Promotion Process at VTC School of Medicine

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Why Seek Promotion?

- Important Indicator of Career Success in Academic Settings

- Leadership Role Opportunities

- Prestige

- Financial Rewards

- Personal Factors

- Intrinsic Motivation

Promotion

- Recognition and rewarding of a faculty member's academic achievements and contributions to the profession
- Evaluated by peers within your department, your Chair, the college, and the university
- Yearly workshop in November detailing the requirements and process to seek promotion

Nice Perk!

To further recognize your achievements, the Provost's Office will also fund the purchase of a book in your honor for the University Libraries' collection. You may wish to designate a book within your field of research or, because we know that our faculty read widely and beyond their disciplines, select one from another field of science, art, literature, or technology. The University Libraries will plate the book to note your promotion to associate professor, and you will be notified when it is catalogued and available in the collection.

OUTLINE

General overview of the promotion process

The promotion portfolio

Promotion requirements

Questions and Answers

General Overview of the Promotion Process

Single Best Source for All Details

https://medicine.vtc.vt.edu/faculty-affairs/promotion.html

Areas of Concentration

TEACHING
Broadly defined

SCHOLARLY ACTIVITY/RESEARCH

SERVICE

Broadly defined

CLINICAL CARE
In presence of learners

Areas of Concentration

Promotion, regardless of track, is predicated on involvement in **all four** areas of faculty activity:

- **Teaching**
  - Any or all levels of medical school/research institute/residency/practitioner/learners
  - Variety of formats including mentoring, teaching one's peers
- **Clinical Care in Presence of Learners** (if applicable)
- **Service** to the medical school, academic health center, community and/or one's profession
- **Scholarly Activity/Research**
  - Including peer reviewed publications (abstracts, journal articles), presentations, posters, grant funding, clinical trials, electronic/media/blogs/podcasts)

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Required for All Promotions

Activity in All 4 Domains

Cannot have portfolio with zero activity in a domain

Significant Progress

To move from assistant to associate rank, or from lower rank to assistant rank

Excellence

To move from associate to full professor rank

Requirements for All Promotions

- Letter of request & personal statement from candidate
- Meet both departmental and school guidelines
- Submission of required materials (portfolio) in a timely manner
- Letters of support from internal/external reviewers (variable number required depending on category and rank)
- Letters of endorsement from department Chair and the departmental APRT Committee
- New: 2 peer observations of teaching

