Virginia Tech Carilion School of Medicine (VTCSOM)

Faculty Affairs Guidelines Section Four – Promotion of Regular Faculty in the Non-Tenure Track

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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.   Non-Tenure to Title Track

Promotion on the non-tenure track affects two ranks – Assistant Professors seeking to be promoted to Associate Professor, and Associate Professors seeking to be promoted to full Professor. Candidates for promotion from Assistant to Associate Professor must demonstrate *significant progress* in the chosen domains of faculty activity. Candidates for promotion from Associate Professor to Professor must demonstrate *excellence* in the chosen domains of faculty activity.

The following 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.

I.A. Assistant Professor to Associate Professor

Candidates on the non-tenure track at this rank should demonstrate significant progress in academic activity. There is no specific time limit to this rank. It is expected that the candidate will be active in the domains of academic duty – teaching, clinical care (if relevant), scholarship, and service. For the clinician candidate, significant progress should be evident in at least two of these domains; for the basic science candidate, significant progress should also be evident in two domains, one of which must be research/scholarly activity.

Each candidate is judged on his/her abilities in *Teaching*. There must be documentation of teaching activities and good to excellent evaluations of performance from students, peers, block

or rotation directors, administrators, or others. For this to be a domain with significant progress, evaluations should be exemplary and the quantity of teaching considerable. Innovation and creativity in teaching is helpful. Teaching awards and requests by learners for additional teaching contact are also evidence of significant progress. Basic science candidates may submit evaluations from former post-doctoral trainees, graduate students, or pre-clinical students working in the candidate's area of scholarship.

For the clinician candidate, there must be documentation of *Clinical Care* in the presence of learners. Metrics of clinical abilities such as surveys, questionnaires, and "scorecards" are helpful for a broad picture, but the provision of clinical care is not relevant to promotion without occurring as an attending physician or preceptor in the presence of learners. Significant progress in clinical care must also show evidence of considerable clinical teaching time. Significant progress in clinical care must also show evidence of leadership in areas of clinical practice activity, clinical techniques or operations, or patient advocacy.

Each candidate must show evidence of significant progress in *Scholarly Activity/Research*; there must be sustained, and preferably increasing, examples of scholarship in the portfolio. To demonstrate significant progress there must be evidence of more than one type of scholarship. For example:

- The clinician candidate must show publications in journals, books, online collections, or other sites beyond local outlets. The clinician candidate must also produce examples of scholarly presentations at local, regional and/or national meetings. The clinician candidate may wish to demonstrate other scholarship that has been distributed, even if not in published forms.

- The basic science candidate must show publications in journals, books, online collections, or other sites beyond local outlets. The basic science candidate must also produce examples of scholarly presentations at local, regional and/or national meetings. The basic science candidate must show efforts to obtain funding to support his/her scholarship; funded projects are taken as an example of significant progress.

All faculty members must provide *Service* to the School, the hospitals or research institutes, the community or the broader medical community. Examples of service must be included in the portfolio. To demonstrate significant progress, the candidate must include leadership in service activities such as chair, chief, director, or coordinator, innovative or creative applications to the work involved, or new initiatives addressing school, local, regional, or national issues.

Letters of Support
Assistant Professor to Associate Professor

The portfolio of the candidate for promotion from assistant professor to associate professor on

the non-tenure track must include at least two letters of support. At least one of these letters must come from outside academic institutions, preferably those who are Virginia Tech peer institutions. To elicit these letters, the candidate is permitted to forward to the chair of the department Appointment, Promotion, Retention and Tenure (APRT) committee up to three names. The candidate may select individuals from any location and from any source of contact. The candidate should consider including one or more local persons who would be able to comment from personal knowledge on the candidate's teaching, clinical and service abilities. All letters of support must be received from persons at the rank of Associate Professor or higher.

The Department APRT Committee shall solicit all letters of support. External letters must come from entities outside of Carilion Clinic, Virginia Tech and Radford University. The Department APRT Committee shall choose from the names forwarded those individuals from whom letters will be solicited. The committee must ensure that at least two letters are available for review.

Both the department Appointment, Promotion, Retention and Tenure (APRT) committees and the VTCSOM Appointment, Promotion, and Tenure (APT) committee will judge each candidate on the totality of his/her portfolio.

