

Virginia Tech Carilion School of Medicine (VTC SOM)

Faculty Affairs Guidelines Section One - Appointments to the VTC SOM Faculty

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

Original date: July 2014

Revision dates: February 2021; May 2021

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 VTC SOM. All faculty appointments will be processed as per these guidelines.

2 Guidelines

I. General Requirements

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.

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 VTC SOM 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 Family Educational Rights and Privacy Act of 1974 (FERPA) Confidentiality Agreement for Faculty;
7. Completion of any documentation as required by accrediting bodies;

8. 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;
9. Evidence of completion of faculty orientation; for instructional faculty, 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 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 considered to be a promotion in rank and is subject to VTCSOM policies and guidelines concerning promotion. The CV of an applicant would have to be extraordinarily strong to warrant such an endorsement, especially in the recruitment phase.

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. Regular Faculty, Primary Appointment, Tenure to Title Track

A faculty candidate is eligible for appointment as regular faculty/primary appointment/tenure to title track if he/she is proposed for this title and track by the Chair of the Department. The proposal for regular faculty/primary appointment/tenure to title track should result from a discussion between the faculty candidate and the Chair.

Any candidate for appointment to regular faculty/primary appointment/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.

III. Regular Faculty, Primary Appointment, Non-Tenure to Title Track

A faculty candidate is eligible for appointment as a regular faculty/primary appointment/non-tenure track if he/she is proposed for this title and track by the Chair of the Department. The proposal for regular faculty/primary appointment/non-tenure track should result from a discussion between the faculty candidate and the Chair.

Any candidate for appointment to regular faculty/primary appointment/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.

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.

IV. Instructional Faculty, Adjunct Appointment

A faculty candidate is eligible for appointment as an instructional faculty/adjunct if he/she is proposed

for this title and track by the Chair of the Department. The proposal for instructional faculty/adjunct 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 instructional faculty/adjunct would be expected to have a Doctoral or other terminal 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, achievement of appropriate job or career level for the applicant's skill); appropriate licensure and credentialing, if relevant to the position; Board certification or maintenance of certification, if relevant to the position.

A faculty candidate for instructional faculty/adjunct appointment may have or have had a primary appointment at another academic institution. The extent of service expected from an instructional faculty/adjunct would be moderate to minor and could consist, for example, of: lecturer in an instructional block; lecturer/small group leader for a section of a block or thread; intermittent involvement in teaching a curricular "thread" or elective; mentor for a research project; preceptor for a clinical unit, or the equivalent; or any other service deemed necessary in the education of medical students and/or other learners. The advice and recommendation of the Chair of the Department will be important in determination of the extent of involvement.

Discussions with the Chair would result in a consensus recommendation for appropriate rank as an instructional faculty/adjunct. The recommended rank may reflect the faculty candidate's attained rank at the primary university, or the recommendation of the Chair. The VTCSOM rank in the adjunct track will be expected to be at least equivalent to the expectations for the similar rank for a VTCSOM regular faculty/primary appointment; the rank may not be higher than that of the primary or previous appointment. The recommendation from the Chair would come in the form of a letter accompanying the credentials to be submitted to the Dean.

V. Instructional Faculty, Clinical Preceptor Appointment

A faculty candidate is eligible for appointment as an instructional faculty/clinical preceptor if he/she is proposed for this title by the Chair of the Department. The proposal for instructional faculty/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 to instructional faculty/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 instructional faculty/clinical preceptor would be a medical doctor 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.

VI. Instructional Faculty, Senior Instructor/Instructor Appointment

A faculty candidate is eligible for appointment as an instructional faculty (senior instructor, 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 job, appointment or position congruent to the opportunities or needs of the VTCSOM curriculum; 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: these physicians may or may not be eligible for appointment, depending on graduate medical education accreditation guidelines.

The rank of senior instructor would be 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 determination of the extent of involvement.

VII. Instructional Faculty, Visiting Faculty Appointment

A faculty candidate is eligible for appointment as an Instructional Faculty – 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 faculty appointment is completed. The rank of Instructional Faculty – 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 teach in the 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.

VIII. Co-Appointments

Co-appointment occurs when a faculty member desires to have an appointment in a department in addition to his/her primary department. This is different from an adjunct appointment discussed elsewhere in that the co-appointment recognizes 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.

The appointment to the primary department follows the steps noted above. 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 for faculty in the instructional faculty tracks may also occur.

