University of North Carolina at Chapel Hill School of Medicine

Guidelines for Appointment, Reappointment, and Promotion
(Revised December 2020)
I. Introduction & Scope

Faculty appointments, reappointments, and promotions in the School of Medicine are recommended in accordance with The Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill, which can be found at https://facultyhandbook.unc.edu/policies-and-procedures/faculty-personnel-policies-and-procedures/appointment-promotion-and-tenure-guidelines. The UNC School of Medicine Appointment, Reappointment, and Promotion Guidelines (this document) outlines specific requirements for faculty appointments in the School of Medicine. A copy of these guidelines can be found on the Office of Faculty Affairs and Leadership Development website.

A terminal degree (M.D., D.O., Ph.D., M.D./Ph.D.) is required for a faculty appointment of Assistant Professor and higher (regardless of track). Individuals without a terminal degree can be appointed at the Instructor level. Only in rare and extenuating circumstances can a faculty member with a non-terminal degree be appointed to a rank of Assistant Professor or higher, and only on the fixed-term track.

UNC SOM hiring, and initial appointment processes are shown in Figures 1A and 1B.

Faculty in the School of Medicine may be appointed to the variable track or appointed, reappointed, and/or promoted in one of two separate tracks: the tenure track or the fixed-term track. The track to which new faculty members are recruited must be established and known at the time of their recruitment and must be clearly described in the offer letter. With new faculty, the Department Chair must review the differences among the three tracks, explaining the criteria they are expected to meet to qualify for reappointment or promotion. In addition, the Department Chair should emphasize to the recruit that track assignment shall be largely invisible except for certain administrative situations including formal appointment or promotion letters. The Provost’s formal letter for permanent faculty appointment will state the track of appointment.

Faculty are eligible for promotion in the School of Medicine when they have demonstrated scholarship in their designated track, as described below. All faculty are additionally expected to contribute to the academic environment; support the teaching mission in their interactions with learners; engage in service; and contribute to diversity, equity, and inclusion (DEI).

Faculty members who provide direct patient care are expected to do so in an exemplary manner, employing current, state-of-the-art methods respected by patients and peers within the University and in the professional community. Faculty are expected to conduct themselves in a professional manner in all circumstances and interactions.

To stay abreast of current information, Department Chairs and/or their designee(s), should undergo annual training on SOM APT Policies and Procedures. This training can occur in person or via electronic media either asynchronously or synchronously. Department Chairs should also ensure all faculty are aware of the SOM APT Policies and Procedures. While all faculty members are responsible for their own career success, their Department Chair, Division Chief, and/or another specifically designated senior faculty member is expected to provide a copy of these guidelines, discuss progress annually, and mentor each faculty member toward promotion. Human Resources personnel appointed to each department must complete an annual training on SOM APT Policies and Procedures enabling them to provide additional support and guidance regarding the timeline and submission of materials.

The School of Medicine will facilitate the process by developing a centralized and automated process to follow dossier submission and review, and by which letters can be requested and tracked. Furthermore, a centralized portal is under development where faculty can enter the *Curriculum Vitae*s (C.V.) components, and the standard UNC format C.V. is generated.
II. Required Common Criteria for Appointment, Reappointment, and Promotion for Variable, Fixed-Term, and Tenure-Track, All Areas of Excellence

Faculty are expected to manage their career development; to be knowledgeable about APT processes; to seek information as needed from their Department Chair, mentorship committee, or Department HR representative; to accurately catalog their academic and scholarly activities, and to abide by SOM APT timelines and processes.

The degree to which faculty participate in the required elements will vary based on rank and track; however, all faculty are expected to contribute to the teaching, DEI, research, and service missions of the UNC School of Medicine. The faculty member’s contributions in the required areas should be documented in the Department Chair’s letter and the C.V.

