

RUTGERS

BIOMEDICAL AND
HEALTH SCIENCES

**Policies and Guidelines Governing
Appointments, Promotions and
Professional Activities of the
RBHS Faculty**

October 12, 2023

MEET THE PROVOSTS



**PATRICIA
FITZGERALD-
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Newark
Provost



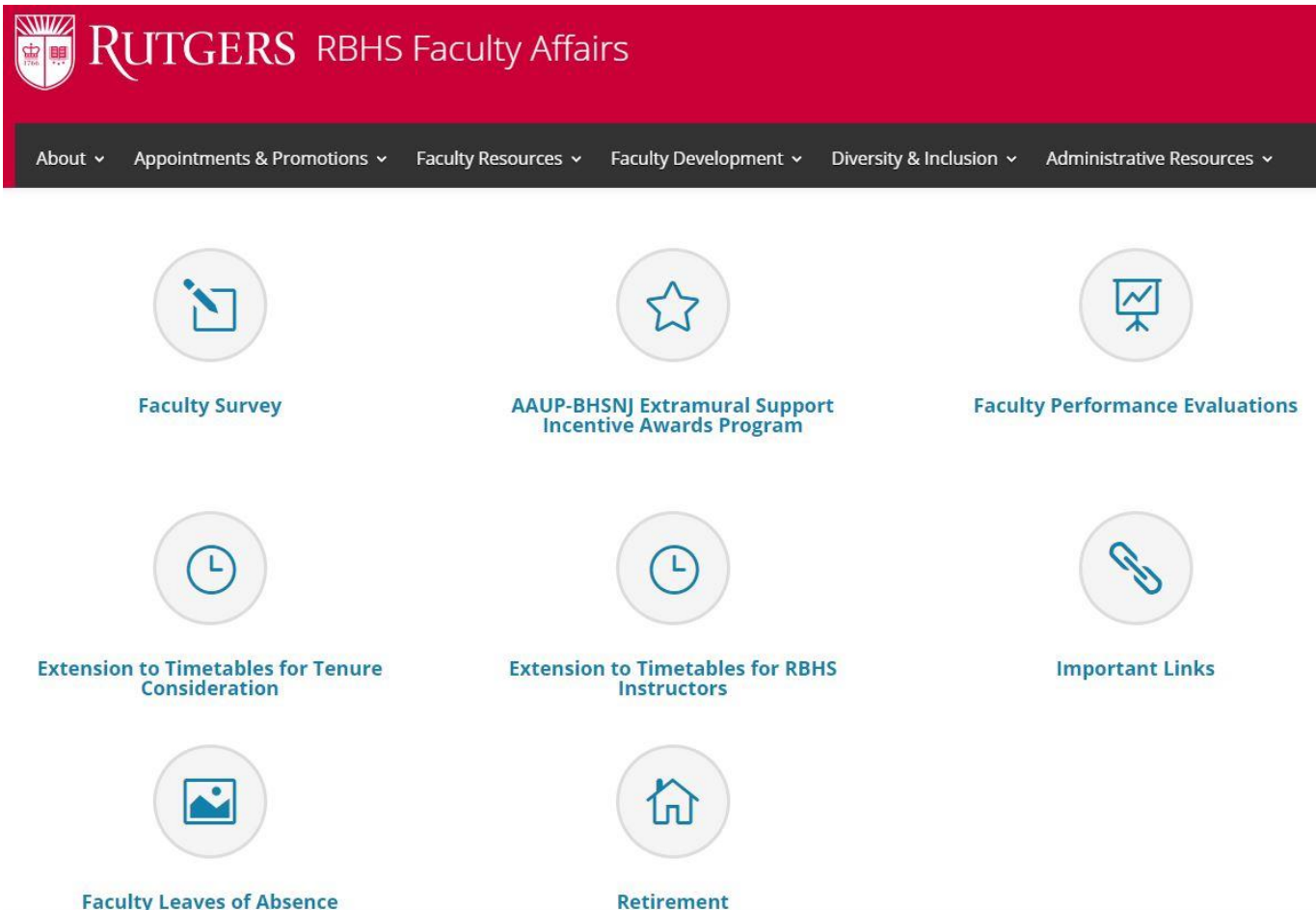
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New Brunswick
Provost

