

Virginia Tech Carilion School of Medicine (VTCSOM)

Faculty Affairs Guidelines Section Two - General Requirements for All Promotions

Administrator: David W. Musick, PhD, Senior Dean, Faculty Affairs

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1 Purpose

To ensure that all faculty promotions follow all requirements stipulated in the VTCSOM faculty bylaws and guidelines as well as the corresponding guidelines of the Virginia Tech faculty handbook.

2. Guidelines

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 mission of VTCSOM.

Promotion guidelines are considered to be the minimal required for promotion at VTC School of Medicine. Individual departments through their Appointment, Promotion, Retention and Tenure committees may choose to set higher or more stringent requirements. Each department APRT committee is expected to develop and update as appropriate explicit promotion and tenure guidelines and expectations relevant to that specialty for review by the faculty applicant.

A candidate for promotion is evaluated by peers at the department and college level and by appropriate faculty and 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.

Except where otherwise noted, the promotion process shall recognize and reflect the individual faculty member's current 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. As applicable, faculty should show sustained, and preferably increasing, scholarly activity as their career progresses.

Faculty shall be made aware at the time of initial faculty appointment of the criteria by which they shall be evaluated for promotion in the track to which they are appointed. Performance assessment must be carried out on an annual basis and contribute to the faculty member's understanding of progress being made toward promotion.

II. Composition of and Voting by Departmental APRT Committees

Initial consideration of promotion and/or tenure (tenure or tenure to title) is made at the department level by both the Chair and the department APRT committee. The APRT committee is expected to have a balance of faculty with the rank of Associate Professor and Professor. Decisions concerning promotion

to any rank can be voted upon by the entire committee. The APRT Committee will judge each candidate on the totality of his/her promotion portfolio. While the totality of scholarship is relevant, recent evidence of scholarship is also expected.

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

III. **Composition of and Voting by College APT Committee**

After departmental consideration of promotion and/or tenure (tenure or tenure to title), further consideration is made by the VTCSOM Committee on Appointments, Promotion and Tenure (APT). This committee is comprised of seven faculty members at the rank of Associate Professor (two members) or Professor (five members). Decisions concerning promotion from the rank of Assistant to Associate Professor can be voted upon by the entire committee. While APT committee members with rank of Associate Professor can be included in the discussion, only those with a rank of Professor can vote when considering promotion from the rank of Associate Professor to Professor. The APT Committee will judge each candidate on the totality of his/her promotion portfolio. While the totality of scholarship is relevant, recent evidence of scholarship is also expected. Recommendations of the APT Committee go to the Dean, who has final responsibility for recommendations to the Provost, President and/or Board of Visitors regarding promotion and tenure/tenure to title.

IV. **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 and/or international setting; reflect the local, regional, national and/or international reputation of the candidate; and provide perspectives on the character, skills, productivity, scholarly context, or other qualities of the candidate.

It is not expected for every letter of support to address each aspect noted above, nor would the reflective commentator be able to do so. Consequently, it is necessary for the candidate to have several letters in support of his/her candidacy for promotion.

Letters of support are always solicited by the chair of the departmental APRT Committee, never by the candidate. Promotion candidates are not allowed to know the identity of persons who ultimately write internal or external review letters. There is to be no contact of any kind between the candidate and any person who writes internal or external review letters: contact between candidates and letter writers may lead to disqualification of the candidate from further consideration until a future promotion cycle.

It is required that letters in support of promotion be obtained only from persons who are at or above

the academic rank to which the candidate is seeking promotion. It is also required that all letters of support come from persons who have a current faculty appointment in an academic institution, preferably a peer institution of Virginia Tech. Except for the summary letter from the chair of the departmental APRT Committee, members of a departmental APRT Committee may not write letters of support for inclusion in promotion portfolios.

All letters of support must address whether the candidate would meet requirements for promotion at VTCSOM. This requirement means that letter writers must be made familiar with the specific promotion criteria at VTCSOM; ensuring that this occurs is the responsibility of the departmental APRT committee that solicits letters of support. Letter writers should NOT state whether the candidate would meet requirements for the same desired rank/track at the institution of the letter writer. Letters that do not specify whether the candidate has met VTCSOM promotion criteria will not be counted as sufficiently addressing the proposed promotion. All letters received must be included in the promotion portfolio, regardless of whether a given letter meets criteria.

