Department of Internal Medicine
Policy on Promotion & Tenure Review Process

Introduction
Promotion and/or Tenure are important milestones in the career development of academic faculty members, and serve as peer recognition of academic excellence. Therefore, it is important to have in place a formal departmental process for assessing the progress of junior faculty members toward promotion and/or tenure, and for providing them with feedback and guidance. To this end, starting in the Fall of 2014, the following process will be instituted across all divisions in the Department of Internal Medicine.

Promotion & Tenure Review Process
1) Every division will designate a “P&T Leader” who will be charged with conducting an annual divisional P&T review of all junior faculty (i.e., Assistant and Associate Professors). This process should start no later than October of the academic year. This will allow faculty to be reviewed by December and the reports submitting to the Chair for review, allow time for addressing items that need to be done prior to nomination, and allow the Department Chair to submit P&T nominations by March.

2) The P&T Leader will convene a divisional P&T Review Committee that will be composed of no less than three senior faculty members. If there are fewer than three professors in the division, then all professors of the division will constitute the P&T Review Committee.

3) All Assistant Professor faculty will complete the Promotion and Tenure Self-Assessment Tool and the “Working Toward Associate Professor Self-Assessment” located on the IM Faculty Development Website. All Associate Professors in rank for 3 years will complete the Promotion and Tenure Self Assessment Tool and may complete the “Working Toward Professor Self-Assessment which is available at http://www.intmed.vcu.edu/faculty/facultydevelopment.html” The divisional P&T Review Committee will review these forms and the Curriculum Vitae of all Assistant and those Associate Professors in rank for 3 years, and complete the Division P and T Review. This will include recommendations and an overall assessment of P and T readiness. These forms should be shared with the faculty member and should be maintained in the Division records. The committee may also elect to meet with some or all junior faculty members for in-person discussions of their progress toward promotion and/or tenure.
4) The names of those faculty whom the committee believes have fulfilled the criteria for promotion and/or tenure will be forwarded to the Division Chair for his/her consideration.

For those junior faculty deemed to be one to two years away from nomination for promotion and/or tenure, the committee will refer the faculty member to Dr. Betsy Ripley, Associate Chair for Faculty Development to join the P and T Support Group. Faculty that have significant work to do before being eligible for P and T should be referred to their Division Chair and as needed Dr. Betsy Ripley for guidance. As applicable, review of the Divisional P and T Review form should be part of the yearly faculty evaluation.

5) Candidates identified by the committee as being ready for promotion and/or tenure will be required to prepare a formal letter (narrative) detailing their achievements in the areas of Teaching, Service, and Scholarship and providing evidence of national/international recognition for review by the Division Chair. Upon receipt of the CV, self-assessment documents and the Divisional P and T Review, the Division Chair will confer with the individual candidate and make the final decision whether to advance the candidate’s nomination to the Department Chair.

6) The Division Chair will submit a formal written recommendation to the Department Chair, outlining the reasons why a faculty candidate merits nomination for promotion and/or tenure. The candidate’s self-assessment documents will serve as an attachment.

7) At the Departmental level, a senior ad hoc team of two tenured professors will review all requests, examine the time in rank and credentials, and make a recommendation to the Department Chair.

8) The Department Chair makes the final decision whether or not to proceed with the nomination of any individual faculty member. If a decision to proceed is made, a subsequent detailed review of the academic accomplishments will be made by a dedicated committee of five faculty plus a non-voting student. Objective methods will be applied and testimony sought from within and outside of the institution.

9) A P and T Support Group will be formed for faculty thought to be one or two years away from nomination. The group will work together to help prepare for the nomination. This will both reduce last minute rush/stress of preparing documents as well as improve the quality of nomination packets. Examples of topics to be covered with the groups include

   Topics to be covered for 2 years out:
   1. What is the P and T process and timeline
   2. How can I fill the gaps to make me a stronger candidate
3. Preparing a teaching portfolio
4. Keeping an up to date CV

**Topics to be covered for 1 year out:**
1. What is the P and T process and timeline
2. Addressing gaps that should be filled to meet guidelines (hopefully these were addressed the year before)
3. Preparing your CV
4. Writing your narrative (your personal story)
5. Preparing your list of references
6. Preparing a teaching portfolio
Promotion and Tenure Self-Assessment Tool

This form should be completed by the faculty member and submitted to the Divisional P and T Review Committee along with their current CV.