RBHS Faculty Affairs Website

<https://facultyaffairs.rbhs.rutgers.edu>

Faculty Resources



The screenshot displays the RBHS Faculty Affairs website interface. At the top left is the Rutgers logo. To its right is the text "RUTGERS RBHS Faculty Affairs". Below this is a dark navigation bar with the following menu items: "About", "Appointments & Promotions", "Faculty Resources", "Faculty Development", "Diversity & Inclusion", and "Administrative Resources", each followed by a downward arrow. The main content area features a grid of nine circular icons, each with a corresponding text label below it:

- Faculty Survey**: Represented by an icon of a pencil writing on a document.
- AAUP-BHSNJ Extramural Support Incentive Awards Program**: Represented by a star icon.
- Faculty Performance Evaluations**: Represented by an icon of a presentation screen with a line graph.
- Extension to Timetables for Tenure Consideration**: Represented by a clock icon.
- Extension to Timetables for RBHS Instructors**: Represented by a clock icon.
- Important Links**: Represented by a paperclip icon.
- Faculty Leaves of Absence**: Represented by an icon of a landscape with a sun.
- Retirement**: Represented by a house icon.

A&P Guidelines

<https://facultyaffairs.rbhs.rutgers.edu/appointments-promotions/faculty-appointments-and-promotions-guidelines/>



RUTGERS RBHS Faculty Affairs

About ▾ Appointments & Promotions ▾ Faculty Resources ▾ Faculty Development ▾ Diversity & Inclusion ▾ Administrative Resources ▾



Faculty Appointments and Promotions Guidelines



Academic Reappointment, Promotion Instructions



Promotions Process Resources



Reappointments Process Resources



RBHS Faculty CV Format



Faculty Survey

Fundamentals

- Academic review is required for all reappointments
- Teaching is required on all tracks
- Professionalism is a must for all faculty
- Provosts review appointment letters for whether there is adequate support and mentoring needed for success of proposed faculty member's mission
- Administrators should normally be on scholarly tracks but in rare instances may be on the Professional Practice track

RBHS Lecturer

- Not assigned a track
- For those who have not yet have completed terminal degree
- 1 to 3 year appointments
- May maintain rank for up to 9 years with a 1 year terminal appointment in the 10th year
- Once terminal degree is completed, may be considered for promotion to either RBHS Instructor or Assistant Professor

RBHS Instructor

- Not assigned a track
- Advanced graduate degree or equivalent or completed training and eligible for board certification, if applicable
- 1 to 3 year terms
- By the end of the third (3rd) year, must meet the criteria for promotion to Assistant Professor on one of the five faculty tracks or receive a one-year terminal non-renewable appointment in the fourth year

Selection of Track

- Determined at the time of appointment or promotion to Assistant Professor by Department Chair, in consultation with faculty member, Institute Director, Dean, and Provost
- Based on:
 - Qualifications
 - Career aspirations
 - Institutional need, availability of position, and funding

Length of Appointments: Non-Tenure Track

- Assistant Professor— Teaching, Clinical, Professional Practice
 - Initial and reappointments, 1 to 3 years
 - After 3 reappointments AND 9 consecutive years: 2-5 year appointment
- Research Track – all ranks
 - Initial and reappointments, 1 to 3 years
 - After 3 reappointments AND 9 consecutive years: 2-4 year appointment
- Associate Professor—Teaching, Clinical or Professional Practice
 - Initial, 1 to 5 years
 - Promoted to or reappointment, 2 to 5 years
 - After 10 years, 3 to 5 years
- Professor and Distinguished Professor-Teaching, Clinical or Professional Practice
 - Initial, 1 to 5 years
 - Promoted to or reappointment, 3 to 5 years
 - After 10 years, 3-7 years

