2022-2023 Promotion Process at VTC School of Medicine

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Single Best Source for All Details?

- Online here: [https://medicine.vtc.vt.edu/faculty-affairs/promotion.html](https://medicine.vtc.vt.edu/faculty-affairs/promotion.html)

Applying for Promotion

Faculty assembly honoring all the various faculty members that received a promotion in the 2018-19 academic year.
Brief Outline

• General overview of process, including requirements of VTCSOM and Virginia Tech
• The promotion portfolio/dossier
• Requirements for tracks and ranks
• Questions and Answers
General Information - Promotion

Virginia Tech Carilion School of Medicine (VTCSOM)

Faculty Affairs Guidelines Section Two – General Requirements for All Promotions; Special Circumstances

Administrator: David W. Musick, PhD, Senior Dean, Faculty Affairs
Original date: July 2014
Revision dates: February 2021; May 2021

I. General Description of Promotion

Promotion is a major way in which VTCSOM rewards a faculty member’s contributions and academic achievements. Promotion represents recognition by VTCSOM that the faculty member is engaging in the honored activities of inquiry, research, and discovery.

A candidate for promotion is evaluated by peers at the department and college level and by appropriate administrators at the university level. Care must be taken to ensure that this evaluation is conducted according to openly available criteria and consistent application of those criteria.

The promotion process shall recognize and reflect the individual faculty member’s involvement in all four domains of faculty activity and the achievement of significant progress and/or excellence over time within two of the four domains of faculty activity.
University-Based Tenure
(TTE, tenure-to-employment)
Areas of Concentration

**Promotion**, regardless of track (tenure to title, non-tenure), predicated on activity within 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 publications, presentations, research, grant funding
Requirements for All Promotions

• Activity in all 4 domains, **significant progress** or **excellence** in 2 domains
• Letter of request from faculty member
• 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 from department Chair and the departmental APRT Committee
Revised Guidelines in Effect

• Activity in all 4 domains, significant progress or excellence in 2 domains

• **Significant progress:** to move from assistant to associate ranks

• **Excellence:** to move from associate to full professor rank
General Steps & Timeline

1. Candidate initially consults with Chair, includes all materials required (dossier, CV, names of reviewers) **February 1, 2022 – May 31, 2022**

2. Chair sends materials to Departmental APRT Committee:
   - Letters of support are solicited/received
   - Evaluates materials
   - Sends formal recommendation to Chair
   - **June 1, 2022 – August 31, 2022**

3. Chair reviews all materials, conveys opinions of Chair and APRT to candidate; decision reached about sending onward **September 1, 2022 – October 31, 2022**
General Steps of the Promotion Process

4. Materials reviewed by VTCSOM APT Committee; makes recommendation to the Dean **November 1, 2022 – January 31, 2023**

5. Dean reviews and, if endorsed, sends recommendation to VT Provost **February 1–28, 2023; materials MUST be sent to Provost no later than March 1, 2023**

6. Notification from Provost’s office as to whether portfolios will be sent to BOVs **April 3, 2023**

7. Provost sends to VT President and Board of Visitors, considered annually at the June BOV meeting **June 30, 2023**

8. **Approved promotions effective July 1, 2023**
Points of Clarification:

- Above shows the Virginia Tech main campus process; BUT.....
- VTCSOM promotions do not currently go through University P&T Committee
- This entire process takes approximately 17 months (February – June)
- **Rigid deadlines** exist for each step; consult published timeline on web site
Role of APRT Committees

• Critically important!!
• “At Virginia Tech, we depend on the departmental committees to thoroughly vet all candidates for promotion and/or tenure”
• (Dr. Jack Finney, Associate Provost for Faculty Affairs (Retired))
Tasks of APRT Committees

• **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

• **Develop/update department specific promotion criteria**
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
Current APRT Chairs

- **Family Med:** Dr. Mark Greenawald
- **Pediatrics, OBGYN:** Dr. Eduardo Lara-Torre
- **Psychiatry:** Dr. Richard Seidel
- **Surgery:** Dr. TA Lucktong, Dr. Ben Cable
- **Internal Med:** Dr. Rebecca Pauly
- **HSIS:** Dr. Heidi Lane
- **DBSE:** Dr. Kerry Redican
- **Emergency Med, Radiology:** Dr. Damon Kuehl
- **Orthopedic Surgery:** Dr. TK Miller
The Promotion Portfolio
• The up-to-date* Curriculum Vitae (CV), in the required VTCSOM format
  – A listing of accomplishments
  – Digital Measures (Elements after January 1, 2022) automates this process.....if you keep your information updated!

