



The Promotion Process at VTC School of Medicine

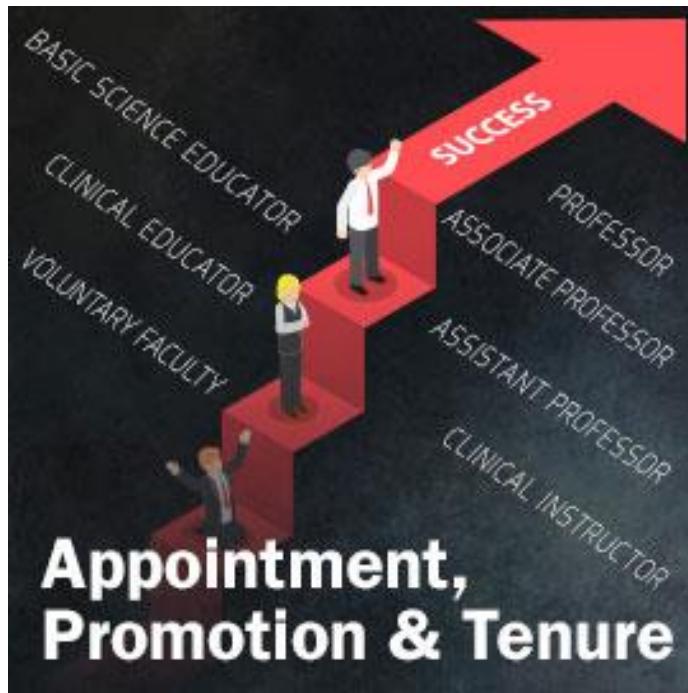
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Single Best Source for All Details?

- Online here: <https://medicine.vtc.vt.edu/faculty-affairs/promotion.html>

Applying for Promotion



The Office of Faculty Affairs is here to help. Please feel free to call upon us at any time we can be of assistance. Our goal is to help you achieve your goals by providing personalized guidance at every step along the way!



Objectives

- Describe the general promotion process for VTCSOM faculty
- Summarize promotion requirements for tracks and ranks, with particular reference to one's own category of appointment
- Explain the major components of a promotion dossier
- Identify where a faculty member can obtain assistance with the promotion process

Progress Toward Promotion

CHAPTER SIX: PROMOTION AND TENURE TO TITLE

6.1 General Description of Promotion and Tenure to Title

Promotion is a major way in which VTCSOM rewards a faculty member's contributions and academic achievements. Promotion represents recognition by VTCSOM that the faculty member has made, and is continuing to make, contributions to the education of medical students and is him/herself engaging in the honored activities of inquiry, research, and discovery. Promotion is more than a routine reward for satisfactory service but reflects a positive appraisal of high professional competence and accomplishment.

“Education of medical students” – this now includes education of any and all learners





Areas of Achievement

Promotion, regardless of track (tenure to title, non-tenure), predicated on achievement in **two** of four areas of faculty activity:

– **Teaching**

- Any or all levels of medical school/research institute/residency/practitioner/learners

– **Clinical Care** (if applicable)

- In the presence of learners

– **Service** to the medical school, academic health center and (not and/or) community

– **Scholarly Activity/Research**

- Including publications, presentations, research, grant funding, clinical trials



Requirements for All Promotions

- Activity in all 4 domains, *significant progress* or *excellence* in 2 domains
- Letter of request from faculty member
- Meet both departmental and school guidelines
- Submission of required materials in a timely manner
- Letters of support from internal/external reviewers
- Letters from department Chair and the departmental APRT Committee