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Evaluation Process for Promotion & Tenure
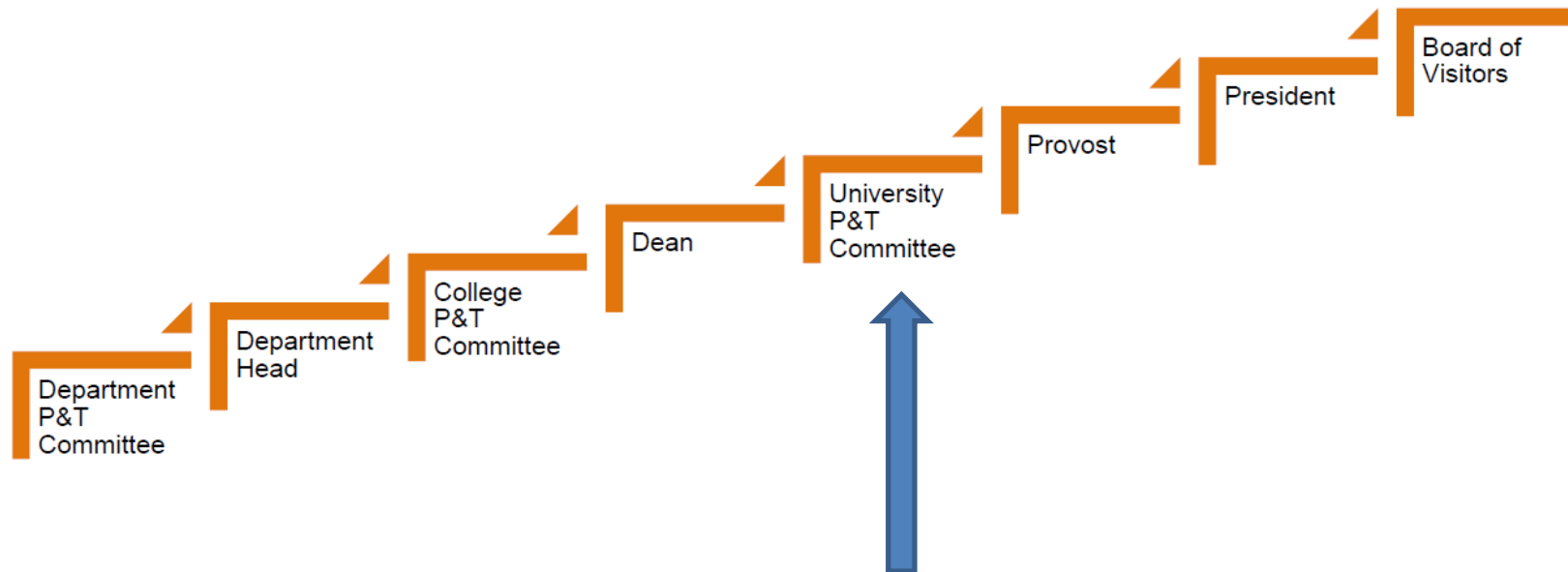
- Only VTCSOM promotions in tenure track (VT employed faculty) go through University P&T Committee
- Entire process = 17 months (February – June)
- **Rigid deadlines** exist for each step; must consult timeline on FAs web site

General Steps & Timeline

1. Candidate initially consults with Chair, includes all materials required (dossier, CV, potential names of reviewers) **February 2024 – May 2024**

2. Chair sends materials to Departmental APRT Committee:
   - Letters of support are solicited/received
   - Evaluates materials
   - Sends formal recommendation to Chair
   - **June 2024 – August 2024**

3. Chair reviews all materials, conveys opinions of Chair and APRT to candidate; decision reached about sending onward **September 2024 – October 2024**

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General Steps & Timeline

4. Materials reviewed by VTCSOM APT Committee; makes recommendation to the Dean **November 2024 – January 2025**

5. Dean reviews and, if endorsed, sends recommendation to VT Provost   **February 2025; materials MUST be sent to Provost no later than March 1, 2025**

6. Notification from Provost's office as to whether portfolios will be sent to BOVs **April, 2025**

7. Provost sends to VT President and Board of Visitors, considered annually at the June BOV meeting **June 2025**

8. **Approved promotions effective July 2025**

Departmental (APRT) Committees

- Comprised of senior faculty

- Review/recommend on issues pertaining to:
  - Initial faculty appointment
  - Progress toward promotion and/or tenure
  - **Promotion and tenure**
  - Maintenance of appointment
  - Other issues relevant to retention of faculty

- Work with Chairs to develop/update department specific promotion criteria

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Tasks of APRT Committees

- Select writers of support letters/solicit letters of support for promotion, following guidelines provided
- Write a letter summarizing the committee's recommendation, following guidelines provided
- Timely communication with Department Chair, candidates for promotion and other faculty
- You department chair can inform you as to who chairs your APRT committee

THE PROMOTION PORTFOLIO

Guidelines, Guidelines and More Guidelines

Portfolio Guidelines and Requirements

Use these **portfolio guidelines** to help you complete the necessary requirements.

Use the **Teaching Philosophy Statement Guidelines** to create your teaching philosophy (maximum 2 pages).