A. Positive contribution to the UNC SOM teaching mission. Faculty can contribute to teaching at all learner types and levels (student, resident, fellow, faculty, nurse, etc.). Examples of teaching include but are not limited to course or curriculum development, bedside clinical teaching, lectures, seminars, departmental conferences, and national or international invited talks.

B. Positive contribution to DEI efforts: The UNC SOM is committed to valuing all people throughout our organization. Our diversity policy can be found online: https://unc.policystat.com/policy/8063477/latest/. A diverse and inclusive environment for staff, patients, students, and faculty is essential to achieving the SOM mission to improve the health and wellbeing of those we serve. DEI efforts include but are not limited to: participation in predoctoral student programs or mentoring (e.g., Summer Science Enrichment Program, student or resident-led advocacy groups), participation in departmental DEI committee work, participation in health equity work either through clinical or research activities, completion and application of DEI training (e.g., Safe Zone, Unconscious Bias), working with underrepresented minority (URM) or youth to increase interest in STEM careers, leading journal or book clubs on DEI topics, promoting social justice (e.g., create curricular content that uses inclusive concepts, imagery, and terminology regarding race/ethnicity, gender and sex, sexuality, nationality, religion, and socioeconomic status). DEI efforts should be conceptualized in the broadest context, and contributions may expand across research, teaching, or service. A guideline to describe DEI efforts can be found in the appendix.

C. Research accomplishments: Faculty on all tracks in all areas of excellence are expected to participate in academic and scholarly pursuits toward generation and dissemination of new knowledge. Degree of this participation will vary based on track and area of excellence. Examples of research accomplishments include but are not limited to original research (with or without external funding), publication of book chapters or reviews, creation and/or dissemination of protocols describing up-to-date clinical care, and/or faculty presentations in symposia or conferences (locally, nationally, or internationally).

D. Professional Service: All faculty members are expected to demonstrate good citizenship through professional service activities for their department, the School of Medicine, the University, and outside of UNC. Examples of professional service including SOM or UNC Hospital committee participation, editorial positions, journal reviewer, and/or grant reviewer.

E. Teaching, Research, and DEI efforts: A statement for each area is required as part of the C.V. Statements should outline depth and breadth of efforts in each area, including but not limited to impact of work, philosophy and style, team-based projects, and mentee interactions.

Meet-the-Mark Criteria for Appointment, Reappointment, and Promotion of Faculty

The purpose of Meet-the-Mark is to promote faculty when they have met the standards for promotion rather than after a specific number of years. It also reduces the heightened scrutiny by promotion
committees and the need for a dossier that accompanies early promotion considerations to be considered “extraordinary”. Meet-the-Mark applies to both the granting of tenure and promotion to Associate and Full Professor on both the fixed-term track and the tenure-track. Time served in a comparable position on the non-tenure track, in another department, or at another institution may be taken into consideration at the time of appointment request, as described in the offer letter.

Each department/division can establish additional criteria for Meet-the-Mark; these criteria must be reviewed by the SOM and made widely available to departmental faculty. Annually, each department/division will notify eligible faculty (i.e., those below the rank of Professor) of their time in rank and review timing of and readiness for their next promotion.

III. Variable Track

Preamble
The variable track is intended for specific hiring needs of faculty whose career trajectory is not yet well defined and should not be universally applied to all new hires. Positions for a variable track appointment require a national search; searches with fewer than 5 applicants require the Provost’s approval to proceed. The variable track appointment is at the Assistant Professor level and allows for up to three years. After 3 years (year 4 of appointment), the faculty member must declare either the tenure or fixed-term track. The faculty member and the Department Chair must discuss the intended permanent track a minimum of one year before the decision is made. Promotion with tenure or without tenure (as appropriate) can be sought when faculty member has ‘met-the-mark’ for promotion or tenure. This means a faculty member has a maximum of 7 years from the time of appointment on the permanent track, plus their 3 years on the variable track appointment, to request a promotion action.