General Steps & Timeline

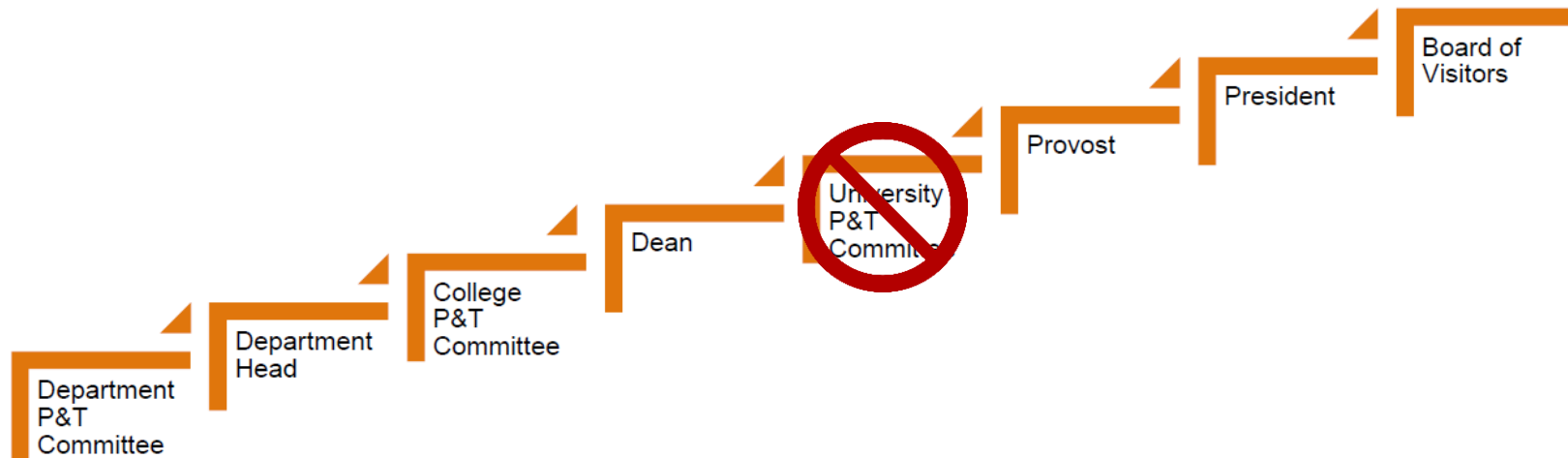
1. Candidate initially consults with Chair, includes all materials required (dossier, CV, names of reviewers) **February 1 – May 31**
2. Chair sends materials to Departmental APRT Committee:
 - Letters of support are solicited/received
 - Evaluates materials
 - Sends formal recommendation to Chair
 - **June 1 – August 31**
3. Chair reviews all materials, conveys opinions of Chair and APRT to candidate; decision reached about sending onward **September 1 – October 31**



General Steps of the Promotion Process

4. Materials reviewed by VTCSOM APT Committee; makes recommendation to the Dean **November 1 – January 31**
5. Dean reviews and, if endorsed, sends recommendation to VT Provost **February 1 – 28; materials MUST be sent to Provost no later than March 1**
6. Notification from Provost's office as to whether portfolios will be sent to BOVs **April 1**
7. Provost sends to VT President and Board of Visitors, considered annually at the June BOV meeting **June 30**
8. **Approved promotions effective July 1**

Evaluation Process for Promotion & Tenure



Points of Clarification:

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

Role of APRT Committees

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





Composition of APRT Committees

- Department Chair cannot serve
- School APT committee members cannot serve
- Voting rights based on rank
- Should be three full professors on committee; can be from either tenure to title or non-tenure track
- Chair of committee should be full professor
- Must abstain from voting on candidates with whom a “close personal relationship” exists



