

# T-MAP Quarterly Seminar Session 1: Promotion and Career Advancement

*David Musick, Ph.D.  
Senior Dean for Faculty Affairs*

November 16, 2022



**VTC**

Virginia Tech  
Carilion  
School of Medicine

**T-MAP (TEACH-Mentoring Academy Program)**

Office of Faculty Affairs – VTCSOM

Office of Continuing Professional Development – Carilion Clinic



# Agenda for Today's Seminar Session

---

---

Time	Activity
2:00 PM – 2:10 PM	Administrative Updates
2:10 PM – 2:55 PM	Seminar Presentation: <i>VTCSOM Promotion Process</i>
2:55 PM – 3:05 PM	Break and Transition to Conference Rooms
3:05 PM – 3:50 PM	Circle Meetings
3:50 PM – 4:00 PM	Wrap-Up, Feedback, and Farewell in Room 211

**VTC**

Virginia Tech  
Carilion  
School of Medicine

\*Please feel free to take some snacks and water throughout the session!!\*



# Future Events

---

---

## Calendar Of Events

**December:**  
*Circle Meeting*

**January:**  
*Self-Guided  
Learning Module  
Teaching Skills*

**February:**  
*T-MAP Quarterly  
Seminar Session  
Research and  
Scholarship*

## Circle Meetings

**Scheduled By:**  
*Members of  
Each Circle*

**Meeting Type:**  
*In-Person;  
Virtual;  
or Hybrid*

**Mentors:**  
*Send Message to  
T-MAP Team  
Post-Meeting*

**VTC**

Virginia Tech  
Carilion  
School of Medicine

# Administrative Reminders

---

---

## Feedback Completion

**Complete:**  
Following each monthly activity via QR Code or Website Link

**Reminders:**  
Post-Meetings;  
T-MAP Monthly;  
Mid-Month

**Requirement:**  
Tied to and Tracked for Digital Badging

## Website Updates

**Temporary:**  
Upgrades and Modifications

**Documents:**  
Available from Sarah & Avery if Needed

**View:**  
Text-Based  
Temporarily

**VTC**

Virginia Tech  
Carilion  
School of Medicine



# October Feedback: **Self-Guided Learning Modules** on *Diversity, Equity, and Inclusion*

---



\*\*For those that haven't completed their October Feedback.... Please use the QR code and complete feedback following today's session!!