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. If the Chair proposing the co-appointment chooses the rank of Assistant Professor, the request may be approved at the level of the Dean via a letter of request by the Chair. If the proposed rank for the co-appointment is Associate Professor or Professor, the department APRT committee needs to concur with the Chair. Neither the Chair nor the faculty should assume the co-appointment would automatically be granted at the same rank as the primary appointment; indeed the rank cannot be higher than that held in the primary department. The department APRT committee 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 Chair, along with a letter from the department APRT committee if deemed appropriate. The letter is addressed to the Dean and will initially go to either the Dean (for the rank of assistant professor or instructional appointments) or to the VTCOM APT Committee (for the rank of associate professor or professor). The final step in consideration of the appointment is provided by the Dean.

IX. 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.

X. Track Changes for Regular Faculty

It is recommended that a faculty member be in one of the regular faculty tracks for two (2) years before considering a change. The recommendation 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 or APRT committee may recommend that a faculty member in the tenure to title track consider changing to a non-tenure track or an instructional track, if it appears the faculty member is not making adequate progress towards tenure and promotion or other circumstances change.

The faculty member in the tenure to title track may request a change to a non-tenure track or an instructional 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.

Regular faculty members who wish or are recommended to change to a tenure to title track should complete appropriate counseling with the department Chair regarding this possible change. 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 recommendation of the Chair and the Department APRT committee would 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.

All track changes must be reflected in a new letter of appointment. It is emphasized that a track change by regular faculty, with rare exceptions, should only occur once. 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 or change to a Clinical Preceptor or Instructional title. Track changes are recommended by the department Chair and/or the department APRT committee. If the change involves a rank at the associate professor level or higher, the change is reviewed by the VTCSOM APT committee. All track changes are approved by the Dean.

In the exceptional circumstance in which a second change in track is anticipated, both the department APRT committee and the School APT committee would provide consultation to the Chair and Dean.

Faculty who have been awarded tenure to title do not have tenure to title or rank removed except for egregious circumstances. Conferring of tenure to title, even without significant additional scholarly progress, ensures one's rank on the tenure to title track and consideration for change to a non-tenure track position is not necessary.

XI. Track Changes for Instructional Faculty

Track changes for instructional faculty may be appropriate under any of several circumstances.

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 an adjunct or regular faculty track. A faculty member who is an Instructor may earn a doctoral degree and wish to be considered for the title of Senior Instructor.

A faculty member with instructor title who has a doctoral degree may wish to apply for appointment to a different track/rank/title. Such a change is considered a promotion in rank and subject to guidelines and expectations for promotion within this category as established by the department and the school. All such changes, if successfully approved via the promotion process, must result in the revised appointment being at the rank of Assistant Professor.

Virginia Tech Carilion School of Medicine (VTC SOM)

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

1 Purpose

To ensure that all faculty promotions follow all requirements stipulated in the VTC SOM 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 VTC SOM rewards a faculty member's contributions and academic achievements. Promotion represents recognition by VTC SOM 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.

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 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 from the rank of Assistant to Associate Professor can be voted upon by the entire

committee. While APRT 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.

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. 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.

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.

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. Optionally, they can also state whether the candidate would meet requirements for the same desired rank/track at the institution of the letter writer, but this does NOT substitute for addressing whether promotion requirements at VTCSOM have been met.

IV. Co-Appointments and Promotion of Co-Appointed Faculty

Faculty 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. These faculty members would need to follow a similar process to promotion within the primary department.

The faculty member should be proposed by the Chair of the co-appointment department. The promotion materials should be assessed by the co-appointment department APRT committee.

It is assumed the material submitted by the faculty member for promotion in the primary department would be relevant to the co-appointment department, though there may be material assessed in closer review by the co-appointment department Chair and/or APRT committee. It is not required that letters of support come from persons in the co-appointment specialty field, though that may help in deliberations by the co-appointment Chair and/or APRT committee.

Consideration for promotion in the co-appointment department may proceed at the same time as consideration for promotion in the primary department or may be considered after a decision is made 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.