Tasks of APRT Committees

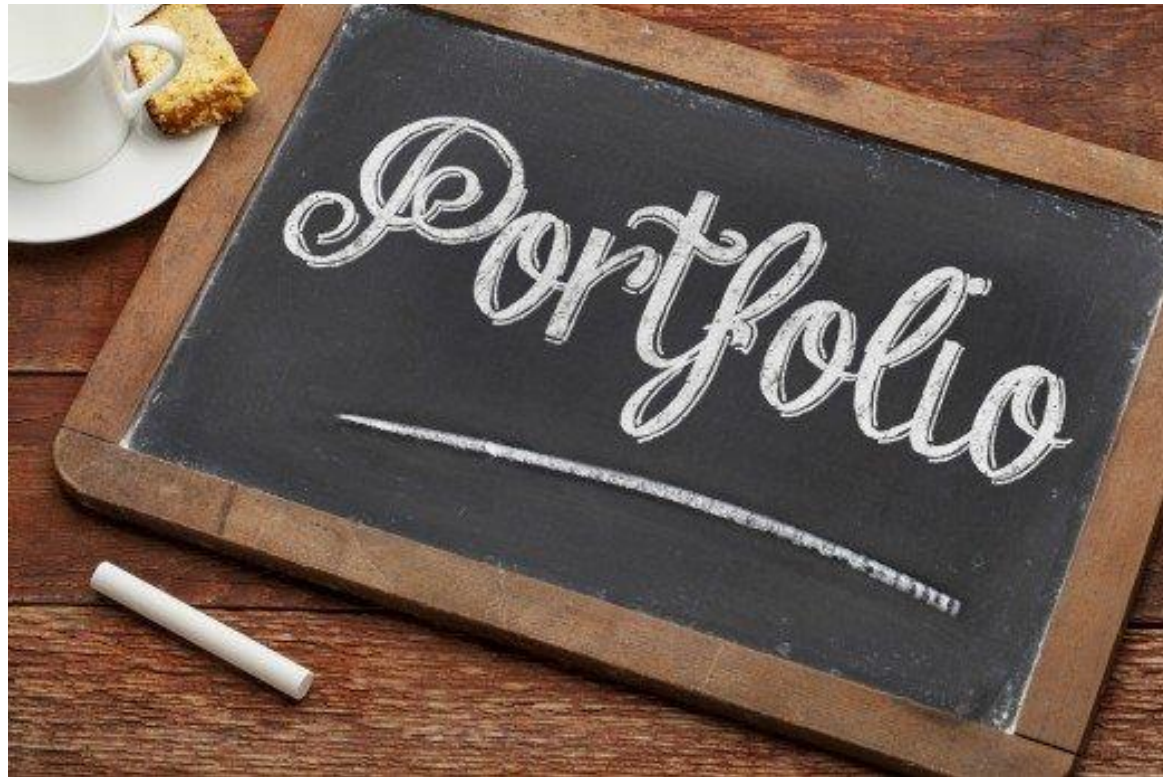
- Develop/update department specific promotion criteria
- Review/recommend on issues pertaining to:
 - Initial faculty appointment (infrequent)
 - Progress toward promotion and/or tenure
 - Promotion and tenure
 - Maintenance of appointment
 - Other issues relevant to retention of faculty



Tasks of APRT Committees

- Review proposed initial appointments in the tenure to title track at the Associate rank or higher
- Select writers of support letters/solicit letters of support for promotion, following guidelines provided
- Write a letter summarizing the committee's recommendation, following guidelines provided
- Review/recommend track changes for individual faculty members
- Advise the Department Chair on issues of MOA (Maintenance of Appointment)
- Timely communication with Department Chair, candidates for promotion and other faculty

The Promotion Portfolio





CV and Portfolio

- The up-to-date* Curriculum Vitae (CV), in the required VTCSOM format
 - A listing of accomplishments
 - Digital Measures automates this process.....if you keep your information updated!
- The Portfolio
 - Evidence of accomplishments
 - Been somewhat loosely defined in past
 - Must now comply with standardized VT expectations

**What does “up to date” mean?*

Up-to-Date CV

David W. Musick, Ph.D.

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





Must Follow Guidelines!

Portfolio Guidelines and Requirements

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

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

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

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



Single Best Piece of Advice

PLEASE

stay on top of the process of keeping your CV up to date in Digital Measures, with all of your various activities...it is a “living document” used for many purposes, but primarily to assist YOU in the maintenance of appointment and promotion processes



Tips for organizing portfolios

- Must be maximum of **100 pages** in total
 - *Leave room for various letters, other materials*
 - *Faculty Affairs team will work with you on “pruning” if needed*
- Include updated CV using Digital Measures
 - *If your CV is lengthy, you must abbreviate; but this will not hurt your chances at all (VT values portfolio more)*
- Include samples of articles, presentations, other items that are **representative** of your work *(be aware of page limits)*