Faculty Member Name: __________________________________________

Hired to VCU – What Year: _____ What Rank? __________

Current Rank: _____________________
Date Promoted to Current Rank

Tenure Track or Term track (circle one)

Able to use 2009 criteria? Yes/no

MIX OF DUTIES:
Research (   %) Teaching (   %) Clinical (   %) Administrative (   %)
Division of __________________________________________________

A. Scholarship and Research:
Editorial board member ---- yes // no (circle one)
Journal Article Reviewer ---- yes // no (circle one)

Authorship: Articles – total number of articles__________
Type of journals, reputation:
First author articles: Total Number:_____
Senior (last) author articles: Total number:_____
Book chapters: Total Number:_____

Abstracts: Total Number:_____

Productivity (articles published) since arrival at MCV or last promotion: Total_____ Per year_____

Grants: Current Funding Yes/ No
Past Funding at VCU Yes/No

Patents: Please explain:

Invited Presentations:
Other Scholarship:

B. Teaching:

Intra institutional teaching: Number of assigned formal didactics at what level - (students, housestaff, graduate students, faculty):

What type of teaching is this – classroom, laboratory, small group, course director, clinical teaching inpatient, clinical teaching outpatient, program director of a residency program, other educational role at an institutional level (associate dean or equivalent):

Any innovations in teaching in this assigned role Yes/No.

Any concerns about the quality of assigned above didactics?

Extra institutional teaching: Is there evidence of invitations to speak at national conferences (CME)?

Moderator of sessions at national meetings?

Invitation to be keynote speaker for major meeting, or Visiting Professor?

Patient and community teaching – invitations to speak to lay groups, organizations or associations?

Describe any mentoring efforts: How many mentees? What has become of them? Have they stayed in academics or joined our faculty?

Teaching awards – within or external to institution?

Other teaching accomplishments:

C. Service: Includes Administrative and Clinical Service

Major departmental service activities Yes/No

Major school/university/institutional (i.e., VA) service activities Yes/No

Major community service activities Yes/No:

National organization service activities, including officerships held, positions on boards of directors Yes/No

Other non-clinical service

Any issues with clinical service? Yes/No
If yes elaborate:

Would case numbers and WRVUs support clinical % effort?
Other clinical service

D. General:
CV is/is not in VCU format

CV is/is not up to date.

How can I show National/International recognition?

Could you provide a list of National Individuals who would speak to your excellence?
Divisional P and T Review

After review of the Self-Assessment, the Divisional P and T Review will complete this form and discuss with the faculty member. Please be specific with recommendations.

A. Academic Preparation:
Any issues with preparation? Yes/no
If yes please elaborate:

B. Recommendations for Scholarship:

C. Recommendations for Teaching

D. Recommendations for Non-Clinical Service

E. Recommendations for Clinical Service

F. Recommendations for National/International Recognition

Overall:
1. You appear to be on track for Promotion _____ and/or Tenure _____ with an expected date to apply in ________________.
   If this expected date is this year, the Division Chair should discuss with the faculty member and as appropriate submit the Chair’s letter, the self assessment, and Divisional P and T form, and the faculty’s CV by the March deadline. If the expected date is in one or two years the faculty member should contact Dr. Betsy Ripley to join the P and T Support Group.

2. You are working toward P and T but need additional work in (circle all that apply)
   Scholarship/Teaching/Service. Please see recommendations above.

3. You have significant work required before you would be eligible for P and T. Please see recommendations above and discuss your plans for P and T with your Division Chair and Dr. Betsy Ripley, Associate Chair for Faculty Development.

Date: _______________________________

Reviewed by:
Name(s): ______________________________
Faculty Name and Signature _____________________________