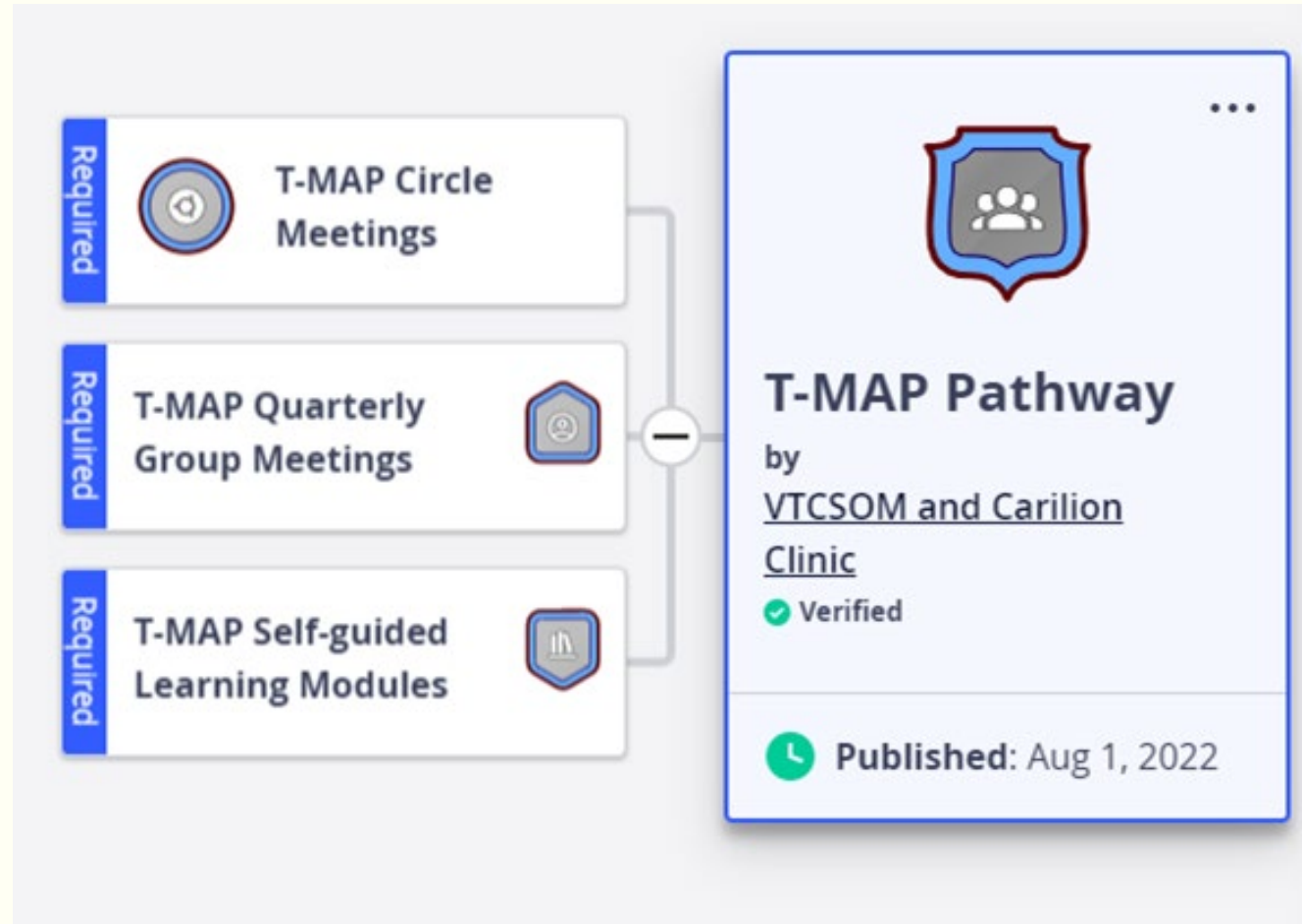
**VTC**

Virginia Tech  
Carilion  
School of Medicine

# T-MAP Badging

## Recap:

- ❖ To receive the TEACH Mentoring Advancement Program badge, participants must first earn each of the three T-MAP badges depicted on the right.
- ❖ Full participation in T-MAP will result in the completion of the T-MAP Pathway and awarding of the program completion badge.



**VTC**

Virginia Tech  
Carilion  
School of Medicine

# T-MAP Badging

---

## ▪ Pathway Requirements:

- Participate in three **Circle Meetings** to earn the T-MAP Circle Meetings badge
- Review four **Self-guided Learning Modules** to receive the T-MAP Self-guided Learning Modules badge
- Attending four **Quarterly T-MAP Group Meetings** to earn the T-MAP Quarterly Group Meetings badge.

## ▪ Pathway Progress Tracking:

- Your pathway progress is contingent on your feedback participation for Circle Meetings and Self-guided Learning Modules.
- We will track and record your progress for the Quarterly T-MAP Group Meetings.
- You will be able to check up on your badging progress on your own.
- Look for an email later today that will allow you to access the T-MAP Pathway.

**VTC**

Virginia Tech  
Carilion  
School of Medicine



# T-MAP Badging

---

- How can you utilize badging for your benefit?
  - Add to your LinkedIn profile
  - Add to your Signature Line (particularly important for overall programmatic badging)
  - Electronic badging is a growing field across many sectors and provides a concise snapshot of skills acquired and/or requirements meet to receive badges.
- Checking Pathway Progress
  - Added to the T-MAP Pathway Group (check your email address where you normally receive T-MAP associated emails from Avery).
  - Use the link provided in the invitation to view the pathway and see your progress
  - Notify us if you notice badging has not been awarded if you think it should have been.
  - Reach out to Sarah or Avery with questions or concerns.