*Note - This does not replace information listed in the Faculty Affairs Guidelines. Please read guidelines first and use this to help guide you through the process.

https://medicine.vtc.vt.edu/faculty-affairs/promotion.html

VTCSOM Appointment and Promotion Guidelines

- Appointment to the faculty
- General guidelines for promotion
- Tenure to title track
- Non-tenure track
- Tenure track

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CV and Portfolio

- The up-to-date* Curriculum Vitae (CV), in the required VTCSOM format
  - A <u>listing</u> of accomplishments
  - Elements database automates this process.....if you keep your information updated!
- The Portfolio
  - <u>Evidence</u> of accomplishments
  - Must adhere to standardized VT expectations

*What does "up to date" mean? – within prior 6 months

CV Guide Available

VTCSOM Curriculum Vitae GUIDELINES AND FORMAT
Updated March 2023

General Instructions for Completion of the CV Document

- 14 page document, lots of instructions and sample entries, should be helpful

- https://medicine.vtc.vt.edu/faculty-affairs.html

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Elements Database and Faculty Activity Reporting System
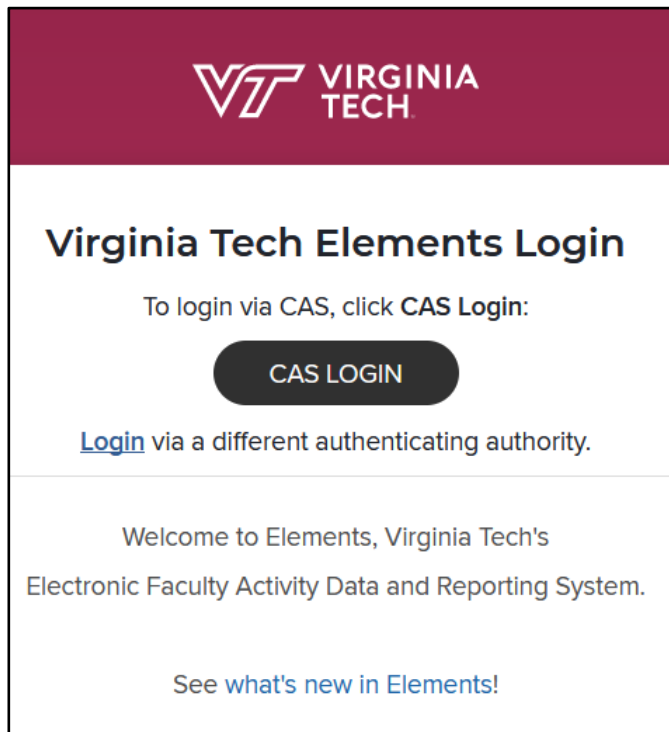
- VTCSOM utilizes the Elements system to track faculty activity

- Database for faculty teaching activity, scholarly work, service, research, licensures, development, and general information

  - Some self-entered, some automatically managed

  - Administrative Delegates can be added to help with entries

- Generates reports for CV's, annual evaluations, research and scholarly activity, and accreditation.
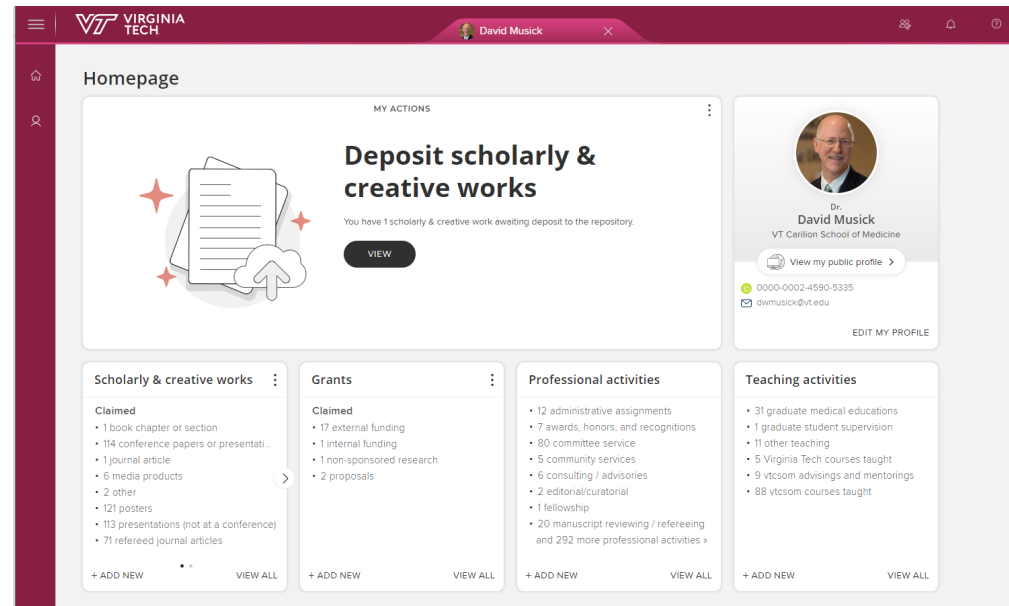
Single Best Piece of Advice