• The Portfolio
  – Evidence of accomplishments
  – Must adhere to standardized VT expectations

*What does “up to date” mean?
Up-to-Date CV

• Should show all recent entries
• Make sure you include everything you’ve accomplished!
• General rule: within the previous 6 months
• CV generated by Digital Measures has date of last entries on it
• If the most recent entry was more than 3 months prior to submission to departmental APRT committee, this could be a “red flag”
New CV Guide Available

VTCSOM Curriculum Vitae GUIDELINES AND FORMAT
Updated September 2021

General Instructions for Completion of the CV Document

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

• https://medicine.vtc.vt.edu/faculty-affairs.html
CV Guide Sample Entries

Journal article:


Presentation:


Sample entry for funded contract (work ongoing/active):


Sample entry for funded grant (work completed):

Principal Investigator: Milam T., Co-Investigator: Morgan S., Supporting Investigator: Musick DW. Carilion Clinic Telemedicine Network Delivery. Awarded 2016; October 1, 2016 - September 30, 2019 (5 % effort), United States Department of Agriculture, $684,182. Additional Information: Funding for purchase of telemedicine equipment only (no operational funds).
Promotion Portfolio 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](https://medicine.vtc.vt.edu/faculty-affairs/promotion.html)
Single Best Piece of Advice

We URGE you to stay on top of the process of keeping your CV up to date in Digital Measures, with all of your various activities Effective as of January 1, 2022!!
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

• Compress sample PowerPoint presentations into handout format *(example, four slides per page)*

• Organize material into one PDF with bookmarks *(see portfolio requirements for order)*

• Refer to website for more information: https://medicine.vtc.vt.edu/faculty-affairs/promotion.html
Requirements for Tracks and Ranks
Current Tracks and Ranks

Tenure to Title
- Professor (with TTT)
- Associate Professor (with TTT)
- Assistant Professor (TTT track)

Non-tenure Track
- Professor (non-tenure track)
- Associate Professor (non-tenure track)
- Assistant Professor (non-tenure track)
- Secondary (non-tenure track)

Instructional Track
- Adjunct Ranks (non-tenure)
- Clinical Preceptor (non-tenure)
- Senior Instructor
- Instructor (non-tenure)
Tracks and Ranks

Tenure to Employment

Non-tenure Track

Tenure to Title

Instructional Track
Coming Soon!

- University-based tenure track (TTE)
- Approved by VT Board of Visitors, June 2021, after going through lengthy governance review
- Must be employed by VT
- New criteria currently being developed for the two non-clinical VTCSOM departments and for the school itself
- Only VT tenured faculty may vote on tenure cases
Redefining Tenure at Medical Schools

- “Only approximately 30% of full-time physician faculty members are currently tenured or tenure eligible....”
- Walling, Understanding Tenure, Society of Teachers of Family Medicine, Jan. 2015.
Tenure to Title Track
Promotion and Tenure to Title (TTT)

• **TTT** granted as a recognized level of achievement in academic activities
  – Anticipation of continued activity
• Point of reference when compared to peer and other academic institutions
• Expectation of scholarly activity / research
• The “bar” is a bit higher
Tenure to Title Track

• Active in all four domains
• Concentration in two domains (if Basic Science, one must be scholarly activity)
• Strong expectation of significant progress (associate rank) or excellence (full professor rank) in chosen domains
Tenure to Title Track

• Assistant to Associate Professor:
  – 7 year time frame
  – Formal review of progress at years two and four by Department Chair
  – 5 to 8 publications expected; flexible
Tenure to Title Track

• Support Letters: Assistant to Associate
  – Requires 3 letters (all external)
  – Letter writers must be at the Associate rank or higher; and must have current academic appointment
  – External = outside of CC, VT, RUC, Salem VAMC*
    • Virginia Tech suggests from peer institutions
  – Candidate can suggest up to 3 letter writers; no more than 2 of the 3 letters submitted in the portfolio can come from individuals suggested by the candidate

*Faculty at Salem VAMC can write external letter if they do NOT have VTCSOM appointment
Tenure to Title Track

• Associate to Full Professor:
  – Generally occurs 6 to 10 years after promotion to Associate; can be sooner if “extraordinarily productive candidate”
  – 10 to 15 additional publications after prior promotion in rank; flexible
Tenure to Title Track