**VTC**

Virginia Tech  
Carilion  
School of Medicine

[T-MAP Badging Infographic Link](#)







# VTCSOM Faculty Promotion Process

David W. Musick, PhD

T-MAP Mentorship Program

November 16, 2022

# FOOD FOR THOUGHT

“Promotion and tenure are important career transitions for academic faculty. Academic medicine presents unique circumstances and challenges for faculty members who wish to be promoted and achieve their ultimate career goals.”

*VTCSOM Faculty Affairs website*

# Why Seek Promotion?

- Important Indicator of Career Success in Academic Settings
- Leadership Role Opportunities
- Prestige
- Financial Rewards
- Personal Factors
- Intrinsic Motivation





# OUTLINE

General overview of the promotion process

The promotion portfolio

Promotion requirements

Questions and Answers



# General Overview of the Promotion Process

# Single Best Source for All Details

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



# Areas of Concentration

## TEACHING

Broadly defined



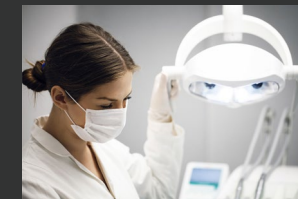
## SCHOLARLY ACTIVITY/RESEARCH

Required for  
non-clinicians



## CLINICAL CARE

In presence of  
learners



## SERVICE

Broadly defined



# Areas of Concentration

- **Teaching**
  - Any or all levels of medical school/research institute/residency/practitioner/learners
  - Variety of formats including mentoring, teaching one's peers
- **Clinical Care in Presence of Learners** (if applicable)
- **Service** to the medical school, academic health center, community and/or one's profession
- **Scholarly Activity/Research**
  - Including publications, presentations, research, grant funding



# Required for All Promotions



- Letter of request from faculty member
- Meet both departmental and school guidelines
- Submission of required materials (portfolio) in a timely manner
- Letters of support from internal/external reviewers (variable number required depending on category and rank)
- Letters from department Chair and the departmental APRT Committee

# Required for All Promotions



## Activity in All 4 Domains

Cannot have portfolio with zero activity in a domain



## Significant Progress

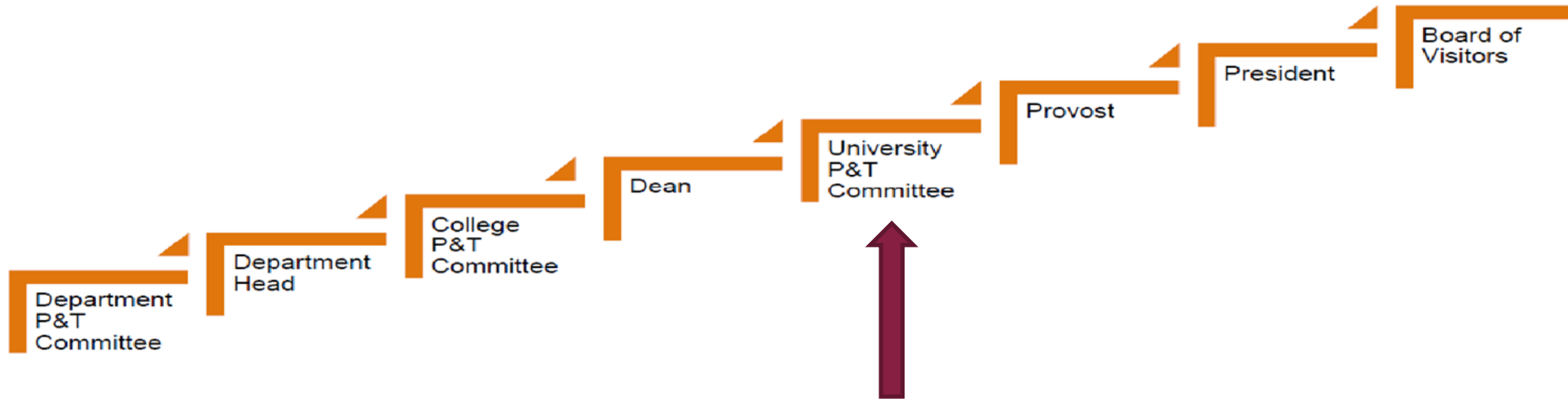
To move from assistant to associate rank, or from lower rank to assistant rank