Stay on top of the process of entering your data into Elements

Virginia Tech Elements Login

To login via CAS, click **CAS Login**:

CAS LOGIN

Login via a different authenticating authority.

Welcome to Elements, Virginia Tech's
Electronic Faculty Activity Data and Reporting System.

See what's new in Elements!

https://medicine.vtc.vt.edu/faculty-affairs/elements.html

Requires your VT credentials

Harvester feature
went live June 8, 2023

What a database CAN do:
Organize information

What a database CANNOT
do: produce a perfect CV
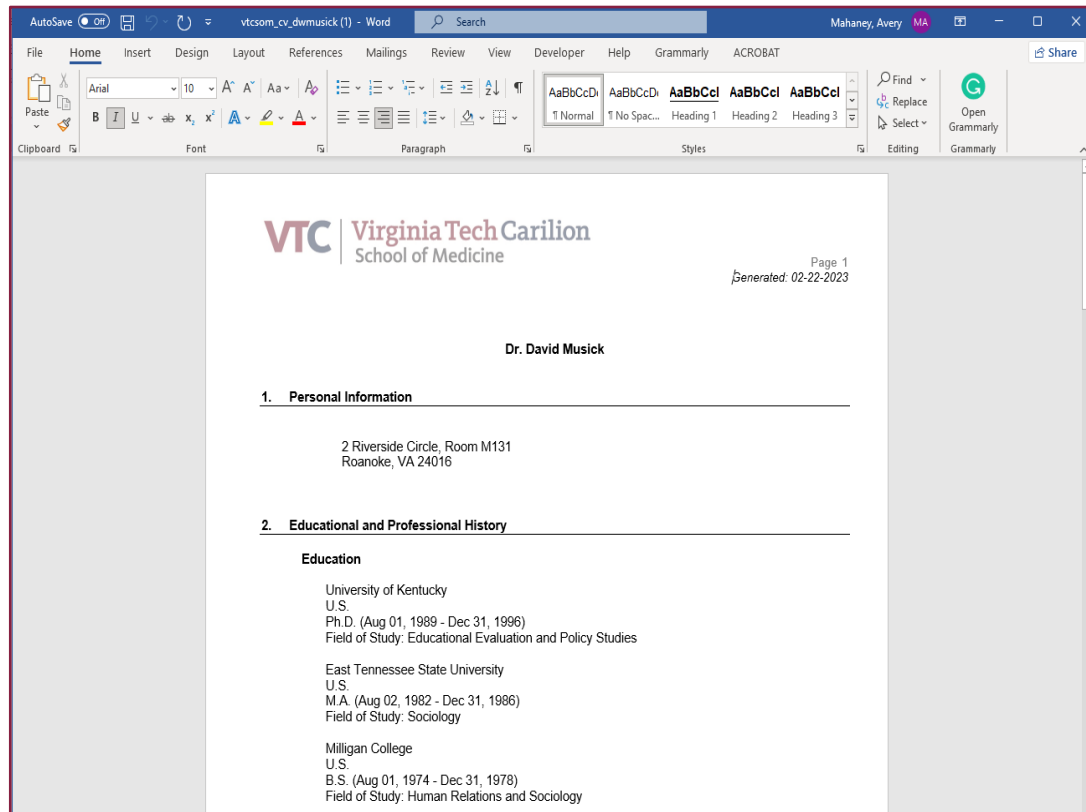
VTCSOM CV