Tips for organizing portfolios

- Compress sample PowerPoint presentations into handout format (*example, four slides per page*)
- Organize material into one PDF with bookmarks (*see portfolio requirements for order*)
- Refer to website for more information:
<https://medicine.vtc.vt.edu/faculty-affairs/promotion.html>

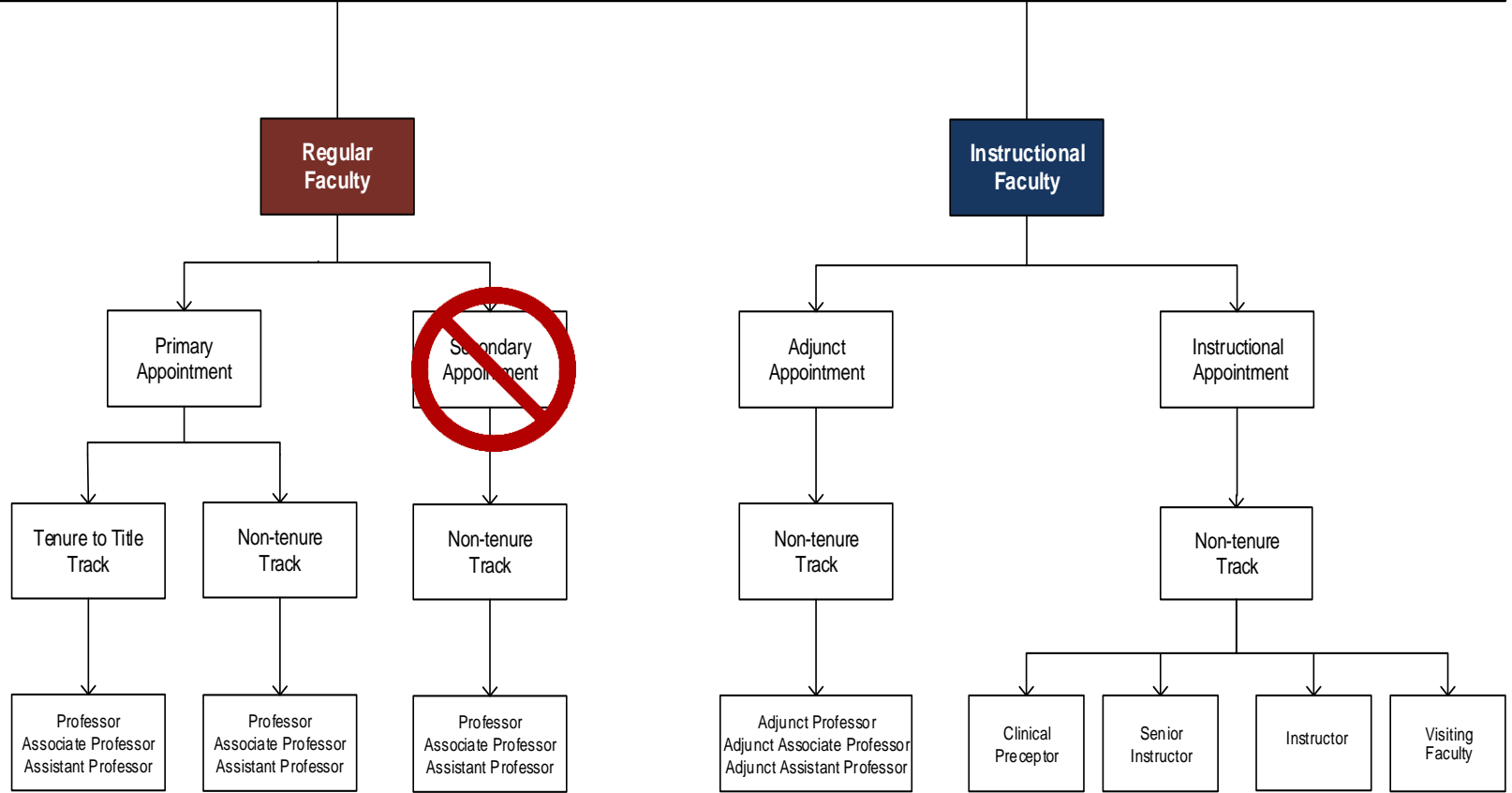


Requirements for Tracks and Ranks

(chapter 6 in VTCSOM bylaws)