## Excellence

To move from associate to full professor rank

# *Evaluation Process for Promotion & Tenure*



Only promotions for tenure track (VT employed) go through university P&T committee

Entire process = 17 months (February to following June)

Rigid deadlines for each step; must consult timeline on FAs website

# General Steps and Timeline for Process

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

# General Steps and Timeline for Process

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

# THE PORTFOLIO



# Guidelines, Guidelines and More 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 Affairs Guidelines. Please read guidelines first and use this to help guide you through the process.

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

## VTCSOM Appointment and Promotion Guidelines


- **Appointment to the faculty**
- **General guidelines**
- **Tenure to title track**
- **Non-tenure track**
- **Instructional track**
- **Tenure track**

# Curriculum Vitae and Portfolio

- Curriculum vitae (CV): a list of your accomplishments by category
  - CV must be in VTC SOM official format
  - CV guide: <https://medicine.vtc.vt.edu/faculty-affairs.html>
- Portfolio: evidence of your accomplishments
  - Must adhere to highly standardized VT expectations



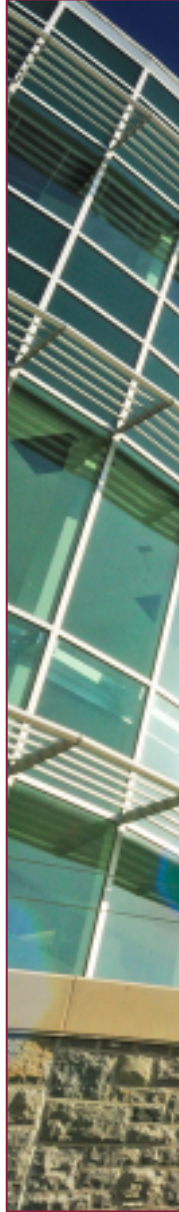
# Up to Date Curriculum Vitae is Important!

- Make sure you include everything!
- If most recent entry was >3 months prior to submitting to your department, this could be a 
- CV generated from Elements database automatically places “date generated” at top

Requires your VT  
credentials

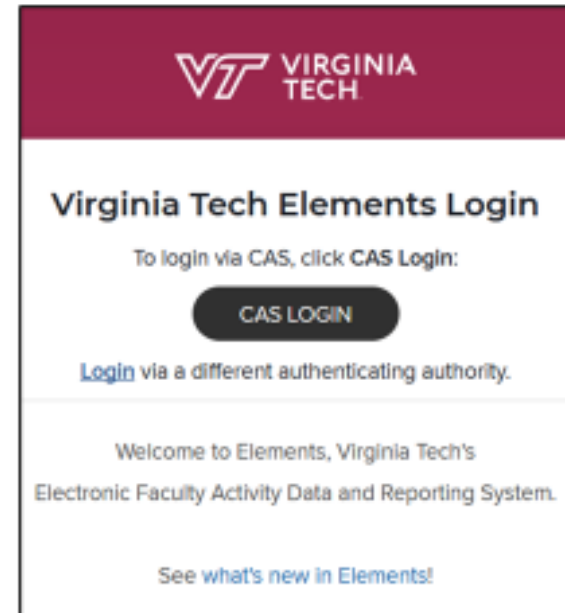
What a database CAN do:  
Organize information

What a database  
CANNOT do:  
Produce a perfect CV



## Single Best Piece of Advice

We **URGE** you to  
stay on top of the process of  
keeping your CV up to date in Elements, with  
all of your various activities



Effective as of  
January 1, 2022!!