II.B. Associate Professor to Professor

Candidates on the non-tenure track at this rank must demonstrate excellence for consideration of promotion. There is no specific time limit at this rank. It is expected that the candidate will be active in all domains of academic activity – teaching,   clinical care (if relevant), scholarship, and service. For the clinician candidate, excellence must be evident in at least two of these domains; for the basic science candidate, excellence must also be evident in two domains, one of which must be research/scholarly activity.

Each candidate is judged on his/her abilities in *Teaching*. There must be documentation of teaching activities and good to excellent evaluations of performance from students, peers, block or rotation directors, administrators, or others. For this to be a domain with excellence, evaluations should be exemplary. Innovation and creativity are expected. Participation in teaching efforts in a leadership role is expected. Teaching awards are evidence of excellence. Requests by learners for additional teaching contact are also evidence of excellence. Basic science candidates may submit evaluations from former post-doctoral trainees, graduate students, or pre-clinical students working in the candidate's area of scholarship. The basic science candidate must have sponsored or mentored a number of trainees (e.g., medical students, doctoral candidates, post-doctoral trainees) in his/her area of expertise.

For the clinician candidate, there must be documentation of *Clinical Care* in the presence of learners. Metrics of clinical abilities such as surveys, questionnaires, and "scorecards" are helpful for a broad picture, but even excellent clinical care is not relevant to promotion without occurring as an attending physician or preceptor in the presence of learners. Excellence in clinical care must show evidence of considerable clinical teaching time. The candidate must also

demonstrate involvement in at least one leadership role in the clinical domain. Awards or other recognitions are also evidence of excellence in clinical care.

Each candidate should show excellence in *Scholarly Activity/Research*; there must be sustained examples of scholarship in the portfolio. To demonstrate excellence there should be evidence of more than one type of scholarship. For example:

- The clinician candidate must show dissemination of scholarly work through, as an example, six (6) or more publications in journals, books, online collections, or other sites beyond local outlets since promotion to Associate Professor. The clinician candidate must also produce examples of scholarly presentations at local, regional and/or national meetings. The scholarship must be sustained over time, with increasing evidence of expertise. The clinician candidate may wish to demonstrate other scholarship that has been distributed, even if not in published forms. It is anticipated that the candidate be recognized by his/her peers as a thought leader in his/her area of expertise as evidenced by positions of responsibility in relevant academic organizations.

- The basic science candidate must show dissemination of scholarly work through, as an example, twelve (12) or more publications in journals, books, online collections, or other sites beyond local outlets since the promotion to Associate Professor. The basic science candidate must also produce examples of presentations at local, regional and/or national meetings. The candidate must show leadership in an area of expertise. The basic science candidate should also show external funding in support of his/her scholarship. The candidate should be recognized by his/her peers as a thought leader as evidenced by positions of responsibility in his/her professional area.

All faculty members must provide *Service* to the School, the hospitals or research institutes, the community or the broader medical community. Examples of service must be included in the portfolio. The candidate must demonstrate excellence in service activities, innovative or creative applications to the work involved, or new initiatives addressing school, local, regional, or national issues. Progressive roles as chair, chief, head, director, or other titles are evidence of excellence.

Both the department Appointment, Promotion, Retention and Tenure (APRT) committees and the VTCSOM Appointment, Promotion, and Tenure (APT) committee will judge each candidate on the totality of his/her portfolio.

Letters of Support
Associate Professor to Professor

The portfolio of the candidate for promotion from associate professor to professor on the non-tenure track must include at least three letters of support. Two of these letters must be internal

letters from local persons who would be able to comment from personal knowledge on the candidate's teaching, clinical and service abilities. One of these letters must come from an outside academic institution, preferably one of the Virginia Tech peer institutions. To elicit these letters, the candidate is permitted to forward to the chair of the department   Appointment, Promotion, Retention and Tenure (APRT) committee up to three names. The candidate may select these individuals from any location and from any source of contact. All letters of support must be received from persons at the rank of Professor or higher.

The Department APRT Committee shall solicit all letters of support. External letters must come from entities outside of Carilion Clinic, Virginia Tech and Radford University.

The Department APRT Committee should balance the letters such that there is at least one letter from the individuals whose names were forwarded by the candidate him/herself. The committee must ensure that at least three letters are available for review.