• Support Letters: Associate to Professor
  – Requires 4 letters (all external)
  – Letter writers must be at the Professor rank; and must have current academic appointment
  – External = outside of CC, VT, RUC, Salem VAMC*
    • Virginia Tech suggests from peer institutions
  – Candidate can suggest up to 4 letter writers; no more than 2 of the 4 letters submitted in the portfolio can come from individuals suggested by the candidate

*faculty at Salem VAMC can write external letter if they do NOT have VTCSOM appointment
Non-Tenure Track
Non-Tenure Track

- Active in all four domains
- Concentration in two domains (if Basic Science, one must be scholarly activity)
- Expectation of significant progress (associate rank) or excellence (full professor rank) in chosen domains
- Some expectation of progress in scholarly activity
Non-Tenure Track

• Assistant to Associate Professor:
  – No specific time frame for promotion
  – No minimum expectation for number of publications
Non-Tenure Track

• Support Letters: Assistant to Associate
  – Requires 2 letters (1 internal; 1 external)
  – Letter writers must be at the Associate rank or higher; and must have current academic appointment
  – External = outside of CC, VT, RUC, Salem VAMC
    • Virginia Tech suggests from peer institutions
  – Candidate can suggest up to 3 letter writers; no more than 1 letter submitted in the portfolio can come from individuals suggested by the candidate

*faculty at Salem VAMC can write external letter if they do NOT have VTCSOM appointment
Non-Tenure Track

• Associate to Full Professor:
  – No specific time frame for promotion
  – Six to twelve publications (beyond those at previous rank) expected; flexible
Non-Tenure Track

• Support Letters: Associate to Professor
  – Requires 3 letters (2 internal; 1 external)
  – Letter writers must be at the Professor rank; and must have current academic appointment
  – External = outside of CC, VT, RUC, Salem VAMC
    • Virginia Tech suggests from peer institutions
  – Candidate can suggest up to 3 letter writers; no more than 1 of 3 letters submitted in the portfolio can come from individuals suggested by the candidate

*faculty at Salem VAMC can write external letter if they do NOT have VTCSOM appointment
Instructional Track/Ranks

• Adjunct (with rank), clinical preceptor, senior instructor or instructor positions
• Adjunct faculty who do not have an academic appointment at another university are not eligible for promotion
• Faculty with an instructional appointment can be promoted to rank of assistant professor; requires promotion portfolio
• If this applies, individual consultation is best
III. **General Requirements for Letters of Support**

Letters of support provide important perspective on the fulfillment of criteria for the candidate seeking promotion. Letters of support should place the academic and scholarly activities of the candidate in context of other academic institutions. Specifically, letters of support should reflect on the teaching skills of the candidate; comment on the involvement in clinical care with learners present (if relevant), especially during the period for most recent appointment or promotion; address the extent of scholarly productivity; address the relevance of scholarly activity; comment on the leadership abilities and qualities, whether in a local, regional, national or international setting; reflect the local, regional or national reputation of the candidate; and provide perspectives on the character, skills, productivity, scholarly context, or other qualities of the candidate.
Support Letters

• Must address VTCSOM promotion requirements
• Not enough to state “this person would be promoted at my own (i.e., the letter writer’s) school/institution”
• Detailed guidelines for support letters are given to APRT Committee Chairs and are available on the Faculty Affairs web site
• Candidates may NOT solicit letters!
For All Promotions

• “Both the department APRT Committee and the VTCSOM APT Committee will judge each candidate on the totality of his/her portfolio.”
Miscellaneous

• **Switching Tracks:**
  – Generally, can be done one time
  – Details in Guidelines, Section One

• **Promotion of Co- or Instructional Type Appointments:**
  – >1 VTCSOM dept; or appointment in another VT college
  – Not “automatic”
  – Both departments must approve
  – APT Committee must approve
Miscellaneous

• Appeals:
  – Generally, all appeals end up with the Dean
  – VT is revising appeals process, will generally be more formal than in the past
  – Have not yet had any appeals

• Other topics covered in guidelines:
  – Time in rank
  – Time at other institutions
  – Time deferred
  – Leave of absence
  – Promotion of a department chair
Questions or Comments?

- Office of Faculty Affairs is here to help!
- vtcsomfaculty@vt.edu
- dwmusick@vt.edu