Extension of Timetables

- **Extensions for Instructors**
 - Granted in extenuating circumstances
 - Request in writing from faculty member
 - Must be approved by the chair, dean and provost
- **Extension for Tenure Track Faculty**
 - Granted in certain circumstances such as serious health condition, parental or familial circumstances, and/or leave without pay
 - Faculty may request up to two years to be excluded but one year at a time (e.g. birth of two children)
 - Request in writing from faculty member
 - i. Must be approved by chair, dean and provosts [we both weigh-in on tenure track actions across both campuses]
- **Extensions granted in light of COVID-19 for Tenure-Track, RBHS Instructors and RBHS Lecturers**
 - Depending on date of hire, faculty may have been eligible for up to two years extension.

Faculty Mentoring

- Mentoring is a key factor in successful faculty development
- Every faculty member up through associate professor is expected to have a mentor to help faculty member with career development
- Initially, the mentor may be a chair/supervisor, but within six months, the faculty member should identify mentor or mentors to help guide their career development
- Mentoring of junior faculty is an important faculty role, and is included in the annual review process

Faculty Mentoring, Cont'd.

- Mentees must initiate meetings with the mentors on a regular basis (at minimum twice a year); as part of meeting with the mentor, mentees annually should fill out an Individual/Faculty Development Plan and discuss their career development
- RBHS, through the [Vice Chancellor for Faculty Development](#), Dr. Maral Mouradian, provides training events for mentors and mentees.
 - Events are publicized by email and posted in the [RBHS calendar](#).

The background of the slide features a large, faint watermark of the Rutgers University seal. The seal is circular and contains the text 'RUTGERS UNIVERSITY' around the perimeter and 'STATE UNIVERSITY' at the bottom. The center of the seal depicts a sunburst or starburst design.

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The Tracks

Five full-time tracks designed to assure collective success of the faculty

- Tenure Track
- Non-Tenure Tracks
 - Research Track
 - Clinical Track
 - Clinical Scholar
 - Clinical Educator
 - Teaching Track
 - Professional Practice Track

Tenure Track

- Faculty will spend majority of time leading investigations
- Area of investigation can span any of the disciplines or modalities related to biomedical sciences, for example:
 - Clinical research
 - Health services research
 - Laboratory research
 - Many others
- RBHS will provide newly-appointed faculty
 - Significant protected time
 - Assignment of mentor
 - Appropriate start-up funding to conduct research

Tenure Track

Assistant Professor

- Must achieve tenure within 9 years, but may do so earlier. If candidate is not successful by the 9th year, they will be given a one-year non-renewable terminal contract
- Normally, assistant professors on the tenure track receive three-year renewable appointments that can be renewed twice - at 3 years after formal review and at 6 years after formal review

Associate Professor

- Tenure is customarily granted at the time of promotion to Associate Professor. On occasion, an Assistant Professor on the Tenure Track may be promoted to Associate Professor without granting of tenure after a minimum of four years as Assistant Professor

Associate Professor and Professor

- If a non-tenured Associate Professor or Professor transfers from an outside institution or from a non-tenure track Associate Professor or Professor position from one of the RBHS schools, they will have a total of five years from the time of appointment to receive tenure. If tenure is not awarded by this time, faculty member will be given a one-year terminal, non-renewable appointment

Award of Tenure

- Reserved for faculty members recognized as leaders in their scientific community
 - High-impact peer-reviewed publications
 - Sustained and substantial peer reviewed funding as PI; e.g., two or renewed [R01s or equivalent](#)s
 - Officer positions in societies, memberships in honorary societies
 - Member of editorial boards
 - Member of scientific peer review committees
 - National or international invited research presentations
 - National and/or international reputations attested to by “arm’s length” letters from external referees
 - Letters must not be from individuals with personal, training, institutional, or collaborative relationships with candidate

Award of Tenure

- Teaching excellence
- Clinical excellence (where applicable)
- Service
- Professionalism

Research Track

- Faculty are involved in basic or applied research
- The primary focus is to facilitate and support the overall research mission, rather than to develop independent research programs
- Faculty typically conduct research in collaboration with other investigators but may have independent laboratories and/or serve as principal investigators on grants and as senior author on publications
- Provide the experience, expertise, and leadership needed for the efficient running of core laboratories and the laboratories (including clinical laboratories) of funded research
- Teaching responsibilities are primarily related to training lab personnel, work on research projects or use of core facilities.