# Organization of the Portfolio

- 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 in VTCSOM format
  - *If your CV is lengthy, you must abbreviate; should not impact outcome (VT values portfolio more)*
- Include samples of articles, presentations, other items that are **representative** of your work *(be aware of page limits)*

# Organization of the Portfolio

- Final document must be organized into one PDF file with bookmarks for each section (*see portfolio requirements for order*)
- Must ensure adherence with strict university guidelines
- Refer to website for more information:  
<https://medicine.vtc.vt.edu/faculty-affairs/promotion.html>

# PDF document with promotion sections

Bookmarks

- Section One: General Items
  - Cover Page
  - Letter from the Dean
  - Letter from the APT Committee
  - Letter from the Department Chair
  - Letter from the Departmental APRT Committee
  - Sample copy of the letter of instruction sent to outside reviewers
  - [Table listing internal and/or external reviewers](#)
- Letters of support internal and/or external
  - Name, Institution
  - Name, Institution
  - Name, Institution
  - Name, Institution
- Section Two: Candidate's Statement
  - VTCSOM Curriculum Vitae
  - Initial appointment letter
  - Most recent re-appointment letter
  - Letter from candidate
  - Statement of teaching interests and philosophy

- Section Three: Teaching Activities
  - Summary of learner evaluations
  - Peer evaluation(s) of teaching
  - Faculty development in Teaching
  - Sample of curriculum development/innovative projects
  - Teaching awards or recognitions
- Section Four: Clinical Care Activities
  - Board Certification(s)
  - Licensure
  - Active staff privileges
  - Summary of clinical assignments
  - Summary of clinical teaching assignments
  - Sample of recent quality improvement activities
  - Summary of most recent Carilion Clinic scorecard report
  - Clinical care awards or recognitions

- Section Five: Research/Scholarly Activities
  - Peer reviewed publications
  - Other publications
  - Presentations
  - Grants or other funding received
  - Grants or other funding proposals submitted but not funded
  - Clinical trials or awards
  - Web-based scholarly activity/social media
  - Video, audio, similar materials not listed above
  - Research/scholarly activity awards or recognitions
- Section Six: Service Activities
  - VTCSOM committees served
  - Virginia Tech committees served
  - Carilion Clinic committees served
  - Medicine/professional activity
  - Community service unrelated to medicine/professional activity
  - Service awards or recognitions

# Promotion Requirements for Tracks and Ranks



# Tracks and Ranks Where Promotion is Possible

No modifiers used

## Tenure Track

Professor  
with tenure

Associate Professor  
(with tenure)

Assistant Professor  
(tenure track)

Only for VT  
employed faculty

## Tenure to Title

Professor  
(with TTT)

Associate Professor  
(with TTT)

Assistant Professor  
(TTT track)

## Non-tenure Track

Professor  
(non-tenure track)

Associate Professor  
(non-tenure track)

Assistant Professor  
(non-tenure track)

Instructional  
(non-tenure track)

# Areas of Concentration

- **Teaching**
  - Any or all levels of medical school/research institute/residency/practitioner/learners
  - Variety of formats including mentoring, teaching one's peers
- **Clinical Care in Presence of Learners** (if applicable)
- **Service** to the medical school, academic health center, community and/or one's profession
- **Scholarly Activity/Research**
  - Including publications, presentations, research, grant funding



# Requirements are Variable by Track and Rank

- Tenure, Tenure to Title tracks:
  - Generally require more scholarly activity (number of publications is a frequent question)
  - 7 year time frame (“up or out” if VT employed)
  - Formal progress reviews by department chair
  - Teaching observation required
  - 3 review letters (all external), assistant to associate
  - 4 review letters (all external), associate to full