- Information in Elements is used to create VTCSOM CV

- Word Document Generated from the University Data Commons (UDC)

- Can be used for a variety of professional needs, but primarily for VTCSOM MOA and Promotion procedures

- Information on CV should be reviewed prior to distribution!

https://medicine.vtc.vt.edu/content/dam/medicine_vtc_vt_edu/faculty-affairs/vtcsom-cv-guidelines.pdf

ORCID ID

- Unique identifier that is used to distinguish you from any/all other researchers.

- Free and easy to get at this link: https://orcid.org

- Elements system "harvester" feature will use this when it goes out online and locates publications with your ID and imports them into the database with your approval.

Experts @ VT

https://medicine.vtc.vt.edu/faculty-affairs/elements/vt-experts-profile.html

- Searchable VT public profile system listing faculty and graduate student scholarly and creative works, teaching and professional activities.

- Connects experts and research across disciplines

- Creation of an individualized, shareable website that is generated through Elements

- Privacy settings can be customized to share only the information you wish to have public.

- Linkable to the VTCSOM Website!

Organizing Promotion Portfolios

- Must be maximum of **+/- 100 pages** in total
  - *Leave room for various letters, other materials*
  - *Faculty Affairs team will work with you on "pruning" if needed*

- Include updated CV in VTCSOM format
  - *If your CV is lengthy, you must abbreviate; should not impact outcome (VT values portfolio more)*

- Include samples of articles, presentations, other items that are representative of your work *(be aware of page limits)*

Organizing Promotion Portfolios

- Final document must be organized into one PDF file with bookmarks *(see portfolio requirements for order)*

- Must ensure adherence to strict university guidelines

- Refer to website for more information: https://medicine.vtc.vt.edu/faculty-affairs/promotion.html

PDF document with 7 sections:

General items
Candidate's items
Teaching Activity
Clinical Care Activity
Scholarly Activity
Service Activity
Work in Progress

Bookmarks ×

Section One: General Items
- Cover Page
- Letter from the Dean
- Letter from the APT Committee
- Letter from the Department Chair
- Letter from the Departmental APRT Committee
- Sample copy of the letter of instruction sent to outside reviewers
- Table listing internal and/or external reviewers
- Letters of support internal and/or external
  - Name, Institution
  - Name, Institution
  - Name, Institution
  - Name, Institution

Section Two: Candidate's Statement
- VTCSOM Curriculum Vitae
- Initial appointment letter
- Most recent re-appointment letter
- Letter from candidate
- Statement of teaching interests and philosophy

Section Three: Teaching Activities
- Summary of learner evaluations
- Peer evaluation(s) of teaching
- Faculty development in Teaching
- Sample of curriculum development/innovation projects
- Teaching awards or recognitions

Section Four: Clinical Care Activities
- Board Certification(s)
- Licensure
- Active staff privileges
- Summary of clinical assignments
- Summary of clinical teaching assignments
- Sample of recent quality improvement activities
- Summary of most recent Carilion Clinic scorecard report
- Clinical care awards or recognitions

Section Five: Research/Scholarly Activities
- Peer reviewed publications
- Other publications
- Presentations
- Grants or other funding received
- Grants or other funding proposals submitted but not funded
- Clinical trials or awards
- Web-based scholarly activity/social media
- Video, audio, similar materials not listed above
- Research/scholarly activity awards or recognitions

Section Six: Service Activities
- VTCSOM committees served
- Virginia Tech committees served
- Carilion Clinic committees served
- Medicine/professional activity
- Community service unrelated to medicine/professional activity
- Service awards or recognitions

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Promotion Requirements
for Tracks and Ranks

Tracks and Ranks Where Promotion is Possible

No modifiers used

Tenure Track

Professor
with tenure

Associate Professor
(with tenure)

Assistant Professor
(tenure track)

Only for VT
employed faculty

Tenure to Title

Professor
(with TTT)