Process for Promotion of a Faculty Member with a Co-Appointment

Promotion of a faculty member within his/her primary department does not automatically mean there is promotion by the department in which he/she has a co-appointment. The department of co-appointment should determine if criteria are met within that department for the faculty member to have equal rank with the primary department. The process is as follows:

- The faculty member would go through the process of promotion in his/her primary department. If successful, he/she could petition the Chair of the department of co-appointment for promotion.
- Assuming the Chair agrees, materials would be submitted to the co-appointment department APRT committee for consideration. In contrast to the process outlined above, new letters of support would not be necessary but the APRT committee would otherwise apply whatever criteria are appropriate in a decision whether to recommend promotion in that department. This decision is not a foregone conclusion; the department of co-appointment may have more stringent criteria than the primary department and, even though the VTCSOM APT committee chose to promote, the department of co-appointment may not.
- If the Chair of the department of co-appointment and the co-appointment departmental APRT Committee both agree to promotion, this decision then may go directly to the Dean, bypassing the APT committee (which had already decided on promotion). The decision of the Dean is final, subject to the further endorsement of the university. It should be noted that this process almost certainly means at least some period of time would elapse between promotion in the primary department and promotion in the department of co-appointment.

V. Process for Promotion of a Department Chair

The process for promotion includes the expectation that the Chair will have demonstrated active involvement in the promotion process of other faculty in his/her department. This includes, but may not be limited to, periodic advice on progress towards promotion, initial review of the promotion materials about to be submitted, and a formal review and recommendation regarding promotion. There is an inherent conflict in asking the department APRT committee to review and eventually recommend for or against promotion of that department's Chair; therefore a modified process for promotion of a Chair is necessary. An important modification is that the Chief Medical Officer of Carilion Clinic, the person to whom the Chair reports for clinical, financial, and administrative responsibilities, functions as the initial recommender for the Chair. The Chief Medical Officer fulfills this role even if his/her rank is lesser than the present or proposed rank of the Chair.

The Chair is expected to collect all materials as stipulated in the promotion requirements for consideration for 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 CMO, or the Senior Dean for Faculty Affairs. The Chair will collect all required materials and submit them to the Chief Medical Officer. The Chief Medical Officer would then make a judgment and write a letter of recommendation. The promotion materials and the Chief Medical Officer letter of recommendation then go directly to the School Appointment, Promotion and Tenure (APT) committee. The departmental APRT committee is bypassed. The APT committee would then have responsibility for collecting letters of support, considering the qualifications for promotion, and directing the recommendation regarding promotion to the Dean. The Dean makes the final decision regarding promotion. A positive recommendation for promotion by the Dean still requires ratification by the Board of Visitors.

Letters of Support

Promotion of a Chair of a Clinical Department

Letters of support for promotion in rank, regardless of track, of a Chair of a Clinical Department must follow the guidelines relevant to the proposed promotion track and rank. However, in all cases, one letter of support for a Chair must be from the Chief Medical Officer for Carilion Clinic.

VI. Promotion Timetable

The only timetable for promotion at VTCSOM relates to faculty on the tenure to title track. On this track, 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 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.

The time limit for promotion of associate professor to professor on the tenure to title track is ten (10) years. A faculty member in rank as associate professor on the tenure to title track for more than ten (10) years has lost the opportunity to be considered for promotion to professor. This results in a de facto terminal rank of associate professor. While he/she is permitted to remain at that rank as a tenured to title associate professor, he/she is not permitted, at a later date, to apply for promotion to professor.

No timetable applies on the promotion track for non-tenure track faculty at either rank. VTCSOM does not apply a timetable for promotion in the instructional categories at VTCSOM.

VII. Curriculum Vitae and Portfolio Requirements

To receive consideration for promotion, candidates must submit an updated curriculum vitae (CV) in the VTCSOM format. 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. These documents should be limited to those occurring since the initial appointment (in the case of assistant professors), since appointment to VTCSOM if the candidate moved from another academic institution (in the case of both assistant and associate professors), or since the last promotion (in the case of associate professors);

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. These documents should be limited to those occurring since the initial appointment (in the case of assistant professors), since appointment to VTCSOM if the candidate moved from another academic institution (in the case of both assistant and associate professors), or since the last promotion (in the case of associate professors);
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. These documents should be limited to those occurring since the initial appointment (in the case of assistant professors), since appointment to VTCSOM if the candidate moved from another academic institution (in the case of both assistant and associate professors), or since the last promotion (in the case of associate professors);
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 regional or national organizations; awards; and other documents. These documents should be limited to those occurring since the initial appointment (in the case of assistant professors), since appointment to VTCSOM if the candidate moved from another academic institution (in the case of both assistant and associate professors), or since the last promotion (in the case of associate professors);
9. Letters of support: (these will be included in the portfolio by a representative of the department as letters are not reviewed by the candidate);
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 tenure to title track). The APRT committee letter must provide a recommendation concerning the promotion. These comments will be included in the portfolio by a representative of the APRT committee as letters are not reviewed by the candidate;
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.

