Demystifying Appointments, Reappointments, and Promotions

School of Medicine

2016
Within You’ll Find…

• Positions and tracks
• The process and timelines
• The *Dossier*
• Commonly encountered issues!
• Resources
Tracks and Positions
## Tracks and Positions

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* These modifiers should be used during this administrative process.
Terms

• *Nominated associate professor and nominated professor*: new (2015) term for new faculty awaiting APT process; 1-year appointment.

• *Visiting faculty*: 1-year appointment (possibly, 1 additional year).

• *Probationary Associate Professor*: Faculty begins their UNC career at Associate Professor level, BUT without tenure.
  – 5-year timeline.
  – Must move towards and achieve tenure.
CRITERIA FOR PROMOTION

Guidelines for Appointment, Reappointment and Promotion of Faculty School of Medicine University of North Carolina at Chapel Hill (Revised January 2014)

http://www.med.unc.edu/hr/epa/files/unc-som-apt-guidelines-2014
ALL FACULTY

• Contribute to the teaching missions of SOM
• Be productive
• Be good citizens
• Meets defined expectations of home department
  – Service time
  – Grants
  – Publications
  – Teaching efforts
Tenure Track
RESEARCH

Assistant to Associate Professor

- External grant support as independent researcher
  - 1 active Federal or equivalent as PI, OR
  - Significant alternative sources
  - Evidence of potential for continue funding

- National recognition
  - Speaking invitations
  - Participation on NIH study sections
  - Membership on editorial boards
  - Reviewer for appropriate journals
  - Assessment by external reviewers

- Publications (peer reviewed, books, chapters, reviews, other enduring works)
  - 1-2/y as 1st or senior author
  - Impact factor/citations/importance to discipline
  - Significant roles and contributions to multidisciplinary or collaborative based work

Associate Professor to Professor

- Continued external grant support and independence as an investigator
  - Maintained at least 1 active investigator-initiated federal or equivalent grant, OR
  - Significant alternative sources
  - Evidence of potential for continued funding success

- International recognition
  - Speaking invitations (international conferences)
  - Participation in NIH study sections or grant review panels
  - Election to office in national/international academic and/or professional societies
  - Membership on editorial boards
  - Editorship of journal
  - Membership in scientific committees advisory to government or foundations
  - Receipt of national or international awards
  - Assessment by external reviewers

- Continued record of scholarship
# Clinical Scholarship

## Assistant to Associate Professor

- **Emerging national reputation**
  - Participation in clinical trials
  - External grant support
  - Patient referrals
  - Invitations to speak
  - Participation on NIH study sections
  - Membership on editorial boards
  - Reviewer for appropriate journals
  - Participation in national boards
  - Leadership roles in professional organizations
  - Receipt of national awards
  - Assessment by external reviewers

- **Publications** (peer reviewed, books, chapters, reviews, other enduring works)
  - 1-2/y as 1st or senior author
  - Impact factor/citations/importance to discipline
  - Significant roles and contributions to multidisciplinary or collaborative based work

## Associate Professor to Professor

- **National recognition**
  - Participation in clinical trials
  - External grant support
  - Patient referrals
  - Invitations to present at national conferences
  - Invited professorships at other academic institutions
  - Participation in NIH study sections or grant review panels
  - Membership on editorial boards
  - Editorships
  - Participation in national boards and leadership groups within field
  - Participation on scientific committees advisory to governments or foundations
  - Awards from professional organizations
  - Assessment by external reviewers

- **Continued record of clinical scholarship**
# Educational Scholarship

## Assistant to Associate Professor

- **FORMAL TEACHING PORTFOLIO**
- **Emerging national reputation**
  - Participation in leading national educational societies and boards (SGEA, AAGME, CLME, NBME, discipline specific)
  - Invitations to speak (regional and national)
  - Invited professorships at other institutions
  - Participation on NIH study sections
  - Membership on editorial boards
  - Reviewer for appropriate journals
  - Leadership roles in professional organizations
  - Receipt of awards from professional associations
  - Assessment by external reviewers

- Publications (peer reviewed, books, chapters, reviews, other enduring works)
  - 1-2/y as 1st or senior author
  - Impact factor/ citations/ importance to discipline
  - Significant roles and contributions to multidisciplinary or collaborative based work
  - Innovative or novel educational approaches or materials
  - Textbook authorship or editorship
  - Development of electronic/on-line resources
  - Grant support of educational programs or educational research

- Impact of above scholarly activities locally or external

## Associate Professor to Professor

- **FORMAL TEACHING PORTFOLIO**
- **National recognition** for educational scholarship
  - Memberships or participation in national or international educational societies and boards (LCME, NBME)
  - Invitations to present at national conferences
  - Invited professorships
  - Participation in grant review panels
  - Membership on editorial boards
  - Editorships
  - Awards from professional organizations
  - Assessment by external reviewers

- Continued record of educational scholarship
- Impact of above scholarship locally or external
FIXED TERM TRACK
# RESEARCH

## Research Assistant Professor to Research Associate Professor

- Documentation of substantial research activity and productivity
- Excellent **local reputation** as a researcher documented in letters of reference external to the department
- A record of one or more of the following:
  - Scholarship related to primary research area
  - Successful operation of a core/service facility
  - External funding for research program
  - A key role in facilitating research activity of a department or a center
  - Invited presentations at **local or regional** research meetings

## Research Associate Professor to Research Professor

- Documentation of substantial research activity and productivity
- Excellent **regional or truly exceptional local reputation** as a researcher documented in letters of reference external to the department
- A sustained record of one or more of the following:
  - Scholarship related to primary research area
  - Successful operation of a core/service facility
  - A major leadership role in facilitating research activity of a department or a center
  - Invited presentations at **regional or national** research meetings
Clinical Activity

Clinical Assistant Professor to Clinical Associate Professor

• Documentation of substantial clinical activity and productivity
• Evidence of excellence in outcomes of clinical activity, including peer review of clinical skills
• Excellent local reputation as a clinician documented in letters of reference external to the department
• A record of one or more of the following:
  – Innovation in clinical activity
  – Scholarship related to clinical activity
  – Excellent teaching of clinical activity
  – Funding for support of clinical programs
  – Leadership in development of clinical programs
  – Invited presentations at local or regional meetings

Clinical Associate Professor to Clinical Professor

• Documentation of substantial clinical activity and productivity
• Evidence of sustained excellence in outcomes of clinical activity, including peer review of clinical skills
• Excellent regional or truly exceptional local reputation as a clinician documented in letters of reference external to the department
• A record of one or more of the following:
  – Innovation in clinical activity
  – Scholarship related to primary clinical activity
  – Excellent teaching of clinical activity
  – Funding for support of clinical programs
  – Major leadership in development of clinical programs
  – Invited presentations at regional or national meetings
Teaching

Research/ Clinical* Assistant Professor to Research/ Clinical Associate Professor

• Documentation of substantial teaching activity and productivity
• Evidence of superior effectiveness as a teacher, as judged by learners and peers
• And/or evidence of achievements of learners (scores, awards, projects, publications) This evidence should be included in the Teaching Portfolio.
• Excellent local reputation as an educator documented in letters of reference external to the department.
• A record of one or more of the following:
  – Innovation in education
  – Scholarship of teaching
  – External grant support
  – Leadership role in the development of teaching programs
  – Invited presentations at local or regional meetings

Research/ Clinical Associate Professor to Research/ Clinical Professor

• Documentation of substantial teaching activity and productivity
• Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications) This evidence should be provided in the Teaching Portfolio.
• Excellent regional or truly exceptional local reputation as an educator documented in letters of reference external to the department.
• A record of one or more of the following:
  – Innovation in education
  – Scholarship of teaching
  – External grant support
  – Major leadership role in the development of teaching programs
  – Invited presentations at regional or national meetings

*Modifier depends on assignment (research vs clinical)
Administration

**Research/ Clinical* Assistant Professor to Research/ Clinical Associate Professor**

- Documentation of substantial administrative activity and productivity
- External letters
  - Documents excellent **local reputation** as an administrator
- A record of one or more of:
  - Novel and /or innovative program development
  - Scholarly contributions to the administrative discipline
  - Leadership role in a department or center
  - Invited presentation at **local or regional** research meetings

**Research/ Clinical Associate Professor to Research/ Clinical Professor**

- Documentation of substantial administrative activity and productivity
- External letters
  - Documents excellent **regional or truly exceptional local reputation** as an administrator
- A record of one or more of:
  - Novel and /or innovative program development and implementation
  - Scholarship related to primary administrative area
  - Major leadership role in a department or center
  - Invited presentations at **regional or national** meetings

*Modifier depends on assignment (research vs clinical)*
Community Professional Service

Research/ Clinical* Assistant Professor to Research/ Clinical Associate Professor

- Documentation of significant interaction and positive engagement with communities outside the traditional scholarly community
- Documentation service makes a substantial contribution to the health of the community over and above what most faulty do in their professional capacity
- External letters documentation of excellent local reputation for community professional service
- A sustained record of one or more of the
  - Evidence of novel and/or innovative service program development and implementation
  - Acquisition of external funding in support of service programs
  - Scholarship related to community professional service
  - Invited presentations at local or regional research meetings

Research/ Clinical Associate Professor to Research/ Clinical Professor

- Documentation of significant interaction and positive engagement with communities outside the traditional scholarly community
- Documentation service makes a substantial contribution to the health of the community over and above what most faulty do in their professional capacity
- External letters documentation of excellent regional or truly exceptional local reputation for community professional service
- A sustained record of one or more of the
  - Community professional service that makes a substantial contribution to the health of the community over and above the individuals’ research, teaching, or clinical activity
  - Evidence of novel and/or innovative service program development and implementation
  - Acquisition of external funding in support of service programs
  - Scholarship related to community professional service
  - Invited presentations about community professional service at regional or national meetings

*Modifier depends on assignment (research vs clinical)
How are achievements determined?

- Your CV
- The Dossier

More on these in a minute...
The Process and Timelines

or

Committees, committees, and more committees
Tenure Track
The Road from Assistant Professor to Associate Professor

(New faculty without previous tenure accruing time)
If, not reappointed or promoted......

• May be considered as a candidate for a Fixed Term Track position, OR
• seek other employment.....
Tenured Associate Professor

• Undergoes review at 5 ys.
• During this, a recommendation may be made to initiate the process for
  – promotion to professor.
  – Or not.
• May remain at this rank indefinitely.
Tenured and promoted

Year 1

Year 2

Year 3

Year 4

Year 5

Post-tenure review or Promotion Review by Department SOM APT SOM DAC HSAC UNC APT BOT Approves

Tenured Moving from Associate Professor to Professor
(not new faculty hire)
Reappointment of Probationary Associate Professor as Tenured Associate Professor

(faculty hired at associate rank without tenure)

Hired → Year 1 → Year 2 → Year 3 → Year 4 → Year 5

Post-tenure review* vs Promotion Review by Department SOM APT SOM DAC HSAC UNC APT BOT Approves

* more on Post-tenure review to follow
Sequence of Committees for Promotion (Tenured)

1. Department Review
2. Specific SOM APT Committee
3. SOM Dean’s Advisory Committee
4. Health Sciences Advisory Committee on Appointments and Promotions
5. Campus APT
6. Board of Trustees
The 5-Year Review

• Required of ALL tenured faculty.
• At Associate rank, reviews achievement of milestones for consideration of promotion to Professor.

• At any rank, reviews on-going efforts and productivity.
• Details at www.med.unc.edu/facultyaffairs/professional-development/copy_of_promotion-and-tenure
• And https://www.med.unc.edu/www/about/administration/files/PostTenureReviewPolicy

http://policy.sites.unc.edu/files/2013/04/tenure.pdf
https://www.med.unc.edu/www/about/administration/files/PostTenureReviewPolicy
http://provost.unc.edu/policies/students-and-programs/post-tenure-review-policy/
Fixed Term Track
The Road from Assistant Professor to Associate Professor

Hire

Year 1
Review by Department

Year 2
Reappointment Review by Department

Year 3

Year 4

Year 5

Year 6

Year 7*
Promotion Review by Department
SOM DAC
SOM waives 7th y Effective at start of y7
Fixed Term Track
Moving from Associate Professor to Professor

Promoted
Year 1
Year 2
Year 3
Year 4
Year 5

Promotion Review by Department
SOM FTC
SOM DAC
Sequence of Committees (Fixed Term)

1. Department Review
2. SOM Fixed Term Committee
3. SOM Dean’s Advisory Committee
Remember:
PROMOTIONS TAKE TIME

• Time to assimilate materials for dossier.
• Time to move through committees.
• It can take 9 months or MORE to go thru entire process, if all is in order!
• Last minute submissions to HR often bump others in the queue to keep faculty employed!
• Give yourself time.
• Plenty of time.
The Dossier
# The Dossier

## Tenure
- CV
- Chair’s letter
- Letter of request to external reviewers
- External review letters
- Internal letters of evaluation and support
- Teaching Review (Peer)
- Teaching Evaluations
- Committee evaluation and recommendation (dept, APT)
- UNC Form for personnel action

## Fixed-Term
- CV
- Chair’s letter
- Letter of request to external reviewers
- External review letters
- Internal letters of evaluation and support
- Teaching summary
- Peer assessment
- Learners evaluations
- Fixed-term committee approval
- UNC Form for personnel action

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*Teaching Portfolio if excellence in education or teaching*

Curriculum Vitae

• UP TO DATE
• In current UNC format
• With research, teaching, and service statements

• As error free as possible
  – Check spellings, punctuation, etc
  – Be consistent: adopt one format within headings
CV (2016)

- Personal Information
- Education
- Professional Experience – Employment History
- Honors
- Bibliography and products of scholarship
- Teaching activities
- Grants
- Professional service
- Research Statement
- Teaching Statement
- Service and Engagement Statement (if applicable)
Teaching Documentation

• Remember all faculty participate in teaching
  – Learners include students and trainees, staff, peers, community.
  – Teaching can take place in many locations:
    • Classroom, laboratory, wards, internet, modules, meetings, other institutions, community, etc

• Teaching Activities Section
  – List your courses, lectures, etc., AND give details of number of students in each, names of students supervised (thesis titles, etc)

• Teaching Statement should summarize your various activities as an educator within your area of expertise (clinical, educational and/or research) and reflect upon you overall teaching philosophy.
  • Don’t be afraid to highlight specific examples:
    – How you reinvigorated a small group session.
    – Introducing cutting edge technology to your research staff, graduate students, fellows, etc.
    – A one-on-one session that made a difference with a student.
    – A web-based workshop that has gone viral!
Research Documentation

• Grant section
  – List all grants (current, past, pending)
  – Give title, funding source, define your role/relationship, dates, $, % effort
  – should give reader an idea of project focus and emphasize your involvement in and level of responsibility

• Research Statement gives general overview of your interests and plans for the future. Be sure to emphasize collaborative roles and contributions!
Service Documentation

• Goes beyond clinical service.

• **Professional Service**
  – Departmental, SOM, HealthCare System, University committees
  – Grant study sections and advisory committees
  – Clinical practice guidelines and policy making committees
  – Consultative and other roles
  – Leadership roles in national scientific societies of the candidate’s field

• **Service and Engagement Statement**
  • Highlight YOUR roles and contributions
CV ISSUES

• Old format
• Misspellings, poor grammar, mixed formats
• Lack of documentation
• In press/submitted publications mixed with published
• Incomplete presentations data – title, date, meeting, location
• Unclear roles in teaching
• Poor documentation of professional and internal service (based on comments by chair or reviewers)
• Overstating awards and honors
  – ex: service on committee is not an award
• Just plain sloppy and lack of attention to detail!
Final word on your CV

This is how the world will see you and your accomplishments!

Be proud of your work and achievements, but
Do not overstate, and
Don’t come across as casual or arrogant to the process.
Letters of Review and Recommendation
Tenure Track

Minimal: 4 EXTERNAL letters

• 2 identified by chair
• 2 identified by candidate
• NO current OR past academic and/or professional relationship/affiliation with candidate

   – ISSUE: co-authorships, collaborations, co-training, etc – if these occur, explain in the chair’s letter!
   – Consider seeking additional reviews.

Additional letters

• Can be from external
• Can be from internal
• May have current or previous relationship

NOTE: ALL letters received MUST be included in dossier.
Letters of Recommendation
Fixed Term Track

Minimal: 2 EXTERNAL letters
• May have current OR past academic and/or professional relationship/affiliation with candidate

Additional letters
• Can be from external
• Can be from internal
• May have current or previous relationship

NOTE: ALL letters received MUST be included in dossier.
Letters of Review and Recommendation Issues

**Tenure**
- Identifies a past or present relationship
- “Negative” or lukewarm or sparse comments
  - Often seems as if the reviewer did not understand instructions, OR
  - did not conduct a thorough review, OR
  - received incorrect instructions (research criteria instead of clinical scholarship)

**Fixed Term**
- Fixed Term modifier not included in the letter.
- Letter is sparse or lacking in detail about professional accomplishments.
Teaching Portfolio

• Required for excellence in education or teaching

• Includes
  – Reflective statement detailing teaching activities
  – Summary of qualitative and quantitative evaluations
    • Peers, students supervisors
  – Documentation of teaching quality
    • Learner evaluations, letters from former students, evidence of learners achievements
  – Listing of teaching awards
  – Listing of additional recognitions as an outstanding role model or mentor for students, residents, fellows
    • Letters, notes of thanks, etc

https://www.med.unc.edu/md/for-faculty/faculty-development/teachingportfolio
Miscellaneous
Time at Another University....

- May be considered.
- Discuss with your Chair.
Extensions

• Under extenuating circumstances, Assistant or Associate Professors on the tenure track holding a probationary appointment may request a written memorandum of amendment to extend the term of the current appointment.

• If granted, current appointment will be extended, but no more than 12 m.

• Should be done at least 24 m BEFORE scheduled end-date.

• Requires approval by Chair, Dean, and Executive Vice Chancellor and Provost.

• Discuss this with your chair and HR.
The 5-Year Review

• Required of ALL tenured faculty.
• At Associate rank, reviews achievement of milestones for consideration of promotion to Professor.
• At any rank, reviews on-going efforts and productivity.
• Details at www.med.unc.edu/facultyaffairs/professional-development/copy_of_promotion-and-tenure
• And https://www.med.unc.edu/www/about/administration/files/PostTenureReviewPolicy

http://policy.sites.unc.edu/files/2013/04/tenure.pdf
https://www.med.unc.edu/www/about/administration/files/PostTenureReviewPolicy
http://provost.unc.edu/policies/students-and-programs/post-tenure-review-policy/
Helpful Hints and Resources
Easing the adventure

• Decide on your area of excellence/expertise early! The expectations differ!
• Read the guidelines, *yearly*.
  – Keep CV up to date.
    • Have several colleagues proof and critique
  – Review activities statements yearly.
  – Keep track of all teaching activities, evaluations from peers/learners.
• Get mentors.
  – Someone you trust who will give you the hard, cold truth.
• Review progress with your supervisors.
  – Division chief, vice-chair of faculty affairs, chair
• Know your timeline and stay on-track. Ask questions. Self-advocate -
  remind your department!
• SOM and University APT Committees are elected, and members known. Seek their assistance, if you have a question.
Resources

- [https://www.med.unc.edu/hr/epa/faculty-appointments-promotions-and-tenure](https://www.med.unc.edu/hr/epa/faculty-appointments-promotions-and-tenure)
- [https://www.med.unc.edu/hr/epa/files/cv-standardized-format-revised-june-2014](https://www.med.unc.edu/hr/epa/files/cv-standardized-format-revised-june-2014)
- [http://provost.unc.edu/files/2012/10/ptandglobal.pdf](http://provost.unc.edu/files/2012/10/ptandglobal.pdf)
- [https://www.med.unc.edu/md/for-faculty/faculty-development/teachingportfolio](https://www.med.unc.edu/md/for-faculty/faculty-development/teachingportfolio)
More Resources

• Your mentors
• Your supervisors
• Your chair
• Your HR staff
• The SOM HR office
• APT Committee members
• YOURSELF
Questions?