Associate Professor
(with TTT)

Assistant Professor
(TTT track)

Only for non-VT
employed faculty

Non-tenure Track

Professor
(non-tenure track)

Associate Professor
(non-tenure track)

Assistant Professor
(non-tenure track)

Instructional
(non-tenure track)

Requirements are Variable by Track and Rank

- ## Tenure track:
  - Strong activity in all 4 domains
  - Assistant to associate rank: 7 year time frame ("up or out"); extension may be granted
  - Formal progress reviews (year 2, year 4) by department chair / departmental committee
  - 4 review letters (all external), assistant to associate
  - No requirement for promotion from associate to professor

Requirements are Variable by Track and Rank

- Tenure to Title track:
  - Generally requires more scholarly activity
  - Assistant to associate rank: 7 year time frame (but no "up or out")
  - Formal progress reviews by department chair
  - 3 review letters (all external), assistant to associate
  - 4 review letters (all external), associate to professor
  - Working on this now: no requirement for promotion from associate to professor

Requirements are Variable by Track and Rank

- ## Non-tenure track:
    - No requirement for promotion
    - No specific time frame for promotion
    - 2 review letters (1 internal, 1 external), assistant to associate
    - 3 review letters (2 internal, 1 external), associate to professor

Instructional Tracks/Ranks

- Clinical preceptor, senior instructor or instructor appointments

- Faculty with instructional appointments can be promoted to rank of assistant professor; requires abbreviated portfolio

- If this applies, individual consultation is best

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Review Letters

- Solicited only by chair of departmental APRT committee
- Rules pertaining to how many may be solicited from individuals suggested by the candidate ("arms length")
- Must be written by people who hold current academic appointments at the rank sought by candidate or higher
- External = outside of CC, VT, RUC, Salem VAMC*
  - Virginia Tech suggests from peer institutions
  - Salem VAMC: sometimes internal, sometimes external; can write external letter ONLY if they do NOT have VTCSOM appointment

Support Letters (All Promotions)

New verbiage just released from Provost:

For All Candidates. Ask the reviewer to self-disclose their relationship with the candidate and any disqualifying relationships:

"*As part of your letter, please describe your relationship with the candidate. This should include how long you have known the candidate, whether you have a personal or professional relationship with the candidate, and, in general, whether there is potential for conflict of interest. The university guidelines state that our external reviewers should not include former advisors, post-doctoral supervisors, co-investigators on grants, or co-authors on recent publications, or should not have other relationships that may be perceived as being too close to the candidate.*"

Review Letters

- Letters **never** seen by candidate (unless subpoenaed)
- All letters received must be included in portfolio
- MUST address VTCSOM promotion requirements; not sufficient to state "would be promoted here"
- Detailed guidelines given to APRT chairs and on web site
- This is a frequent source of "issues"

Miscellaneous Items

- Switching Tracks:
  - Generally, can be done one time
  - Details in Guidelines, Section One
- Promotion of Co- or Affiliate Appointments:
  - Co-appointment: >1 VTCSOM dept
  - Affiliate appointment: in another VT college or other university
  - General rule: "rank follows the person"
  - Not automatic and not always simultaneous
  - Both departments must approve
  - College APT Committee must approve for higher ranks

Miscellaneous Items

- Appeals:
  - Generally, all appeals end with the Dean
  - VT provides a detailed process
- Other Topics Covered in Guidelines:
  - Time in rank
  - Time at other institutions
  - Time deferred (e.g., COVID, starting a family, personal illness)
  - Leave of absence

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FINAL THOUGHT

"OPTIMISM IS THE FAITH
THAT LEADS TO
ACHIEVEMENT. NOTHING
CAN BE DONE WITHOUT
HOPE AND CONFIDENCE."

HELEN KELLER

I sincerely hope that each of you will aspire to be promoted!!

Questions or Comments?

- [Office of Faculty Affairs is here to help!](#)
- vtcsomfaculty@vt.edu
- dwmusick@vt.edu