VIII. Timeline and Steps of the Promotion Process

The university promotion process takes approximately 17 months. The Office of the Provost

publishes a timeline for all promotions each year, and this timeline 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.

IX. 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.

X. Time in Rank

Only two ranks in the tenure to title track have a time limit. Promotion from assistant professor to associate professor in the tenure to title track is expected to be accomplished within seven (7) years from initial appointment to VTCSOM (in some circumstances, it may be eight (8) years). The expected time in rank for associate professor to professor in the tenure to title track is ten (10) years following promotion to associate professor at VTCSOM or from initial appointment as associate professor at VTCSOM

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

XI. Time Served, Tenure to Title Track

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 to title. The faculty member can petition for consideration of time served at the previous educational institution.

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 the subsequent five (5) years following

appointment to VTCSOM.

The petition for time served 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 his/her decision.

XII. 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.

XIII. 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.

Virginia Tech Carilion School of Medicine (VTC SOM)

Faculty Affairs Guidelines Section Three – Promotion of Regular Faculty in the Tenure to Title Track

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

Original date: July 2014

Revision dates: February 2021

1 Purpose

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

2 Guidelines

I. Description of Tenure to Title

Tenure to title is the conferring of permanent appointment to the Virginia Tech Carilion School of Medicine. Tenure to title is recognition by VTC SOM of service and accomplishment of the faculty member to VTC SOM, and also represents the expectation of a continuing high level of service and accomplishment by the faculty member.

Tenure to title is awarded in recognition of a body of accomplishment in teaching, clinical care (if relevant), research/scholarly activity and service to the missions of VTC SOM and the university. As the criteria for tenure to title are virtually identical to criteria for promotion, tenure to title typically is awarded at the time of promotion.

Most commonly, tenure to title is considered at the promotion of assistant professor to associate professor. Tenure to title may or may not be awarded at the initial appointment of a faculty member with demonstrated accomplishment. Most commonly, awarding tenure to title at the initial appointment would occur upon the transfer to VTC SOM of a faculty member who had attained tenure at another peer academic institution and has a truly exemplary portfolio. On rare occasions, tenure to title at VTC SOM may be “uncoupled” from appointment or promotion under several circumstances:

- New appointment to VTC SOM, despite having tenure at a previous academic institution;
- New appointment to VTC SOM with awarding of promotion from one rank at another academic institution to a greater rank at VTC SOM (delaying of tenure to title may occur so that VTC SOM can evaluate ongoing scholarship;

- Accelerated promotion from Assistant Professor to Associate Professor or Associate Professor to Professor within the VTCSOM system (such a promotion may take into account time spent in rank at another academic institution, so that VTCSOM can evaluate ongoing scholarship;
- Other circumstances.

Awarding of tenure to title at the time of appointment is contingent on consensus of the VTCSOM APT committee and the Dean, and is subject to further review by the university.

While lengthy service to VTCSOM is honorable and noteworthy, promotion with tenure to title is based upon tangible accomplishment.

A criteria for tenure to title that is additive to criteria for promotion is the expectation that the faculty member will continue to provide teaching and/or clinical care (if relevant) and/or scholarship and/or service to VTCSOM. Hence, tenure to title is not only recognition of duties, accomplishments and service to date, but also is an expectation that duties, accomplishments, and service will continue.

Promotion and tenure to title are based on the totality of accomplishment, and not limited to one or another department. Hence, tenure to title applies to the VTCSOM appointment and is not limited to only one department for faculty who have a co-appointment.

II. Tenure to Title Track

Promotion on the tenure to title track affects two ranks – Assistant Professors seeking promotion to Associate Professor, and Associate Professors seeking promotion 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 (APRT) 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 documents relevant to that specialty for review by the faculty applicant.

Teaching is a core expectation of all VTCSOM faculty, and is of particular relevance to faculty in the tenure to title track. Peer observation of teaching is also a time-honored tradition of

Virginia Tech. All candidates for promotion in the tenure to title track must undergo a process of peer evaluation of teaching. This process involves working with the peer observation program offered by the TEACH Academy which features observation of teaching by a trained observer, followed by the provision of feedback on how teaching performance can be improved. Candidates for promotion on the tenure to title track will be expected to undergo this process and to document participation in this process in the promotion portfolio.