Research Track

Criteria for Promotion

- **Investigation and scholarly accomplishments**
 - Authorship of original publications in peer-reviewed journals
 - Significant intellectual contributions but not expected to have initiated and led the research effort
 - Contributions to extramural peer-reviewed funding
 - Evaluation of unique intellectual contributions by senior authors of their papers and grants
- **Evidence of regional and national recognition**
 - Invitation as a speaker or visiting professor
 - Membership and positions of leadership in professional societies
 - Editorial board memberships or editorial review assignments
 - Consultative positions with various government and private agencies
 - Organizer of regional, national, and international meetings

Research Track

Criteria for Promotion, Cont'd.

- **Teaching**
 - Teaching (including mentoring) in the research laboratory, health professions schools, hospital, department, division, program, Graduate School or University activities
- **Service**
 - Service is not obligatory and is considered an infrequent event, but may be considered as a positive factor in promotion
- **Professionalism**

Clinical Track

- Evidence of substantial collaborative scholarship, reputation in health care or related fields, patient care and excellence in education and administration, where applicable
- Clinical Scholar
 - Expected to engage in funded research and publish the results of collaborative research
- Clinical Educator
 - Not required to have research, but are expected to produce significant body of scholarly publications
- Excellence in health care
- Teaching excellence
- Service
- Professionalism

Clinical Track

Clinical Scholar

Scholarship Requirements

- Participate in team research and/or funded research as a significant contributor
- Substantial authorship on significant peer-reviewed publications and recognition outside of the institution
- In contrast to the tenure track, must make independent contributions with a clear theme, but need not be the leader and driving force
- All types of research

Clinical Track

Clinical Educator

Scholarship Requirements

- Requires nationally recognized scholarship
 - Peer-reviewed and non-reviewed publications including reviews, textbook chapters, case series, case reports, published practice guidelines, meta-analyses, or other examples of scholarly contributions
- No research requirement but will be considered if present
- Criteria** categories are not a check list for promotion; advancement is based on a holistic approach/process evaluating the totality and level of achievements.

**RBHS Criteria for promotion to Associate Professor or higher

Clinical Track Promotion Criteria

- **Clinical Excellence**

- Outstanding clinicians in their respective fields (required)
- Receive referrals (where applicable) of challenging clinical problems or have unique clinical expertise
- Clinical care that is regarded as outstanding
 - Based on opinions of senior faculty members, other physicians and/or health professionals, and trainees

- **Teaching Excellence**

- Can take many forms including documented curriculum and course development, training, teaching and advising students, residents, fellows and colleagues through mentoring
- Can be in multiple settings, including classroom, online, laboratories, in/out patient and community

Clinical Track

Promotion Criteria, Cont'd.

- **Scholarly Activities**

- Focused on specific area of interest and represent a theme(s) of work and be nationally accessible
- Clinical Scholar:
 - Independent intellectual contributions to a supported research program
 - Need not be the leader and driving force behind a body of work; however, research performed should be high quality and demonstrated by:
 - Publications; presentations at national meetings; recognition on a national level
- Clinical Educator: not required to participate in research, but must produce significant volume of scholarly publications
 - Peer-reviewed manuscripts, practice guidelines and articles; book chapters; case reports; consensus reports; development of innovative teaching materials, curricular or teaching methods; approaches to or contributions to research

Clinical Track

Promotion Criteria, Cont'd.

