or maintenance of certification, if relevant to the position. In the case of physicians, it is recognized that some medical/surgical specialties do not confer full board certification until some years after completion of residency or fellowship. This situation is described as "board eligible/eligibility." A faculty appointment to VTCSOM may be considered as long as the candidate is deemed to be making adequate progress toward the relevant board certification.

Since appointment at the Assistant or Associate Professor level on the tenure track carries an expectation of future progress towards tenure and promotion, a record of inquiry, research and/or discovery sufficient to make judgment

regarding one's likelihood for continuing or initiating such scholarship should be evident. Faculty in this track are expected to be active in the four domains of academic duty – teaching, clinical care (if relevant), scholarship, and service.

A faculty member with tenure moving to VTCSOM from another academic university most likely would apply for appointment in the tenure track at the rank of the previous university.

The proposal for rank on the tenure track will be the result of discussion between the faculty member and the department Chair. Initial appointment in the tenure track at a rank higher than assistant professor requires review by the school's APT committee and the Dean. Further, it also requires review by the following at Virginia Tech: Vice-Provost for Faculty Affairs, Provost, President and Board of Visitors. An initial appointment at a higher rank than assistant professor requires extensive documentation in the form of a portfolio, which will follow university guidelines and procedures.

### **III. Appointment in the Tenure to Title Track**

A faculty candidate is eligible for appointment in the tenure to title track if he/she is proposed for this track by the Chair of the Department. The proposal for appointment in the tenure to title track should result from a discussion between the faculty candidate and the Chair. Available ranks in the tenure to title track are assistant professor, associate professor or professor.

Any candidate for appointment to the tenure to title track would be expected to have: a Doctoral degree; all necessary further education and/or training for the career choice (for example, but not limited to, completion of subspecialty fellowship or post-doctoral experience); appropriate licensure and credentialing, if relevant to the position; board certification or maintenance of certification, if relevant to the position. It is recognized that some medical/surgical specialties do not confer full board certification until some years after completion of residency or fellowship. This situation is described as "board eligible/eligibility." A faculty appointment to VTCSOM may be considered as long as the candidate is deemed to be making adequate progress toward the relevant board certification.

Since appointment at the Assistant or Associate Professor level on the tenure to title track carries an expectation of future progress towards tenure to title and promotion, a record of inquiry, research and/or discovery sufficient to make judgment regarding one's likelihood for continuing or initiating such scholarship should be evident. Faculty in this track are expected to be active in the four domains of academic duty – teaching, clinical care (if relevant), scholarship, and service.

A faculty member with tenure moving to VTCSOM from another academic university most likely would apply for appointment in the tenure to title track at the rank of the previous university. The proposal for rank on the tenure to title track will be the result of discussion between the faculty member and the department Chair.

### **IV. Appointment in the Non-Tenure to Title Track**

A faculty candidate is eligible for appointment in the non-tenure track if he/she is proposed for this track by the Chair of the Department. The proposal for appointment in the non-tenure track should result from a discussion between the faculty candidate and the Chair. Available ranks in the non-tenure track are: assistant professor, associate professor, professor, clinical preceptor, senior instructor or instructor.

Except as specified otherwise, a candidate for appointment in the non-tenure track would be expected to have a Doctoral degree; all necessary further education and/or training for the career choice (for example, but not limited to, completion of subspecialty fellowship or post-doctoral experience); appropriate licensure and credentialing, if relevant to the position; board certification or maintenance of certification, if relevant to the position. It is recognized that some medical/surgical specialties do not confer full board certification until some years after completion of residency or fellowship. This situation is described as “board eligible/board eligibility.” A faculty appointment to VTCSOM may be considered as long as the candidate is deemed to be making adequate progress towards the relevant board certification.

Appointment at the Assistant or Associate Professor rank may or may not involve the likelihood that promotion to the next rank is desired. Where promotion is desired, there should be indication that academic interest in inquiry, research and/or discovery will result in tangible scholarship or that the faculty candidate’s proposed teaching or service will result in adequate progress towards promotion. If faculty in this track seek promotion, they are expected to be active in the four domains of academic duty – teaching, clinical care (if relevant), scholarship, and service.