Appointment to variable track is at the Assistant Professor rank, and a vote of departmental Full Professors is required for subsequent appointment to either the tenure track or the fixed-term track. Faculty moving off the variable track will follow the same procedures in place for appointment on the tenure or fixed-term tracks. Appointments to the variable track will be reviewed as part of the annual report to the Provost on UNC SOM APT decisions. See Overview of UNC SOM Reappointment and Promotion Processes (Figure 2).

IV. Tenure Track

Preamble
Promotion of faculty members on the tenure track in the School of Medicine requires evidence of scholarship in one of three areas: research, clinical, or education. The School of Medicine embraces the expanded definition of scholarship developed by Ernest L. Boyer in a Special Report titled “Scholarship Reimagined: Priorities of the Professoriate”, which includes the scholarship of discovery, integration, application, and teaching. 1

In addition to the required common criteria, also required are specific Meet-the-Mark criteria within each area of excellence (scholarship in research, clinical activity, or education). Promotion to tenured Associate Professor and to tenured Professor requires demonstration of progressive scholarship. As faculty progress through rank the breadth and depth of their academic activity and productivity is expected to increase. Faculty should demonstrate progressive achievement in their area of excellence with documented achievements expected annually for at least three consecutive years before being considered for promotion.

Teaching and Mentorship
UNC School of Medicine policy requires an assessment of teaching as part of any recommendation for reappointment, promotion, and/or conferral of tenure. The teaching contribution should be addressed in

the teaching statement, the Department Chair’s letter of recommendation, and the submitted teaching evaluations. The teaching statement is a component of the faculty member’s Curriculum Vitae and should include a summary of the faculty member’s activities as an educator and mentor, and a statement describing the faculty member’s specific area(s) of expertise, accomplishments, and impact. The Department Chair’s letter must include a paragraph documenting the faculty member’s teaching contributions and placing the faculty member’s contributions (both their quality and quantity) into the overall context of the Department’s teaching responsibilities. Teaching activities include professional, graduate, and postgraduate teaching; course or clerkship directorship; residency and fellowship directorship; and mentorship for pre-doctoral, professional, doctoral, and post-doctoral students. Finally, for promotion dossiers, teaching evaluation documentation (qualitative and/or quantitative) must be gathered and prepared by the department and faculty member for a period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer. For faculty seeking promotion and/or tenure within the educational scholarship area of excellence, it is expected that the teaching responsibilities and contributions will be exemplary, as noted in Meet-the-Mark criteria below.

Service
The traditional scholarly community is typically thought to encompass a faculty member’s discipline, department, and school as well as the broader University. Faculty service activities also include interaction and engagement with communities outside the traditional scholarly community. These communities would include the local community in which the faculty member resides or works. Professional service contributions by a faculty member shall be considered as part of any decision regarding promotion and tenure.

Examples of professional service to UNC include:
- Peer review and curriculum committees at local, national, and/or international level.
- Participation in the committees of the faculty member’s Department, School of Medicine, Health Care System, and/or the University.
- Important contributions as a faculty member in the operation, development, and improvement of the Department and/or School of Medicine.

Examples of professional service to the field include:
- Peer review committees.
- NIH study sections.
- Serving on committees to develop clinical practice guidelines or to formulate healthcare policies.
- Providing service to the professional or lay community through education, consultation, or other roles.
- Membership and active participation in leading national scientific societies of the faculty member’s field.

The Department Chair’s letter must include a paragraph documenting the faculty member’s service contributions and placing the faculty member’s contributions (both their quality and quantity) into the overall context of the Department’s service responsibilities and activities.

An overview of the UNC SOM Promotion process is shown in Figure 2.