VTCSOM values collaboration as critically important to academic work in all settings. To recognize and reward faculty members who assume collaborative roles and/or perform collaborative work across disciplines, colleges and/or fields of interest, VTCSOM invites evidence of collaboration as an important component of the promotion review process. Letters regarding potential promotion should feature documentation of collaborative activity undertaken by the faculty candidate.

V. Promotion of Co-Appointed Faculty

Faculty members who have a co-appointment in a department separate from the department of primary appointment may also apply for promotion in the co-appointment department. Consideration for promotion in the co-appointment department may proceed at the same time as consideration for promotion in the primary department. Promotion in a co-appointment department cannot be made if promotion is not accomplished in the primary department. A faculty member cannot have a higher rank in a co-appointment department than in his/her primary department.

It is assumed the material submitted by the faculty member for promotion in the primary department would be sufficient to also justify the promotion in the co-appointment department. Assuming the promotion is successful in the primary department, a letter of endorsement from the department chair of the co-appointment is required, and can be furnished at any time after the successful promotion in the primary department. It is not required that letters of support come from persons in the co-appointment specialty field.

VI. Promotion of Faculty with Primary Appointments Outside VTCSOM

Faculty members who hold primary appointments at either another university or within another college at Virginia Tech may wish to seek promotion of their VTCSOM appointment. In these instances, it is recognized that "rank follows the person," i.e., a person who achieves promotion in rank at the other university or VT college would subsequently hold the same rank at VTCSOM. The promotion in rank must occur at the other college or VT department first. A letter from the VTCSOM department chair (addressed to the dean) will be sent to the VTCSOM Office of Faculty Affairs, and the promotion will be recognized by VTCSOM via a letter from the dean. A faculty member cannot hold a higher rank at VTCSOM than the rank at the other university or VT college.

VII. Process for Promotion of a Department Chair

In accordance with university policy, the review of a potential promotion of a department chair, whether the chair is serving in an interim or a more permanent capacity, is subject to the standard peer review of accomplishments. The chair is expected to collect all portfolio materials as stipulated in the promotion requirements for consideration of promotion in a given track and at a given rank. If the chair requests advice concerning the appropriateness of material in the curriculum vitae and academic portfolio, he/she should seek advice from another chair, the Chief Physician Executive (CPE) of Carilion Clinic, and/or the Senior Dean for Faculty Affairs.

In the case of a clinical chair, an important modification is that the CPE of Carilion Clinic functions as the department chair level reviewer for the chair. The Chief Physician Executive fulfills this role even if his/her rank is lesser than the present or proposed rank of the chair. In the case of a non-clinical chair, the department chair review will be conducted by a senior faculty member at the rank of professor who will be selected based on consultation with the university office of faculty affairs.

A chair of a department will collect all required portfolio materials and submit them to the departmental APRT committee for initial review. The APRT committee will follow the standard procedures for review of the materials, including seeking the appropriate letters of review and writing a letter of recommendation. The portfolio including the APRT review letter will then be submitted to the CMO in the case of a clinical chair. In the case of a non-clinical chair, the APRT review letter will go to the senior faculty member at the rank of professor as stipulated above.

The promotion materials then go to the School Appointment, Promotion and Tenure (APT) committee. The APT committee will consider the full portfolio for promotion, and direct the recommendation regarding promotion to the Dean. The Dean makes the final decision regarding promotion. A positive recommendation for promotion by the Dean requires ratification by the Board of Visitors.

Letters of Support

Letters of support for promotion in rank, regardless of track, of a department chair must follow the guidelines relevant to the proposed promotion track and rank. However, in all cases, one letter of support for a clinical chair must be from the Chief Physician Executive for Carilion Clinic.

VIII. Promotion Timetable

The only timetable for promotion at VTCSOM relates to faculty at the assistant professor rank on either the tenure or tenure to title tracks. On these tracks, with no interruptions or delays, the assistant professor would typically present his/her credentials at the beginning of the seventh (7th) year following initial appointment. In some circumstances, the faculty member may be ready for promotion in an earlier year, or in the following year depending upon circumstances.

An assistant professor on the tenure track will follow the guidelines for promotion and timetable as specified in university policy; please refer to VTCSOM tenure guidelines SIX.

An assistant professor on the tenure to title track who does not earn promotion and tenure to title

after the seventh (7th) year will either re-apply for appointment to VTCSOM in another track (most commonly non-tenure track) or have his/her appointment to VTCSOM suspended. In some circumstances, the assistant professor on the tenure to title track may be qualified to apply for promotion before the seventh (7th) year following initial appointment. Variations to the timetable for assistant professor to associate professor on the tenure to title track may occur as a basis of part-time positions, leaves of absence, sabbaticals, or other types of circumstances or absences.