A faculty member without tenure moving to VTCSOM from another academic university may likely apply for appointment in the non-tenure track at the rank of the previous university. The final proposal for rank on the non-tenure track will be the result of discussion between the faculty member and the department Chair.

### **Clinical Preceptor Appointment**

A faculty candidate is eligible for appointment as a clinical preceptor if he/she is proposed for this title by the Chair of the Department. The proposal for clinical preceptor should result from a discussion between the faculty candidate and the Chair. This discussion should reflect the faculty candidate’s personal desires as well as an assessment of the candidate’s credentials and abilities.

Any candidate for appointment as a clinical preceptor would be expected to have the MD, DO, MBBS, or equivalent medical doctor degree; all necessary further education and/or training for the career choice (for example, but not limited to, completion of subspecialty fellowship); appropriate licensure and credentialing; board certification or maintenance of certification, whichever is relevant; an expression of interest to participate in the education of VTCSOM medical students and/or other learners; and willingness to abide by faculty governance.

A faculty candidate for a clinical preceptor appointment would be a physician who practices in a setting involving VTCSOM medical students and/or other learners. Examples of such a role might include: attending physician on an inpatient service; preceptor in the emergency department; preceptor in a clinic or medical office; preceptor in public health or similar settings; medical practitioner in an administrative setting; and so on. The advice and recommendation of the Chair of the Department will be important in determination of the extent of involvement. The clinical preceptor appointment carries no requirement for participation in research or scholarship, although such activities may be undertaken. Similarly, there is no requirement for participation in service although such activity is encouraged.

### **Senior Instructor/Instructor Appointment**

A faculty candidate is eligible for appointment as a senior instructor or instructor if he/she is proposed for this title by the Chair of his/her department. The proposal for senior instructor/instructor should result from a discussion between the faculty candidate and the Chair. This discussion should reflect the faculty candidate’s personal desires as well as an assessment of the candidate’s credentials and abilities.

Any candidate for appointment to senior instructor/instructor would be expected to have a minimum of a Bachelor's degree or equivalent, or a higher degree, with a doctoral degree required for senior instructor; a position congruent to the mission of VTCSOM; appropriate licensure and credentialing, if relevant to the position; an expression of interest to participate in the education of VTCSOM medical students and/or other learners and willingness to abide by faculty governance.

A faculty candidate for senior instructor/instructor would likely be an educator in a medically related program (e.g., a faculty member at an affiliated nursing, physician assistant or other allied health program), a practitioner in a medically oriented field (e.g., medical social worker), an advanced trainee in an established clinical or research setting (e.g., a fellow or postdoctoral candidate), or a similar relationship.

Of importance to consideration in this faculty position is the background and experience brought to the medical encounter and the skill and willingness to teach such a perspective. This role as educator is the basis for consideration for inclusion in the VTCSOM faculty. The senior instructor/instructor appointment carries no requirement for participation in research or scholarship, although such activities may be undertaken. Similarly, there is no requirement for participation in service although such activity is encouraged.

Physicians who have completed their primary (ACGME designated) residency training period, eligible for independent licensure, and are in training either as a chief resident completing an extra year as an administrative resident; or who are currently completing an ACGME accredited fellowship may or may not be eligible for appointment, depending on graduate medical education accreditation guidelines.

The rank of senior instructor is recommended for those candidates with a doctoral degree.

Because of the strong value domain of health systems science and interprofessional practice in the VTCSOM curriculum, recognition is afforded those practitioners/teachers who assist in the education of medical students in realms crucial to medical practice. Such individuals may be appropriate candidates for appointment as senior instructor/instructor. The advice and recommendation of the Chair of the Department will be important in determining the extent of involvement.

### **Visiting Faculty Appointment**

A faculty candidate is eligible for appointment as a visiting faculty if he/she is recommended for a faculty appointment by the Chair of his/her department. This appointment is designed to be temporary, yet to allow the faculty candidate to engage in teaching, evaluation, and assessment of VTCSOM medical students and/or other learners while the process of more permanent faculty appointment is completed. The rank of visiting faculty does not limit the eventual faculty appointment by track or rank.