# Requirements are Variable by Track and Rank

- Non-tenure track:
  - No specific time frame for promotion
  - No specific number of publications for assistant to associate
  - For associate to full, suggested number of publications beyond time of prior promotion
  - 2 review letters (1 internal, 1 external), assistant to associate
  - 3 review letters (2 internal, 1 external), associate to full

# Instructional Tracks/Ranks

- Adjunct (with rank), clinical preceptor, senior instructor or instructor appointments
- Adjunct faculty w/o academic appointment at another university not eligible for promotion
- Faculty with instructional appointments can be promoted to rank of assistant professor; requires portfolio
- If this applies, individual consultation is best

# Review Letters

- Solicited only by chair of departmental APRT committee
- Rules pertaining to how many may be solicited from individuals suggested by the candidate (“arms length”)
- Must be written by people who hold current academic appointments at the rank aspired by candidate or higher
- External = outside of CC, VT, RUC, Salem VAMC\*
  - Virginia Tech suggests from peer institutions
  - Salem VAMC: sometimes internal, sometimes external; can write external letter ONLY if they do NOT have VTCSOM appointment

# Review Letters

- Letters **never** seen by candidate
- All letters received must be included in portfolio
- MUST address VTCSOM promotion requirements; not sufficient to state “would be promoted here”
- Detailed guidelines given to APRT chairs and on web site
- This is a frequent source of “issues”

# Miscellaneous Items

- **Switching Tracks:**
  - Generally, can be done one time
  - Details in Guidelines, Section One
- **Promotion of Co- or Instructional Type Appointments:**
  - >1 VTCSOM dept; or appointment in another VT college
  - Not automatic and not always simultaneous
  - Both departments must approve
  - College APT Committee must approve

# Miscellaneous Items

- Appeals:
  - Generally, all appeals end with the Dean
  - VT provides a detailed process
- Other Topics Covered in Guidelines:
  - Time in rank
  - Time at other institutions
  - Time deferred (e.g., COVID, starting a family, personal illness)
  - Leave of absence



# FINAL THOUGHT

“OPTIMISM IS THE FAITH  
THAT LEADS TO  
ACHIEVEMENT. NOTHING  
CAN BE DONE WITHOUT  
HOPE AND CONFIDENCE.”

HELEN KELLER

I sincerely hope that each of you will aspire  
to be promoted!!



# *Questions, Concerns, Comments?*



Office of Faculty Affairs is here to help!

[vtcsomfaculty@vt.edu](mailto:vtcsomfaculty@vt.edu)

[dwmusick@vt.edu](mailto:dwmusick@vt.edu)

# Break & Circle Time!

Please take a ten minute break and convene in the following conference rooms at 3:05 PM for your Circle Meetings!

Circle	Conference Room
DBSE-Ortho-HSIS-Radiology	Dean's Conference Room (M139)
Surgery-OBGYN	Student Affairs Conference Room (M114)
Psych-Ped	Library Conference Room

Return to M211 at 3:50 PM for the Final Session Wrap-Up!!

**VTC**

Virginia Tech  
Carilion  
School of Medicine

T-MAP (TEACH-Mentoring Academy Program)

Office of Faculty Affairs – VTCSOM

Office of Continuing Professional Development – Carilion Clinic



# Wrap Up!

---

## *November Quarterly Session Feedback*



## Questions? Need Assistance?

- Contact Sarah Harendt ([smumbargerwells@carilionclinic.org](mailto:smumbargerwells@carilionclinic.org)) or Avery Mahaney ([amahaney@vt.edu](mailto:amahaney@vt.edu)) for assistance.
- Remember to set up your Circle Time for December and be on the lookout for email communication from Avery!
- Complete Feedback for Quarterly Session (and feedback for October if you haven't already!!)

## *October Self-Guided Learning Module Feedback*



**VTC**

Virginia Tech  
Carilion  
School of Medicine