No timetable applies on the promotion track for non-tenure track faculty at any rank.

IX. Notification of Candidates

At each level of review in the promotion process, the candidate must be notified of the result of the review, either positive or negative. Department chairs will notify candidates concerning the departmental level review. The Office of Faculty Affairs will notify candidates concerning the school level review, once the Dean has completed his/her review. Notifications will only indicate whether the candidate's case moved on to the next level of review or not; no other information (e.g., results of votes, names of external evaluators, excerpts from committee letters) will be included. If a negative outcome is to be communicated, this step will be taken within ten days of the recommendation or decision; and must include substantive reasons for the recommendation/decision.

X. Curriculum Vitae and Portfolio Requirements

To receive consideration for promotion, candidates must submit an updated curriculum vitae (CV) in the VTCSOM format (unless otherwise stipulated in university guidelines). The CV must reflect the most recent work of the candidate, as evidenced by entries that are current as of the date the CV is submitted to the APT Committee. A given CV that is obviously out of date (e.g., most recent activities are older than 6 months) shall not receive consideration by the APT Committee.

Candidates must also submit an academic portfolio. It is important that the portfolio present as complete a picture as possible for the candidate. Guidelines for the content of portfolios are maintained on the web site of the VTCSOM Office of Faculty Affairs. Suggested items for inclusion in the portfolio appear below, but are subject to final review at the time of portfolio submission so that university requirements are met:

1. A cover letter from the candidate requesting the promotion and stating the desired track and rank.
2. Simple biographical information;
3. Initial appointment letter;
4. Most recent re-appointment letter;
5. Documents regarding *Teaching* including: summary evaluations; peer evaluations; reports from heads, directors or coordinators of blocks, rotations, clinics; evidence of continuing education and/or skills development; awards; and other documents.
6. Documents regarding *Clinical Care* (if a clinician) including: clinical assignments; clinical teaching assignments such as ward or precepting activities; quality improvement activities; recertification (if relevant); active licensure and staff privileges; "scorecard" (if relevant); awards; and other documents.
7. Documents regarding *Scholarly Activity/Research* including: publications; presentations; grant submissions and/or awards; web-based scholarly activity (with URL); curricular innovations; videos;

audiotapes; lay writing including, if relevant, social media (if medically or scientifically oriented); awards; and other documents.

8. Documents regarding *Service* including: VTCSOM committees served, including positions of leadership; School, hospital, local groups, committees or projects if involving medical issues; involvement in community, regional or local action groups if involving medical issues; service on Boards, study groups, task forces, or other local, regional, national and/or international organizations; awards; and other documents.
9. Letters of support: these will be included in the portfolio by the chair of the departmental APRT Committee as specified in section IV.
10. Letter from department Appointment, Promotion, Retention and Tenure (APRT) committee including any interval comments (e.g., comments from second (2nd) and fourth (4th) year review if currently assistant professor on either the tenure or tenure to title track}. The APRT committee letter must provide a recommendation concerning the promotion.
11. Letter from the Chair of the Department. This will be included in the portfolio by a representative of the APRT committee as letters are not reviewed by the candidate. The chair letter must provide a recommendation concerning the promotion and also comment upon the candidate's integrity, professional conduct and ethics.
12. Other relevant materials as deemed appropriate by either the candidate or the Department APRT committee or the Chair of the Department.

Additionally, VTCSOM values collaboration as critically important to academic work in all settings. To recognize and reward faculty members who assume collaborative roles and/or perform collaborative work across disciplines, colleges and/or fields of interest, VTCSOM invites evidence of collaboration as an important component of the promotion review process. Letters regarding potential promotion should feature documentation of collaborative activity undertaken by the faculty candidate.

XI. Timeline and Steps of the Promotion Process

The university promotion process takes approximately 17 months. The Office of the Provost publishes a timeline and guidelines for all promotions each year, and these documents will be strictly followed. The timeline is routinely sent to all department chairs and other personnel, and is also posted on the web site for the VTCSOM Office of Faculty Affairs. Faculty candidates and the chairs of departmental APRT Committees must familiarize themselves with these activities as well as the official published promotion timeline furnished by the Provost. The Virginia Tech Board of Visitors makes all promotion decisions at its June meeting each year.

