Policies and Guidelines Governing Appointments, Promotions, and Professional Activities of the RBHS Faculty in the AAUP-BHSHNJ Unit
Presentations to Faculty

• We will give presentations to the faculty on both campuses no less than twice per year. These will also be available via livestream and on the RBHS Faculty Affairs website for later viewing.

• We are also available to give additional presentations and to meet or speak with individual faculty as requested.
Please Keep in Mind

• The purpose of these slides is to summarize the provision of the negotiated RBHS Appointments and Promotions Guidelines document which can be found in its entirety at: https://facultyaffairs.rbhs.rutgers.edu/appointments-promotions/faculty-appointments-and-promotions-guidelines/

• These slides are intended for general information and orientation only. The Guidelines should be used for application of the processes and criteria for appointments, reappointments and promotions and supersede information abstracted here.
Underlying Principle

Partnership between RBHS and the faculty to create an exceptional faculty and an exceptional University
Expectation from the University

Exceptional environment defined by:

- Infrastructure
- Culture of intellectual curiosity
- Critical mass of exceptional colleagues and trainees
- Mentoring
- Clear expectations and rules for success
- Positive benefits of name recognition
Expectation from the Faculty

Exceptional achievement in:

- Investigation
- Clinical Practice
- Teaching
- Community service

A High Standard of Integrity and Professionalism
The Tracks
Five full time tracks designed to assure collective success of the faculty

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

• Each track serves equally important but different functions

• No distinction in titles – Assistant Professor, Associate Professor, Professor, and Distinguished Professor with progressive portfolio of accomplishments in all tracks

• Switching between tracks is a rare event and may occur only with approval of faculty and RBHS

• New faculty may be hired as Instructors – will have 3 years to be promoted and select a track

• Provosts review appointment letters for whether there is adequate support and mentoring needed for success of faculty’s mission
Fundamentals

• Tenure only awarded on the Tenure Track
• Formal Tenure Review no later than 9th year
  – If unsuccessful, one year terminal appointment
• Upon enactment of these guidelines, current faculty on Tenure Track were given an additional 5 years
• Academic review is required for all reappointments
• Distinguished Professor available for all tracks
• Emeritus Professor does not require in-depth formal review
Fundamentals

- Scholarship required on all tracks except Professional Practice Track
- Administrators can be in any track
- Teaching required on all tracks
- Professionalism is a must for all faculty
RBHS Lecturer

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

- Not assigned a track
- New faculty up to 3 years with time to choose a career direction and track
- Advanced graduate degree or equivalent or completed training, eligible for board certification
- 1 to 3 year appointments
- By the end of the third year, must meet the criteria for promotion to Assistant Professor on one of the five full time faculty tracks or receive a one year terminal non-renewable appointment
Selection of Track

• Determined at the time of appointment by Department Chair, in consultation with faculty, Dean, and Provost

• Based on:
  – Qualifications
  – Career aspirations
  – Institutional need, availability of position, and funding
Tenure Track
Tenure Track

• Faculty will spend majority of time conducting research, at least some of which must be led by faculty member

• 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 endeavor to provide newly appointed faculty
  – Significant protected time
  – Assignment of mentor
  – Appropriate start up funding to conduct research
Tenure Track

• Three-year contracts can be renewed twice; at 3 years after formal review and at 6 years after formal review
• Must achieve tenure within 9 years but may do so earlier
• May be promoted to Associate Professor without award of tenure prior to 9 years; 9 year limit to tenure still applies
• Able to stop the clock up to 2 years for family, parenting, and other special circumstances with approval of Chair, Dean, Provost, and Chancellor
  – Extensions not applicable to terminal year
Award of Tenure

• 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 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 ‘arms length’ letters from external referees
    • Letters must not be from individuals with personal, training, or collaborative relationships with candidate
Award of Tenure

• Teaching excellence
• Clinical excellence (where applicable)
• Service
• Professionalism
• 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 after a minimum of four years as Assistant Professor without the concurrent award of tenure.
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
Clinical Track

- Most of time usually spent clinically
- Scholarship required
- Two pathways that vary by scholarship requirements
  - Clinical Scholar
  - Clinical Educator
- Non-clinicians spend most of their time in collaborative role supporting research
- Teaching excellence
- Service
- Professionalism
Clinical Track- Clinical Scholar Pathway

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 Pathway

Scholarship Requirements

• Requires nationally recognized scholarship
  – Peer-reviewed and non-review publications including reviews, textbook chapters, case series, case reports published practice guidelines, meta-analyses, or other examples of scholarly contributions