II.A. Assistant Professor to Associate Professor

Faculty members on the tenure to title track at the assistant professor rank will most often have a maximum of seven (7) years since initial appointment to achieve promotion with tenure to title at VTCSOM (in some circumstances, it may be eight (8) years). It is required that the faculty member will be active in all four (4) domains of academic activity: teaching, clinical care (if relevant), scholarship, and service. For the faculty member who is a clinician, significant progress should be evident in at least two of the domains. For the faculty member in basic science, significant progress should be evident in two domains, one of which must be research/scholarly activity.

Candidates on the tenure to title track will undergo formal review at the end of year two (2) and year four (4). If at the time of these reviews it is felt that the candidate has not made sufficient headway toward tenure to title at VTCSOM, s/he will be strongly encouraged to switch to a non-tenure to title track.

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 of significant progress, evaluations must be laudatory and preferably indicate innovation and creativity. Teaching awards are evidence of significant progress, as are requests by learners for additional teaching contact. 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 over an extended period. 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 dissemination of *Scholarly Activity/Research* with, as an example, five (5) or more 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. Scholarship in development and presentation of education/teaching/curriculum is not only acceptable but strongly encouraged. While the totality of scholarship is relevant, recent evidence of scholarship is also expected.
- The basic science candidate must show dissemination of scholarship with, as an example, eight (8) or more 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 may wish to demonstrate other scholarship that has been distributed, even if not in published forms. Scholarship in development and presentation of education/teaching/curriculum is not only acceptable but strongly encouraged. The basic science candidate must show efforts to obtain funding to support his/her scholarship; funded projects are taken as an example of excellence. While the totality of scholarship is relevant, recent evidence of scholarship is also expected.

All faculty members must provide *Service* to the School, the hospitals or research institutes, the community and/or the broader medical community. Examples of service must be included in the portfolio. For this to be a domain of significant progress, the candidate must demonstrate 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. Certain areas of service, such as Boards of national organizations, requests to participate in national task forces, or research study groups are examples of significant progress in service. Service must reflect on the mission and activities of VTCSOM; service by the faculty member in an otherwise laudable activity that is not congruent with the mission and activities of VTCSOM is not relevant to the academic promotion process.

Except in rare circumstances, granting of tenure to title at VTCSOM is considered at the time of promotion from Assistant to Associate Professor.

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

Letters of Support

Assistant Professor to Associate Professor

The portfolio of the candidate for promotion from assistant professor to associate professor on the tenure to title track must include at least three external letters of support. All letters must be written by people from outside academic institutions, and preferably from 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.

In addition to the external letters, 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. This internal letter is optional.

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 should balance the letters such that there is at least one, but no more than two, external letters from the individuals whose names were forwarded by the candidate him/herself. The committee must ensure that three external letters are available for review.

II.B. Associate Professor to Professor

Candidates on the tenure to title track at this rank will most often have achieved tenure to title, and will have at least six (6), and up to ten (10) years after promotion or appointment to Associate Professor to achieve promotion to full Professor at VTCSOM. Promotion in less than six (6) years may be considered in the extraordinarily productive candidate. It is expected that the candidate will be active in all domains of activity – teaching, clinical care (if relevant), scholarship, and service. For the clinician candidate, excellence should be evident in at least two of these domains; for the basic science candidate, excellence should also be evident in two domains, one of which must be scholarship.

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, a majority of evaluations should be exemplary. Innovation and creativity is expected. Leadership roles in teaching at VTCSOM would be expected for the candidate anticipating promotion to Professor. Teaching awards are also evidence of excellence as are requests by learners for additional teaching contact. 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 also show evidence of considerable clinical teaching time over an extended period. Excellence in clinical care must also demonstrate more than one leadership role in the clinical domain. Awards or other recognitions are also evidence of excellence in clinical care.