- **Administration (if applicable)**
 - Successes in the outcomes of the programs administered
 - Innovation, quality improvement and scholarship regarding administration of programs
 - Local, regional or national recognition
- **Service to Medical Center, University, Community**
 - Administration, if applicable, or service on committees
 - Memberships in organizations and societies
 - Grant review panels
 - Community service activities, beyond those done as part of their normal funded faculty roles

Clinical Track Promotion Criteria, Cont'd.

- **Additional Criteria** for Clinical Educator**
 - Active participation in mentoring is expected
 - Quality Improvement (QI) initiatives are desirable; leadership
 - Demonstrated engagement in Diversity, Equity, and Inclusion programming and self-development activities

**RBHS Criteria for promotion to Associate Professor or higher: [Teaching-CE-PPT-CFUP-VCF-Criteria-Summary-FINAL-07192023.pdf \(rutgers.edu\)](#)

Teaching Track

- Education leader
- Evidence of outstanding contributions to teaching
 - Publication of teaching methods and materials
 - Creation of outstanding continuing education and teaching programs
- Assemble, maintain, update an educator's portfolio/dossier
 - Regional/nationally recognized scholarship for their educational accomplishments but may publish on non-educational topics as well
 - Published, peer-reviewed papers on education, textbooks
 - Invited talks
 - Memberships in program review or accreditation committees, etc.
- Excellence in patient care and administration, if applicable
- Professionalism

Teaching Track Promotion Criteria

- **Teaching Excellence**

- Can take many forms including curriculum and course development, training, teaching and advising students, residents, fellows and colleagues through mentoring
- Can be in multiple settings, including classroom, online, laboratories, in/out patient and community

- **Scholarly Activities**

- Focused on specific area of education, should be a theme(s) of peer reviewed work and nationally accessible and recognized
- Appropriate activities include:
 - Publication of case reports/series, educational materials, scholarly reviews, book chapters or textbook authorship or editorship, creation of novel computer programs, development of innovative teaching materials

Teaching Track

Promotion Criteria, Cont'd.

- **Clinical Excellence (where applicable)**
 - Outstanding health care providers in their respective fields
 - Receive referrals (where applicable) of challenging health care problems
 - Clinical care that is regarded as outstanding
 - Based on opinions of senior faculty members, other physicians and/or health professionals, and trainees
- **Administration (if applicable)**
 - Successes in the outcomes of the programs administered
 - Innovation, quality improvement and scholarship regarding administration of programs
 - Local, regional or national recognition

Teaching Track Promotion Criteria, Cont'd.

- **Evidence of regional and national recognition**
 - Invitation as a speaker or visiting professor
 - Membership and positions of leadership in professional societies
 - Editorial board memberships or editorial review assignments
 - Consultative positions with government and private agencies
 - Organizer of regional, national, and international meetings
- **Service to Medical Center, University, Community**
 - Memberships in organizations and societies
 - Grant review panels
 - Community service activities beyond those done as part of their normal funded faculty roles

Teaching Track Promotion Criteria, Cont'd.

- **Additional Criteria** for Teaching Track**
 - Active participation in mentoring is expected
 - Quality Improvement (QI) initiatives/innovation is desirable; leadership
 - Demonstrated engagement in Diversity, Equity, and Inclusion programming and self-development activities

**RBHS Criteria for promotion to Associate Professor or higher: [Teaching-CE-PPT-CFUP-VCF-Criteria-Summary-FINAL-07192023.pdf \(rutgers.edu\)](#)

Professional Practice Track

- Superior health care skills
- Recognition and involvement in teaching
- Collaborative participation in ongoing clinical and translational research programs preferably leading to scholarly output

Professional Practice Track Promotion Criteria

- **Clinical Excellence**

- Outstanding clinicians in their respective fields with a regional or national reputation
- Receive referrals (where applicable) of challenging clinical problems or have unique clinical expertise
- Clinical care that is regarded as outstanding
 - Based on opinions of senior faculty members, other physicians and/or health professionals, and trainees

- **Teaching Excellence**

- Involvement in curriculum and course development and teaching students, residents, and fellows
- Mentoring students or residents in preparation of abstracts, case reports or review articles
- Teaching awards
- Invited lectures

Professional Practice Track Promotion Criteria, Cont'd.