• No research requirement
Professional Practice Track
Professional Practice Track

• For faculty who excel in the areas of patient care and education
• Teaching excellence
• Administration excellence, if applicable
• Professionalism
Professional Practice 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 curriculum and course development, teaching students, residents, and fellows
  – Master Educators Guild and other teaching awards
  – Invited lectures
Professional Practice Track
Promotion Criteria

• **Scholarly Activities**
  – Not a requirement but are 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
Research Track
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 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

• Teaching
  – Teaching (including mentoring) in the research laboratory, health professions schools, hospital, department, division, program, 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
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 his/her Chair and/or Provost.
Transition Period to New Guidelines
Transition Period to New Guidelines

- Prior to June 30, 2016, faculty had the opportunity to select among the 5 tracks.
- Faculty members who had tenure on the effective date of these policies continue to be tenured at Rutgers as per initial award.
Transition Period to New Guidelines

- Faculty Remaining in Tenure Track
  - All faculty, regardless of rank, appointed 9 or more years before enactment of these guidelines must be considered for tenure within 5 years
  - All faculty, regardless of rank, appointed less than 9 years before enactment of these guidelines will have 5 years plus the difference in time remaining between the years lapsed since appointment as Assistant Professor
Lengths of Appointments
Length of Appointments

• RBHS Lecturer
  – 1 to 3 year appointment, for a maximum total of up to 9 years

• RBHS Instructor
  – 1 to 3 year appointments, for a maximum total of up to 3

• Tenure Track
  – Assistant Professor 3 years
  – For those not awarded tenure at time of promotion to Associate Professor, 1 to 3 years
Length of Appointments: Teaching, Clinical, and Professional Practice Tracks

• Assistant Professor
  – Initial and reappointments, 1 to 3 years

• Associate Professor
  – Initial, 1 to 5 years
  – Promoted to or reappointment, 2 to 5 years
  – After 10 years, 3 to 5 years

• Professor and Distinguished Professor
  – Initial, 1 to 5 years
  – Promoted to or reappointment, 2 to 5 years
  – After 10 years, up to 7 years
Promotions
Promotions within the Tenured Ranks and Award of Tenure

- Requires the use of the Academic Reappointment/Promotion Instructions for Tenured and Tenure-Track Faculty, which uses Forms 1-5.
  - **Note:** using the Faculty Survey will assist with completing these forms.

- Requires review and/or approval of the following:
  - Department Committee
  - Department Chair/Division Head (SN)
  - A&P Committee
  - Dean
  - Promotions Review Committee (PRC)
  - President
  - Board of Governors
Promotions for Tenure-Track Faculty

• Requires the use of the Academic Reappointment/Promotion Instructions for Tenured and Tenure-Track Faculty, which uses Forms 1-5.
  – **Note:** using the Faculty Survey will assist with completing these forms.

• Requires review and/or approval of the following:
  – Department Committee
  – Department Chair/Division Head (SN)
  – A&P Committee
  – Dean
  – Provosts
  – Chancellor
Promotions for Non-Tenure Track Faculty to Associate Professor or higher

• Requires the use of the Academic Promotion Instructions for Non-Tenure Track Faculty, which uses Form NTT 1-5
  – https://facultyaffairs.rbhs.rutgers.edu/appointments-promotions/academic-promotions-for-non-tenure-track-faculty/
  – **Note:** using the Faculty Survey will assist with completing these forms.

• Requires review and/or approval of the following:
  – Department Committee
  – Department Chair/Division Head (SN)
  – A&P Committee
  – Dean
  – Provosts
  – Chancellor
Promotions for Non-Tenure Track Faculty, up to and including Assistant Professor

• Requires the use of the Academic Reappointment/Promotion Instructions for Non-Tenure Track Faculty, which uses the Short Form.
  – [https://facultyaffairs.rbhs.rutgers.edu/appointments-promotions/academic-promotions-for-non-tenure-track-faculty/](https://facultyaffairs.rbhs.rutgers.edu/appointments-promotions/academic-promotions-for-non-tenure-track-faculty/)
  – **Note**: using the Faculty Survey will assist with completing these forms.

• Requires review and/or approval of the following:
  – Department Committee
  – Department Chair/Division Head (SN)
  – A&P Committee (if applicable)
  – Dean
  – Provosts
  – Chancellor
Questions

Provosts:
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