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

- The clinician candidate must show dissemination of scholarship with, as an example, ten (10) or more publications in journals, books, online collections, or other sites beyond that achieved in 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 a large portion focused on an area of expertise accomplished by the clinician. The clinician candidate may wish to demonstrate other scholarship that has been distributed, even if not in published forms. Scholarship in development and presentation of education/teaching/curriculum is not only acceptable but strongly encouraged. It is also expected that the candidate be recognized by his/her peers as a thought leader as evidenced by positions of responsibility in his/her professional arena.
- The basic science candidate must show dissemination of scholarship with, as an example, fifteen (15) or more publications in journals, books, online collections, or other sites beyond that achieved in promotion to Associate Professor. The basic science candidate must also produce examples of scholarly presentations at local, regional and/or national meetings. The candidate must show increased expertise in his/her area of focus. Scholarship in development and presentation of education/teaching/curriculum is not only acceptable but strongly encouraged. The basic science candidate should also show sustained 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 are expected to provide *Service* to the School, the hospitals or research institutes, the community or the broader medical community. Examples of service should be included in the portfolio. For this to be a domain of excellence, the candidate must demonstrate 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. Some examples of service, such as Boards of national organizations, requests to participate in national task forces, or research study groups are examples of excellence in service; the candidate must have leadership roles in such organizations. Service must reflect on the mission and activities of VTCSOM; service by the faculty member in an otherwise laudable activity that is not congruent with the mission and activities of VTCSOM is not relevant to the academic promotion process.

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

Faculty members who do not advance from Associate to full Professor in the tenure to title track in the above listed time frames may seek a change into the non-tenure track; or otherwise shall be considered to have received a terminal rank at the level of Associate Professor with tenure to title.

Letters of Support

Associate Professor to Professor

The portfolio of the candidate for promotion from associate professor to professor on the tenure to title track must include at least four external letters of support. All letters must be written by people from outside academic institutions, and preferably from 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 four names. The candidate may select these individuals from any location and from any source of contact.

In addition to the external letters, 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. This internal letter is optional.

All letters of support must be received from persons at the rank of Professor. 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 are at least one but no more than two letters from the individuals whose names were forwarded by the candidate him/herself. The committee should ensure that at least four external letters are available for review.

Virginia Tech Carilion School of Medicine (VTCOM)

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

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

Original date: July 2014

Revision dates: February 2021; May 2021

1 Purpose

To ensure that all faculty promotions follow all requirements stipulated in the VTCOM 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. Excellence in clinical care

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 title is 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. At least one of these letters must come from outside academic institutions, 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.

Virginia Tech Carilion School of Medicine (VTC SOM)

Faculty Affairs Guidelines Section Five – Promotion of Instructional Faculty

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

Original date: July 2014

Revision dates: February 2021; June 2021

1 Purpose

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

2. Guidelines

I. Adjunct Appointments

Faculty members with an adjunct appointment may have or have had a primary appointment at another academic institution. Adjunct faculty who have a primary appointment at another institution must undergo the promotion process at the primary university prior to requesting a promotion at VTC SOM. VTC SOM does not promote faculty with an adjunct appointment to a rank greater than that attained through the primary university.

Faculty members wishing to be promoted in rank at VTC SOM shall present their credentials to the department Appointment, Promotion, Retention and Tenure (APRT) committee. The credentials will show appropriate fulfillment of criteria for promotion at the primary university. The criteria should be considered carefully in light of the criteria for promotion of VTC SOM faculty with a primary appointment. Specifically, the following issues should be considered and an appropriate judgment passed:

Faculty with an adjunct appointment at VTC SOM are appointed primarily for teaching. There must be regular and sustained teaching activity at VTC SOM; leadership roles in teaching are especially positively evaluated.

Faculty with an adjunct appointment at VTC SOM who are clinicians are more likely to have been appointed for teaching rather than clinical care criteria. Nonetheless, for promotion at VTC SOM the clinician must be able to demonstrate good-to-excellent clinical care in the presence of learners.

Faculty with an adjunct appointment at VTC SOM must fulfill the criteria for scholarship determined for faculty at that rank in the non-tenure track.

Faculty with an adjunct appointment will likely have a diminished level of expectation pertaining

to service at VTCSOM. Evidence of service in health care to other constituencies is welcomed.

Letters of Support

Adjunct Faculty

Promotion of faculty with adjunct appointments depends on promotion at the primary university. Adjunct faculty who currently do not have a primary appointment at another institution are not eligible for promotion. If these faculty wish to seek promotion, they must first complete the process for change to a regular faculty track.

The primary reason a faculty member has an appointment at VTCSOM is due to teaching of medical students, residents/fellows or other learners. With that in mind, the candidate with an adjunct appointment who is being proposed for promotion in rank at VTCSOM will require at least one, and preferably more, letter(s) of support. These letter(s) must be solicited by the departmental APRT Committee and must be written by persons at or above the rank to which the faculty member seeking promotion aspires. These letter(s) of support must come from VTCSOM faculty and/or administrators and must comment on the teaching abilities of the candidate.