1. UNC School of Medicine Meet-the-Mark Criteria for Promotion to Associate Professor or Professor
Faculty on the tenure track, may seek promotion in 3 areas of excellence—clinical, research, and/or education. Specific criteria for promotion to Associate or Professor on the tenure track for the different areas of excellence are shown in Table 1 below.
Table 1. UNC School of Medicine Meet-the-Mark Criteria for Promotion to Associate or Professor with Tenure by Area of Excellence

<table>
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<th>Required Elements Common to All Areas of Scholarship</th>
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<tr>
<td><strong>Chair’s letter</strong> documentating area of scholarship, years at rank, departmental Meet-the-Mark criteria, and faculty accomplishments that support promotion including teaching, professional service, and DEI efforts. The Department Chair’s letter should confirm that external reference letter writers have no conflict of interest in providing a candid and unbiased view of the faculty member. Additionally, the Chair’s letter should address the faculty member’s funding record within the context of the amount of time devoted to research. A template for the Department Chair’s letter can be found on the Office of Faculty Affairs and Leadership Development website.</td>
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<tr>
<td><strong>C.V.</strong> in UNC SOM format, including a Research Statement, Teaching Statement, and Diversity, Equity, Inclusion (DEI) Statement. The template can be found on the Office of Faculty Affairs and Leadership Development website.</td>
</tr>
<tr>
<td><strong>Request letter for external letters of reference.</strong> The departmental template of the letter sent to individuals external to the SOM requesting a letter of reference.</td>
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<td><strong>External letters of reference.</strong> A minimum of 4 external letters of reference are required; letter writer can have no personal or working relationship with faculty.</td>
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<tr>
<th>G iver of University Resources</th>
<th>Assistant Professor to Associate Professor with Tenure</th>
<th>Associate Professor to Professor with Tenure</th>
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<tr>
<td>Documentation from letters of reference that the faculty member is an excellent clinician</td>
<td>Demonstration of scholarly productivity including:</td>
<td>Documentation from letters of reference that the faculty member is an excellent clinician</td>
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<td>0. A minimum of 5 publications as first or senior/corresponding author since the faculty member became an assistant professor</td>
<td>• A minimum of 5 publications as first or senior/corresponding author since the faculty member became an assistant professor</td>
<td>Demonstration of substantial clinical scholarship since the faculty member became an Associate Professor:</td>
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<tr>
<td>• Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms can be reviewed as additional indicators of clinical scholarship</td>
<td>• Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities</td>
<td>• Minimum of 5 publications as first or senior/corresponding author</td>
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<td>• Poster or abstract presentations as first or senior author at regional or national meeting requiring competitive submission and peer-review acceptance</td>
<td>• Poster or abstract presentations as first or senior author at regional or national meeting requiring competitive submission and peer-review acceptance</td>
<td>• Authorship of important review articles, chapters, books, and other forms of enduring scholarly work and communication</td>
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<td>• Team science and interdisciplinary research should denote faculty member’s role in the work</td>
<td>Evidence that faculty member is recognized at a national level for their professional contributions, such as:</td>
<td>• Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities</td>
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<td>Demonstration that faculty member is recognized at an emerging national level for their professional contributions by:</td>
<td>• National reputation and success in clinical trials or new drug discoveries</td>
<td>• Poster or abstract presentations as first or senior author at regional or national meeting requiring competitive submission and peer-review acceptance</td>
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<tr>
<td>• National reputation and success in clinical trials or new drug discoveries</td>
<td>• Record of external grant support</td>
<td>• Invitations to present at prestigious national conferences or symposia</td>
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<td>• Record of external grant support</td>
<td>• Patient referrals from a multi-state, national or international area</td>
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<tr>
<td>• Patient referrals from a multi-state, national or international area</td>
<td>• Participation in national boards and leadership groups within the faculty member’s field (e.g., board examiner, specialty boards, ACGME RRCs, site visitor)</td>
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<td>• Participation in national boards and leadership groups within the faculty member’s field (e.g., board examiner, specialty boards, ACGME RRCs, site visitor)</td>
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- Invitations to present at prestigious national conferences or symposia
- Invited professorships at other academic institutions
- Participation in NIH study sections or grant review panels
- Membership on editorial boards of prominent journals
- Editorship of prominent journals
- Participation in government or foundation scientific advisory committees
- Awards from professional organizations