The documentation requirement for this appointment includes the letter of recommendation by the Chair of the faculty candidate's Department and an updated curriculum vitae. A letter from the Chair is evidence that the Chair has reviewed the candidate's curriculum vitae, clinical and/or research credentials and accomplishments, and made an assessment of the capability of the candidate to contribute to the mission of VTCSOM. The letter of recommendation by the Chair and the curriculum vitae is the only documentation necessary for conferral of the rank of visiting faculty. This letter would be directed to the Dean. The appointment as visiting faculty is time-limited to six (6) months, and such an appointment can be made only once; it is not possible to renew a visiting faculty appointment, or to provide an individual with more than one such appointment. When the faculty candidate

completes the documentation materials for appointment in a more enduring track/rank, and is appointed by the Dean, the visiting faculty appointment automatically ceases. If the faculty candidate does not complete the documentation requirements within six (6) months, the visiting faculty appointment is withdrawn.

### **Other Non-Tenure Track Appointments**

Persons who hold faculty appointments either at another university or within Virginia Tech in another college/department may seek affiliate type appointments with VTCSOM. The procedures for review are based on the rank being sought. It is understood in these circumstances that “rank follows the person,” e.g., a person holding a rank of assistant professor in the other university or VT college would hold the same rank at VTCSOM. All such appointments are made in the non-tenure track. The request for this type of appointment is accomplished by letter of request from the two department chairs. The letter is addressed to the Dean and will initially go to the Office of Faculty Affairs. The final step in consideration of the appointment is provided by the Dean.

#### **V. Co-Appointments**

Co-appointment occurs when a faculty member with a primary appointment at VTCSOM desires to have an appointment in another department in addition to his/her primary department. The term “co-appointment” is reserved for instances in which a faculty member whose primary department and department of co-appointment are both within VTCSOM. The faculty member has a primary department to which he/she has been appointed but the department of co-appointment also wishes to recognize skills or service by including the individual on its roll of faculty.

Co-appointment may occur under a number of situations. The individual has special training in two medical specialty areas; has a special interest and expertise in an area that crosses specialty lines; provides a special teaching, research or clinical activity in another area; or other situations.

Co-appointment to a second department would usually be initiated by the Chair of the department in which the co-appointment will be held. Co-appointment may be in either the tenure to title or non-tenure tracks. However, co-appointment can only be in the tenure to title track if the primary department appointment is in the tenure to title track; otherwise, both appointments would be non-tenure track.

Co-appointments at the rank of assistant professor, clinical preceptor, senior instructor or instructor may be approved by the dean upon agreement of the two department chairs, who will submit a letter requesting the co-appointment.

If the proposed rank for the co-appointment is Associate Professor or Professor, the departmental APRT committee of the department considering the co-appointment must concur with the department chairs via submission of a letter of endorsement. The faculty member should not assume that the co-appointment would automatically be granted at the same rank as that of the primary appointment. The rank of the co-appointment cannot be higher than the rank held in the primary department. The department APRT committee considering a co-appointment would need to apply its own criteria to the proposed co-appointment rank, taking into account both the accomplishments within the primary department and appropriate overlap with the department for the co-appointment.

Once determined, the request for co-appointment is accomplished by letter of request from the department Chairs, along with a letter from the department APRT committee if required (for rank of associate professor or professor). The letter is addressed to the Dean and, depending on rank, will initially go to either the Dean or to the VTCSOM APT Committee. The final step in consideration of the appointment is provided by the Dean.

## **VI. Appointment to a Department Other than Specialty**

All faculty are appointed to an academic department. On some occasions, the department to which a faculty member is appointed is not the specialty in which the faculty has his/her training or board certification(s). This may occur because of mid-career changes, particular skills being more suited to a department different from one's training, or other reasons. Since all appointments are proposed by the Chair of an academic department, it is assumed the Chair is agreeable to the appointment under these circumstances.