Student evaluations of the candidate's teaching must be included in the portfolio presented for consideration of promotion.

The candidate may request that the Senior Dean for Academic Affairs/Medical Education write a letter of support. That letter must comment on the extent and the quality of the candidate's teaching and curricular involvement. A similar letter may be requested from the head of a teaching block, a rotation director, a residency director, or another person familiar with the candidate's teaching abilities.

II. Clinical Preceptor and Senior Instructor/Instructor Appointments

Instructional faculty members have a primary commitment to the education mission of VTCSOM. They normally have significant instructional roles with students, and may have a basic science, research or clinical practice focus. Faculty members at the rank of clinical preceptor, senior instructor or instructor may apply for promotion to a regular faculty track at the rank of assistant professor in the non-tenure track. There is no promotion process for faculty holding visiting appointments.

II.A. Clinical Preceptor to Assistant Professor

For faculty holding clinical preceptor appointments, the promotion process must reflect that the

candidate has made significant progress regarding teaching. There must be documentation of teaching activities and good to excellent evaluations of teaching performance from students, peers, block or rotation directors, administrators, or others.

Other criteria for promotion include those listed below. The clinical instructor must demonstrate service to VTCSOM beyond involvement in clinical activities. A promotion recommendation may be based upon the attainment of some (not necessarily all) of the criteria shown:

- Teaching awards and/or requests by learners for additional teaching contact
- Demonstrated record of service to the academic health center and/or the profession with which s/he is primarily affiliated (e.g., active membership on committees, leadership roles)
- Recognition of service as a role model, advisor and/or mentor to learners (e.g., medical students, resident/fellow physicians, others)
- Participation in programs to improve educational, research or clinical practice
- Participation as a speaker in CME and/or other faculty development activities
- Engagement in the community through activities at the local, regional and/or state level

II. B. Senior Instructor to Assistant Professor

For faculty holding senior instructor appointments, the promotion process must reflect that the candidate has made significant progress regarding teaching. There must be documentation of teaching activities and good to excellent evaluations of teaching performance from students, peers, block or rotation directors, administrators, or others. Basic science candidates may also submit evaluations from former post-doctoral trainees, graduate students, or pre-clinical students working in the candidate's area of scholarship.

Other criteria for promotion include those listed below. A promotion recommendation may be based upon the attainment of some (not necessarily all) of the criteria shown:

- Teaching awards and/or requests by learners for additional teaching contact
- Demonstrated record of service to the academic health center and/or the profession with which s/he is primarily affiliated (e.g., active membership on committees)
- Recognition of service as a role model, advisor and/or mentor to learners (e.g., medical students, resident/fellow physicians, masters/doctoral students)
- Participation in programs to improve educational, research or clinical practice
- Participation as a speaker in CME and/or other faculty development activities
- Engagement in the community through activities at the local, regional and/or state level

II.C. Instructor to Senior Instructor

For faculty holding instructor appointments, promotion is predicated on the achievement of a doctoral level degree from a university accredited by the appropriate accreditation body in the US, or equivalent. Additionally, other criteria for promotion include those listed below. A promotion recommendation may be based upon the attainment of some (not necessarily all) of the criteria shown:

- A stated interest in, and potential for, sustained contribution to a required component of training for learners (e.g., medical students, doctoral students, resident/fellow physicians, learners from other health professions-related educational programs)
- A stated interest in, and potential for, sustained contribution to research/scholarly activity
- Leadership contributions that indicate a continued interest in academic activities and/or an academically-oriented career
- Participation in career advising/mentoring of learners
- Participation in professional development activities

Letters of Support

The promotion portfolio of all candidates seeking promotion in rank from either Clinical Preceptor or Senior Instructor to Assistant Professor must include at least two letters of support. 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. While the candidate may select individuals from any location and from any source of contact, s/he should consider including one or more local persons who would be able to comment from personal knowledge on the candidate's teaching, clinical and/or service abilities. External letters are not required; but if they are provided, they must come from entities outside of Carilion Clinic, Virginia Tech and Radford University. All letters of support must be received from persons at the rank of Assistant Professor or higher.

The Department APRT Committee shall solicit all letters of support. The Department APRT Committee shall choose 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.