WELCOME
New Faculty!
Orientation Guide

These materials are intended to orient new faculty to the University of North Carolina School of Medicine and provide resources for additional information.

Topics covered in this slide deck include:

» Planning for Your Success
  • Appointments, Promotion and Tenure Overview
  • Individual Opportunity Plan
Planning for Your Success
Objectives

By the end of this hour, you should:

• Be able to articulate your track and potential area of excellence

• Know where to go for appointments, promotion, and tenure resources

• Have a draft career mission statement

• Have a draft developmental network map, and have some idea of how you might strengthen your network

• Be able to articulate three drivers for goal attainment
Q:
According to the Center for Creative Leadership, what are the three main reasons goals fail to inspire and motivate change?

A:
1. The goal isn’t valued – you haven’t committed your mind and heart to the goal.
2. The goal isn’t specific – your goal is too broad and overwhelming.
3. The goal isn’t supported – you don’t have someone to be your coach, cheerleader, or mentor.

You are likely to achieve goals that align with your values, are carefully developed, and are supported by those around you.
Appointments, Promotions, and Tenure (APT)
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

Remember: Cheat sheets are included in your folders and can help clarify next steps in your process.
### Tracks and Areas of Excellence

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<th>TENURE</th>
<th>FIXED TERM</th>
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**Remember:** All faculty are expected to contribute to the teaching mission, be productive, and be good citizens.
Faculty by Track*

- **Tenured**: 398 (24%)
- **Tenure Track**: 136 (8%)
- **Fixed Term**: 1,152 (68%)

* As of October 2017
Q: How are achievements determined?

A: Your CV and dossier

Reference the Guidelines for Appointment, Reappointment, and Promotion of Faculty online for details on what should be included in the dossier. Refer to the UNC standardized CV format when drafting your CV.
Easing the Adventure

- Decide on your area of excellence/expertise early.

- Read the *Guidelines*, regularly.

  - Keep CV up to date
    - Have colleagues proof and critique
  - Review activities statements yearly, or more frequently
  - Keep track of all teaching activities, evaluations from peers/learners

- Get mentors
  - Every department has a mentoring program in place.
Easing the Adventure

• Review progress with your supervisors
  » Division chief, vice-chair of faculty affairs, chair

• Know your timeline and stay on-track. Ask questions. Self-advocate.

• School of Medicine and University APT Committees are elected, and members are known. Seek their assistance, if you have a question.

• Office of Faculty Affairs and Leadership Development: we are here to help too!

Remember: Promotions take time. It can take 9 months or MORE to go through the entire process, even if all is in order!
Resources

• Office of Faculty Affairs and Leadership Development Website: Career Navigation
  https://www.med.unc.edu/facultyaffairs/career-navigation/

• SOM Human Resources Website:
  • Faculty Appointments, Promotions, and Tenure
    https://www.med.unc.edu/hr/epa/faculty-appointments-promotions-and-tenure
  • Standardized CV Format Guide
    http://www.med.unc.edu/hr/epa/files/cv-standardized-format-revised-june-2014
  • Teaching Portfolio Resources
    https://www.med.unc.edu/md/faculty-staff/faculty-development/teachingportfolio

• UNC Office of the Executive Vice Chancellor and Provost:
  • Faculty Policies, Procedures, and Guidelines
    http://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/faculty-appointments/tenure-tenure-track-appointments/
  • Promotion and Tenure 101
    http://provost.unc.edu/files/2012/10/ptandglobal.pdf

• Center for Faculty Excellence: Tenure and Promotion at Carolina: A Quick Guide for New Faculty
Q: What are all faculty expected to do, regardless of track, rank, or area of excellence?

A: Contribute to the teaching mission, be productive, be good citizens
Q: How are achievements determined?

A: CV and dossier
Individual Opportunity Plan
Step 1: Setting Your Career Mission

- What do you want to achieve?
- Why does this matter?
- Where do you want to go?
- How do you want to make a difference?

EXAMPLE 1
To be a leader in developing evidence-based education in surgical training

EXAMPLE 2
To be an expert in incorporating patient education in improving care of individuals with diabetes

EXAMPLE 3
To be a leader in the field of genome editing therapy as treatment for Hunter syndrome
### Step 2: Self-Assessment

| Strengths | What skills do you do well? What are the strengths in your knowledge base? What positive behaviors or attributes do you exhibit?  
Consider your current list of activities and compare them to your career mission statement. How do these activities line up with your mission? |
|---|---|
| Weaknesses | What are the gaps in your knowledge? What resources or connections are you missing?  
Consider your mentor network map. How might you expand your network to strengthen your resources or connections? |
| Opportunities | Where is the growth opportunity for you? What is changing in your field? What funding opportunities are available? What are the gaps in knowledge? Look for opportunities, openings, changes in your department, lab, school, community, nationally… |
| Threats | What threats (barriers, obstacles) are present or predicted in your department, the school or the external world that might hinder you accomplishing your mission? What are the political minefields? Changes in funding? |
Build Your Network, Find Mentors!

- Your network is the set of relationships that help you get your work done, advance your career, and provide both personal and professional support.

- Map your network:
  1. Identify the individuals who assist you in different ways.
  2. Indicate the strength of your relationships.
  3. Indicate those individuals who have access to power.

- Consider how you might expand your network to address current limitations (e.g., size, diversity, density, strength of connections, connections to power and influence)
Step 2: Assessing Your Network

Refer to Your Network Map and Consider the following:

1. **Size** – Do you have the right number of developers to help you reach your goals? Should you enlist more people? Or, do you have too many and need to manage those relationships more effectively?

2. **Diversity** – Consider the people you have in each category. How similar or different are they in terms of experience, expertise or function, background, gender, race, age, etc.?

3. **Density** – Draw lines between people who know each other in your network. Is your network very closed (does everyone know one another)? Or is it open?

4. **Strength of Connections** – As you look at your map, are all developers very close or do you have a few who are more distant?

5. **Connections to Power and Influence** – As you look at your map, how many people would you characterize as influential or well-connected?
Homework: Goal Setting
How do your goals align with your values?
Are your goals SMART? Who will support you (and hold you accountable) as you work toward your goals?

SMART goals are specific, measurable, achievable, realistic, and time-bound.