## **VII. Track Changes for Faculty**

Faculty on the tenure to title track may apply to move, one time, to the non-tenure track. Faculty on the non-tenure track may apply to move, one time, to the tenure to title track. Most track changes occur prior to initial consideration of promotion. However, there may be instances where faculty in the non-tenure track who have been promoted to associate professor or professor ranks wish to consider moving to the tenure to title track. In those instances, a second promotion portfolio and full promotion review in the tenure to title track are required. There would only be rare occasions wherein a second move by faculty, in either direction, would be considered. Faculty on the tenure track are not eligible to move to a different track.

It is recommended that a faculty member be in a given track for two (2) years before considering a change. The request for track change may come from the faculty member him/herself, from the Chair of the Department, from the departmental Appointment, Promotion, Retention, and Tenure (APRT) committee, or from the College APT Committee. The Chair may choose to consult with the departmental APRT committee, and must do so in those instances involving a change from the non-tenure track to the tenure to title track.

The Chair or APRT committee may recommend that a faculty member in the tenure to title track consider changing to a non-tenure track, if it appears the faculty member is not making adequate progress towards tenure and promotion or if other circumstances change.

The faculty member in the tenure to title track may request a change to a non-tenure track if one's circumstances (job description change, personal issues) make it likely that the expectations for promotion cannot be achieved, or if promotion in rank is no longer desired.

A faculty member in the non-tenure track, after appropriate consultation, may decide that he/she has ability for productive accomplishment that should be adequate for consideration for promotion on the tenure to title track. In such a circumstance, the non-tenure track faculty may elect to apply for change to the tenure to title track.

Faculty members who request a change to a tenure to title track should complete appropriate consultation with the department Chair. If a change is considered, the faculty member must submit a brief letter (addressed to the department chair) requesting the track change and present an updated CV to support the change. The request will be reviewed by the Chair and the Department APRT committee. A recommendation would then be sent to the VTCSOM Appointment, Promotion, and Tenure (APT) Committee for deliberation. The APT Committee decision would be relayed to the Dean for a final decision.

It is expected that a faculty member requesting change to the tenure to title track will be ready to present a promotion portfolio no later than five (5) years after approval of the change. Extensions to this time frame may be considered.

All track changes must be approved by the dean and reflected in a new letter of appointment. It is emphasized that a track change, with rare exceptions, should only occur once. In the exceptional circumstance in which a second change in track is anticipated, both the department APRT committee and the School APT committee are required to review the request and make a recommendation to the dean.

If the faculty member, after changing tracks, does not meet criteria for maintenance of appointment or progress towards promotion in that track, or is no longer desirous of promotion, the faculty member may remain at the current rank permanently within the non-tenure track, or change to a clinical preceptor, senior instructor or instructor title.

Faculty members who have been awarded tenure or tenure to title do not have tenure or tenure to title or rank removed except for egregious circumstances. Conferring of tenure or tenure to title ensures one's rank on these tracks, and consideration for change to a non-tenure track position is not necessary.

### **Track Changes for Other Faculty**

Track changes for other faculty may be appropriate under any of several circumstances. Depending on specific circumstances, the process may or may not require application for appointment to the desired track as though this were a new appointment.

A faculty member who is a Clinical Preceptor may find that he/she is teaching more than expected, performing more service to VTCSOM and affiliated institutions than originally planned, or developing accomplishments that may be worthy of a different faculty track and/or rank.

A faculty member who is a Senior Instructor may have finished a training period or find he/she is expending greater time in teaching, research/scholarly activity, or service and wish to be considered for a different track. A faculty member who is an Instructor may earn a doctoral degree and wish to be considered for the title of Senior Instructor.

Faculty members with clinical preceptor, senior instructor or instructor titles who wish to apply for an appointment as an assistant professor must realize that such a change is considered a promotion in rank and subject to guidelines and expectations for promotion as established by the department, school and university. All such changes, if successfully approved via the promotion process, must result in the revised appointment being at the rank of Assistant Professor.

### **VIII. Changing Academic Departments**

A faculty member may find it appropriate to change academic departments, due to a change in career direction, in duty assignment, or other circumstances. A change in department only requires the consent of both department Chairs. To accomplish this change, each department chair would write a letter of endorsement, addressed to the Dean. Any change in department would ordinarily be accomplished without change in track or rank. If a change in track or rank is desired, this would be considered separately from the change in department and would follow the corresponding guidelines.