Faculty Appointments Virginia Tech Carilion School of Medicine



Revised 8/8/2018

Tracks and Ranks

Tenure to Title

(Regular)

Professor
(with TTT)

Associate Professor
(with TTT)

Assistant Professor
(TTT track)

Non-tenure Track

(Regular)

Professor
(non-tenure track)

Associate Professor
(non-tenure track)

Assistant Professor
(non-tenure track)

Instructional Track

Adjunct Ranks
(non-tenure)

Clinical Preceptor
(non-tenure)

Senior Instructor
Instructor
(non-tenure)



Tenure to Title Track



Redefining Tenure at Medical Schools

- “Only approximately 30% of full-time physician faculty members are currently tenured or tenure eligible....”
- Walling, Understanding Tenure, Society of Teachers of Family Medicine, Jan. 2015.
- <http://www.stfm.org/FamilyMedicine/Vol47Issue1/Walling43>



Promotion and Tenure to Title (TTT)

Tenure, at VTC, refers to **tenure to title** rather than tenure to employment:

- **TTT** granted as a recognized level of achievement in academic activities
 - Anticipation of continued activity
- Point of reference when compared to peer and other academic institutions
- Expectation of continuous and high level of service
- The “bar” is a big higher
- Changes potentially coming!!



Tenure to Title Track

- Active in all four domains
- Concentration in two domains (if Basic Science, one must be scholarly activity)
- Progress and/or advancement in role and responsibility
- Strong expectation of progress in scholarly activity



Tenure to Title Track

- Assistant to Associate Professor:
 - Seven year time frame
 - Formal review of progress at years two and four by Department Chair
 - Five to eight publications expected; flexible
- Associate to Full Professor:
 - Six to ten year time frame
 - Ten to fifteen additional publications (beyond those at previous rank) expected; flexible



Tenure to Title Track

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



Tenure to Title Track

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



Non-Tenure Track



Non-Tenure Track

- Active in all four domains
- Concentration in two domains (if Basic Science, one must be scholarly activity)
- Progress and/or advancement in role and responsibility
- Some expectation of progress in scholarly activity



Non-Tenure Track

- Assistant to Associate Professor:
 - No specific time frame for promotion
 - No minimum expectation for number of publications
- Associate to Full Professor:
 - No specific time frame for promotion
 - Six to twelve publications (beyond those at previous rank) expected; flexible



Non-Tenure Track

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



Non-Tenure Track

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



Instructional Track/Ranks

- Very similar to process for non-tenure track appointments
- Adjunct faculty who do **not** have an academic appointment at another university are not eligible for promotion
- No promotion for clinical preceptor, senior instructor or instructor positions
- Faculty with an instructional appointment can request switch to a different category / track; requires updated CV and letter from the chair

For All Promotions

- “Both the department APRT Committee and the VTCSOM APT Committee will judge each candidate on the totality of his/her portfolio. While the guidelines are important, an individual candidate may have special excellence in one field; it is the duty of the committee to weigh such excellence against the broader desires for a more rounded portfolio.”

The logo for ART Promotion is centered on a dark blue square background. The letters 'ART' are in a large, bold, sans-serif font, with 'A' in red, 'R' in blue, and 'T' in yellow. Below 'ART', the word 'Promotion' is written in a smaller, white, cursive-style font.

ART
Promotion



Miscellaneous

- Switching Tracks:
 - Generally can be done one time
 - Guidelines in bylaws
- Promotion of Co-Appointments:
 - Not “automatic”
 - Both departments must approve
 - APT Committee must approve



Miscellaneous

- Appeals:
 - Generally, all appeals end up with the Dean
 - Still working on how this will function in terms of the main campus
 - Have not yet had any appeals
- Other topics covered in bylaws :
 - Time in rank
 - Time at other institutions
 - Time deferred
 - Leave of absence
 - Promotion of a department chair

Questions or Comments?



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