XII. Appeal Process

The appeal of any promotion related decision by the VTCSOM APT Committee proceeds to the level of the Dean. The Dean's decision may endorse the judgments of all or most of the previous steps, or may contravene the decision of the VTCSOM APT committee. Appeal procedures beyond the level of the Dean are specified in the university faculty handbook.

XIII. Time in Rank

In the tenure track, promotion from assistant to associate professor is expected within seven years,

unless there are extenuating circumstances. There is no timetable for promotion from associate to full professor in the tenure track.

In the tenure to title track, promotion from assistant professor to associate professor is expected to be accomplished within seven (7) years from initial appointment to VTCSOM (in some circumstances, it may be possible for additional years). There is no timetable for promotion from associate to full professor in the tenure to title track.

No time in rank is expected or assigned before promotion in the non-tenure track category.

XIV. Credit for Time Served, Tenure and Tenure to Title Tracks

A faculty member transferring to VTCSOM from another educational institution may wish to shorten the time in rank at VTCSOM before consideration for promotion and tenure or tenure to title. The faculty member can petition for consideration of time served at the previous educational institution. For the tenure track, university guidelines in this regard must be strictly followed.

The faculty member to be appointed at the assistant professor rank in the tenure to title track may petition for up to three (3) years of time in service at the time of initial appointment. Consideration for promotion to associate professor would then occur within the subsequent four (4) years following appointment to VTCSOM.

The faculty member to be appointed at the associate professor rank in the tenure to title track may petition for up to five (5) years of time in service at the time of initial appointment. Consideration for promotion to professor would then occur within a time frame suitable to the candidate and the department chair, following appointment to VTCSOM.

The petition for time served in the tenure to title track would be included in the appointment proposal developed by the faculty member and the Chair. This petition would go to the Dean. The Dean is empowered to determine time in service without consultation of the Appointment, Promotion and Tenure Committee, though the Dean should inform the APT committee of the decision.

XV. Time Deferred

A faculty member may request a period of time to be deferred from his/her time in rank. Typical reasons for time deferred include childbearing and/or childrearing; care for an ill family member (e.g., under Family Medical Leave Act); recovery from an illness (of at least six (6) months); military service (e.g., "called up" for prolonged service, not relevant to weekend duty or summer exercises); enrollment in or participation in advanced learning opportunities, including additional advanced degrees; other relevant professional, personal, or family reasons as specified by the university. Time deferred is considered independent of considerations of part-time professional activity or a leave-of-absence, both of which are considered in separate sections.

Time deferred can be requested for periods of six (6) months to one (1) year. The request can be made coincident with the event (illness of self or family member) or in anticipation (childbearing or childrearing). The time deferred would be added to the time in rank from the appointment date (e.g., for an assistant professor, the time in rank could be extended from seven (7) years to eight (8) years). Time deferred may be requested more than once during the time in rank, but each request should be limited to a maximum of one (1) year.

A request for time deferred should be made by the faculty member to his/her Chair. If approved, the request is forwarded to the Dean who is empowered to approve the request and set the length of time deferred (one year except in special circumstances). The Dean should inform the APT committee of his/her action. Deferments may also require the endorsement of the university.

XVI. Leave of Absence

Leave of absence is typically taken for employment reasons as an appointment to VTCSOM is considered full-time, regardless of the extent or type of employment. Nonetheless, leave of absence is typically taken because a faculty member expects to be unable to fulfill employment requirements; a similar effect on time for teaching or other academic activity is a reasonable effect as well. Leave of absence of relatively short duration is unlikely to affect issues related to either promotion and tenure to title or maintenance of appointment. In promotion and tenure to title consideration, if the faculty member is on the tenure to title track, a leave of absence may decrease the amount of time available to attain promotion unless a deferral is formally requested. In maintenance of appointment, a leave of absence may result in a shortened faculty appointment cycle, potentially leaving the faculty member with reduced time to demonstrate either teaching activity or effort to improve teaching.

If an employment leave of absence is expected to last six (6) or more months, the faculty member can petition the department Appointment, Promotion, Retention and Tenure (APRT) committee. The petition can request that the time available to complete the expectations involved (i.e., promotion/tenure to title and/or maintenance of appointment) be extended in length consistent with the leave of absence. The decision of the department APRT committee should be forwarded to the VTCSOM Appointment, Promotion and Tenure (APT) committee for ratification. Any extension would be entered into the faculty file for record keeping.