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

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MEET THE PROVOSTS

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Faculty Resources
A&P Guidelines

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

- Academic review is required for all reappointments
- Administrators should normally be on scholarly tracks but in rare instances may be on the Professional Practice track
- 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
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—All Tracks**
  - Initial and reappointments, 1 to 3 years
- **Associate Professor, Professor, or Distinguished Professor—Research**
  - Initial and reappointments, 1 to 3 years
- **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
    • Request in writing from faculty member
    • Must be approved by chair, dean and provost
Extension of Timetables, Cont’d

• Extension 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 in a probationary period by July 1, 2020 may still have the opportunity to request by completing the RBHS Request to Exclude Form
• Deadline dates:
  ▪ Faculty slated to be evaluated for reappointment or promotion on the tenure track in Academic Year 2021/2022 requests were to be submitted by August 31, 2021
  ▪ Faculty slated to be evaluated for tenure in a period extending beyond Academic Year 2021/2022 shall have until May 1, 2022
  – If you have questions about your eligibility, please contact your Office of Faculty Affairs
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 should initiate meetings with the mentors on a regular basis (at least 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.
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

• If a non-tenured Associate Professor transfers from an outside institution or from a non-tenure track Associate Professor position from one of the RBHS schools, they will have a total of five years from the time of appointment as Associate Professor 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 equivalents
  – 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
Clinical Track
Promotion Criteria

• **Clinical Excellence**
  – Outstanding clinicians in their respective fields
  – 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
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 educators’ 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
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
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
  - Provost
  - Chancellor
  - Dean

- 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.
Contact Us!

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