- **Scholarly Activities**

- Strongly encouraged and will be considered in promotion decisions
- Expected to provide a supportive role in clinical research
 - Include enrolling patients in clinical trials, interpretation of images or of anatomic samples in clinical research, etc.
 - Achievement needs to be documented, although may not be at the level recognized by co-authorship

- **Service to Medical Center, University, Community**

- Administration, if applicable, or service on committees
- Clinical laboratory program
- Community service activities, beyond those done as part of their normal funded faculty roles

Professional Practice Track Promotion Criteria, Cont'd.

- **Additional Criteria** for Professional Practice Track**
 - Active participation in mentoring is expected
 - Quality Improvement (QI) initiatives/innovation is desirable; leadership
 - Demonstrated engagement in Diversity, Equity, and Inclusion programming and self-development activities

**RBHS Criteria for promotion to Associate Professor or higher: [Teaching-CE-PPT-CFUP-VCF-Criteria-Summary-FINAL-07192023.pdf \(rutgers.edu\)](#)

Criteria Teaching, CE, PPT, CFUPs, and VCFs Promotions

- During FY22 and FY23, the Provosts reviewed the criteria for promotion on the Clinical Educator track and Teaching track, which included seeking feedback from leadership and faculty and produced a table with updated guidance (see link below). During FY24, they will conduct the same review of the Research and Clinical Scholar tracks.
- The document below lists the categories that will be evaluated while in rank for promotion in the Teaching Track, Clinical Educator Track (CE), Professional Practice Track (PP), and for Clinically Focused University Practitioners (CFUP) and Voluntary Clinical Faculty (VCF).
- [**RBHS Criteria for Promotion to Associate Professor and from Associate Professor to Professor**](#)

Additional Resources

- [RBHS Promotions Data](#)

The documents below can only be accessed by entering your Rutgers credentials. After clicking the link to the document, you will be directed to Microsoft 365 to login with the RU credentials.

- [RBHS Definition for R01 Equivalents](#)

The purpose of this document is to provide clarification on what qualifies as an NIH R01 equivalent, as related to the [RBHS Policies and Guidelines Governing Appointments, Promotions, and Professional Activities of the Faculty \(A&P Guidelines\)](#); these Guidelines require “sustained and substantial peer-reviewed extramural support” for promotion on the tenure track and award of tenure. Note that for schools/units following the AAUP-AFT guidelines, which provides for a shorter tenure-track period than that in the AAUP-BHSNJ Guidelines, the length of the pre-tenure period will be taken into account in assessing productivity of the faculty member. Importantly, this document is not meant to be all-inclusive of every possible grant mechanism that may be considered, but rather to provide guidance as to examples of types of grants that will be considered as R01 equivalents.



Transfer Between Tracks

Transfer Between Tracks

- Transfers between tracks should be rare.
 - Changes are considered in circumstances where there is a change in the direction of the faculty member's career.
- Transfers between tracks require the written request of the faculty member specifying the track into which they want to transfer and approvals by:
 - Department Chair
 - A&P Committee
 - Dean
 - Provost
 - Chancellor
- Upon approval of a transfer between tracks, a letter outlining the terms of the appointment on the new track will be provided to the faculty member.
- Faculty with questions about changing tracks should discuss with their Chair and/or Provost.

Transfer Between Tracks – FY24 only

- The following language applies for non-tenure track faculty **during Fiscal Year 2024 only**. Transfers between tracks should be carefully justified. Such transfers will only be considered if a position with an appropriate funding source and necessary resources becomes available within the requested track, and for which the faculty member meets the appropriate qualifications of that position. Transfer between tracks require the written request of the faculty member specifying the track into which they want to transfer, with approval of the department chair, the Faculty Appointments and Promotions committee, the dean, the provost and the Chancellor.
- The form to be used for these requests can be found here: <https://facultyaffairs.rbhs.rutgers.edu/administrative-resources/tracks/>.

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