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<th>Assistant Professor to Associate Professor with Tenure</th>
<th>Associate Professor to Professor with Tenure</th>
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<tbody>
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<td>Documentation from letters of reference that the faculty member is an excellent educator. Teaching responsibilities and contributions are expected to be exemplary. Demonstration of scholarly productivity since faculty member became an Assistant Professor including:</td>
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<tr>
<td>- A minimum of 5 publications as first or senior/corresponding author</td>
<td>- A minimum of 5 publications as first or senior/corresponding author</td>
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<tr>
<td>- Other markers such as:</td>
<td>- Other markers such as:</td>
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<tr>
<td>- Workshop presentations as first or senior author at national meetings requiring competitive submission and peer-reviewed acceptance</td>
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<td>- Publication or Dissemination of curricula in MedEd Portal, on-line educational resource development, or other peer-reviewed venues</td>
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<tr>
<td>- Attainment of grant support for educational programs or educational research</td>
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<tr>
<td>- Poster or abstract presentations as first or senior author at regional or national meetings requiring competitive submission and peer-reviewed acceptance</td>
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<tr>
<td>- Evidence of mentorship of trainees (students, residents, fellows, allied health, graduate students, postdocs) and evidence of outcomes of mentorship (scholarship, job placement, training outcomes)</td>
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<tr>
<td>- Evidence of successful administration of an educational program or course (e.g., residency program, required course, training program)</td>
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<td>- Development of original and innovative educational program methods or educational materials</td>
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<td>- Authorship of review articles, chapters, books</td>
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Demonstration that faculty member is recognized at an *emerging* regional or national level for their professional contributions by:
- Membership and participation in leading regional/national or international educational societies and boards of the faculty member’s field
- Participation in national boards and leadership groups (e.g., ACGME, LCME, NBME, AAMC)
- Invitations to present at national conferences or symposia
- Invited professorships at other academic institutions
- Participation in grant review panels, membership on the editorial boards of prominent journals
- Editorship of medical education journals
- Awards from professional organizations

Evidence that faculty member is recognized at a national level for their professional contributions by:
- Membership and participation in leading national or international educational societies and boards of the faculty member’s field
- Participation in national boards and leadership groups (e.g., ACGME, LCME, NBME, AAMC)
- Invitations to present at national conferences or symposia
- Invited professorships at other academic institutions
- Participation in grant review panels, membership on the editorial boards of prominent journals
- Editorship of medical education journals
- Awards from professional organizations

### Research

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<tr>
<th>Assistant Professor to Associate Professor with Tenure</th>
<th>Associate Professor to Professor with Tenure</th>
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<tr>
<td><strong>Documentation from letters of reference that the faculty member is an excellent researcher</strong></td>
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<td><strong>Demonstration of scholarly productivity since the faculty member became an Assistant Professor:</strong></td>
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<tr>
<td>- Minimum of 5 original, peer-reviewed research papers in refereed journals judged on the quality as well as the quantity of research publications</td>
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<tr>
<td>- Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms</td>
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<tr>
<td>- Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities</td>
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<tr>
<td><strong>Demonstration that faculty is recognized at a national level for their professional contributions by:</strong></td>
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<tr>
<td>- Invitations to present research results at prestigious national conferences or symposia</td>
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<td>- Election to office in national academic and/or professional societies</td>
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<td>- Participation in NIH study sections or grant review panels</td>
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<td>- Membership on the editorial boards of prominent journals</td>
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<tr>
<td>- Serving as a reviewer for major journals in the faculty member’s field</td>
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<td>- Editorship of prominent journals</td>
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<tr>
<td>- Participation in government or foundation scientific advisory committees</td>
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<p>| <strong>Evidence that faculty member is recognized at an international level for their professional contributions such as:</strong> |
| - