

PROCEDURES AND CRITERIA FOR APPOINTMENTS, REAPPOINTMENTS, PROMOTIONS OF NON-TENURE TRACK DIRECTORS OF UNC CORE FACILITIES

School of Medicine University of North Carolina at Chapel Hill

Each core facility director must make contributions to the overall missions of the School and University. These missions include:

Administration. Core facilities require strong administrative leadership to contribute to the research infrastructure of the School and University. Administrative duties include:

- *Personnel management:* Hiring and training staff, preparing work assignments, staff development;
- *Research Services:* Managing and scheduling work flows, client relations, resource management (e.g. equipment maintenance, inventory control), creation and implementation of core facility policies and SOPs;
- *Business Operations:* Budgeting, invoicing, reporting, usage tracking and setting rates for core facility services;
- *Program Development:* set long-range vision and goals, work with staff of the Core Facilities and Advocacy Committee (CFAC) to maintain a website to increase visibility of the core facility, participate in poster sessions and other promotional events. The core director interacts with user groups, the Office of Research, the Dean's Office, and the CFAC to maintain sound management practices for the core facility.
- *Compliance:* UNC's open use, state-of-the-art core facilities are generally operated as recharge centers, as defined by the Office of Sponsored Research and require good business practices and must heed the requirements for funding by federal grants outlined in OMB Circular A-21 (www.whitehouse.gov/omb/fedreg_a-21rev). Core directors are expected to work with the business manager of the host department or center and with the (CFAC) and Office of Research to keep the recharge center and core facility financially sound.

Research and Scholarly Activity. Adding to the world's scientific knowledge through research and scholarly activity is a component of the mission of non-tenure track faculty. Research and scholarly expectations can be met by:

- *Research and Technology Innovation:* Collaboration, including experimental design and data interpretation, contributions to investigator grant applications and publications, improvement of technology, validation and testing of new methods, technology maintenance, technology acquisition by successful grant applications, technology awareness, technology collaborations with other cores, transition to new instrumentation and methodologies as required.
- *Scholarly Activities:* Attend and participate in institutional programs, seminars, and lectures, attend and participate in regional and national programs, seminars and lectures, publications, posters, presentations to UNC researchers.

Teaching. The primary purpose of a university is the development, dissemination, and application of knowledge. The UNC School of Medicine (SOM) expects every faculty member to take part in various teaching programs and in direct interactions with trainees and faculty. Core facility directors provide teaching through instruction of users in state-of-the-art- technologies available in the facility, preparation of standard operating procedures

for the facility, presentation of short courses, participation in seminars and workshops designed to educate researchers in the technologies available in core facilities as well as educating researchers through the Core Facilities Website (<http://www.med.unc.edu/corefacilities>).

Professional characteristics of all candidates for core director positions that will be considered in appointment, reappointment, and promotion recommendations and decisions include general professional attainments (e.g. education and training, experience, accomplishments, potential for growth and achievement), and personal qualities (e.g. integrity, judgment, leadership, initiative and creativity, industry, self-reliance, and attitude).

All University and legally defined dimensions of difference are excluded from the criteria for any appointment or promotion decisions or recommendations.

Fixed-term appointments are for the period of the appointment only and may be extended by reappointment for another fixed term at the discretion of the appointing academic department.

A tenure-track faculty member can serve as a faculty core director position. This is usually an advisory and oversight position in a highly technical core facility with a full time core director or core manager. The position serves in addition to normal faculty responsibilities and accounts for usually no more than 20% time and effort, but can be adjusted by discussion with the department chair.

Core directors are members of diverse departments and centers throughout the SOM. To aid the department/center with analysis of achievement, core directors will submit annually to their department/center an updated curriculum vitae in an acceptable format and an annual report of his/her activities. These documents are designed to provide a report of the teaching, scholarly and professional activities of the faculty member and will be used by the Chair when considering faculty reappointment and promotion. Core directors should carefully document achievements and measures of excellence in the area of competency (be it teaching, research, or administration) on which the core director chooses to be judged for promotion. Core directors will also respond to annual surveys from the Office of Research to help determine annual needs of the core facility under their direction.

APPOINTMENTS AND PROMOTION

In all cases of initial appointment as fixed-term faculty core director, an ad hoc faculty search committee, composed of major faculty users of the core facility, other core-facility directors, plus the appropriate associated CFAC member, is established and charged by the Chair to conduct an open and wide search for candidates with expertise in the area specific to the needs of the core facility. The position is advertised and listed according to equal opportunity policies of the University. The search committee receives curricula vitae and reviews qualifications of candidates, interviews the most qualified candidates, utilizing, as needed, appropriate advice from the CFAC. Each candidate who is interviewed will give a presentation to the search committee (if desired by the committee) and interested users of the technology or more widely to the Department. After due deliberation, the search committee in consultation with the CFAC submits its recommendation(s) for the appointment. The assembled departmental full professors review the credentials of the candidate and make their recommendation to the Chair. The Chair makes a decision about the appointment.

Excellent management skills are required of all core facility directors. Management of the core

facility is a major component of the core director's effort. The core director will work with the department business manager and the business coordinator in the Office of Research to maintain the finances of the Recharge Center, avoid running deficits, invoicing in a timely manner and working with the Office of Sponsored Research (OSR) to correctly set prices for services. Management skills will be determined from surveys of and discussions with core facility users, core facility personnel, as well as observation of how the operation of the core facility achieves the mandate to be financially self-sufficient, maintain state-of-the-art technologies, serve the need of its user base, and educate UNC researchers about the services of the core facility.

Excellence in research may be demonstrated by introduction and validation of new technologies in the core facility, as well as authorship on papers and participation on grants. Upper level core directors should have gained recognition by their peers at UNC and at local and regional institutions. Examples of evidence that will be evaluated to determine the stature of core director faculty include: comments of internal reviewers, contributions to research at UNC as measured by contributions to and authorship on publications, acquisition of extramural funding for equipment and scholarly endeavors.

Contributions to teaching are required of all core facility directors. An assessment of teaching is required as part of any recommendation for reappointment or promotion. Each core director must maintain a teaching portfolio with required elements including 1) documentation of teaching activities, 2) reflective statement and 3) faculty and learner evaluations of teachings. The teaching requirement may be fulfilled by training researchers in new technologies available in the core facility, training core facility staff, participation in seminars and workshops designed to educate researchers about core facilities, participation in undergraduate and graduate courses, and significant contributions to the core-facilities website that serves to educate users of the core facility.

Initial Appointments:

All appointments are subject to the relevant policies of the School and University (see Policies and Regulations Governing non-tenure track fixed-term appointments in the University of North Carolina at Chapel Hill for further details:
<http://www.med.unc.edu/www/administration/files/SOMAPT.pdf>).

Manager. Not all core facilities at UNC require a faculty-level leader. On the other hand, a large, highly technical core facility may require a manager to help the core director administer the core facility. A non-faculty manager may or may not have a Ph.D. or M.D. and may lack the level of experience and expertise typical of level-1 core directors. Managers are initially appointed for a probationary period of one year, after which the manager (equivalent to fixed-term instructor) is either reappointed for a one-year term, or terminated.

Core Director 1. Initial appointment as core director 1 is for a probationary period of two years and if promotion does not occur within that time, may be renewed for a period of three years (depending on the availability of funds to support the position), after which the core director 1 (fixed-term assistant professor) is reappointed for successive three-year terms, promoted to core director 2 (equivalent to associate professor), or terminated. Promotion can be considered at the end of any succeeding three-year term if recommended by the Chair. Only candidates who give indication of becoming outstanding core directors are considered for promotion.

Core Director 2. Core-director faculty candidates who display promise of becoming outstanding

core directors, and whose accomplishments are equivalent to other level 2 core directors in the Department or at similar core facilities at UNC, may be appointed initially as core director 2 (fixed-term associate professor) for a term period of two years. A general criterion for becoming core director 2 is internal recognition for contributions to the research endeavor at UNC, evidence of strong management of a core facility, evidence of teaching contributions. The individual may be reappointed for successive 3-year periods (depending on the availability of funds), promoted to the next level, or terminated.

Core Director 3. Initial appointments as core director (fixed-term full professor) are rare. Because initial appointment may carry a heavy commitment of resources, such appointments are made only after it is ascertained that the individual is a scholar-scientist that brings much needed expertise in a particular technology.

Promotion:

When promotion is being considered, an ad hoc faculty committee (composed of faculty of at least associate professor or core director 2 rank) appointed by the Chair fully reviews and discusses teaching, research, management and business activities, internal support letters, and curriculum vitae of the candidate. The assembled departmental full professors then review the committee report concerning the promotion in consultation with the CFAC, and a vote is taken regarding any recommendation. The Chair may take this advice in making a recommendation to the Dean of the SOM.

Promotion of Core Director 1 to Core Director 2. Core directors are expected to successfully administer the technology, management and business requirements of the core facility. In addition, to qualify for promotion, the individual is expected to contribute to one or more of these four areas: a) teaching, b) research, c) clinical service, or d) administration. A general criterion for becoming a core director 2 is regional recognition for scholarly accomplishments in the major field of endeavor. If research is an area emphasized, it must be shown that the individual has contributed to research at UNC either through contributions to the research programs of others on campus as evidenced by contributions to research grants and authorship on papers (see SOM policy on authorship concerning core facility personnel). Additional weight will be placed on development of the individual's own scholarly research that has attracted external funding and recognition. Clinical services and teaching must be carried out at a level that makes a contribution to the service requirements or teaching goals of the Department and UNC. Included in the materials assessed in evaluating the merit of a faculty promotion to core director 2 are letters from experts at UNC who review and comment on the candidate's performance. The assembled full professors of the Department review recommendation for promotion. The Chair may take this advice in making a recommendation to the Dean of the School of Medicine.

A core director 1 may request to be reviewed for promotion to core director 2 after consultation with the department chair and the CFAC. First opportunity for review occurs before the conclusion of the first reappointment at this level at a time agreed to after discussion with the Chair. The individual may be promoted, reappointed at the same level, or terminated. A core director 1 may be reviewed for promotion to core director 2 during the fifth year in that rank, and every third year thereafter at that rank after consultation with the Chair and with the CFAC.

Promotion of Core director 2 to Core Director 3. Promotion to core director 3 is recognition of a substantial position of leadership, and includes contributions to teaching, research, and administration within the department and UNC. Leadership may be demonstrated by work on committees that further the research or clinical aims of the Department and SOM. Assessment

of the candidate's performance includes letters from referees at nearby institutions as well as formal comments from faculty members in other departments of this institution who have been in a position to observe closely the candidate's performance.

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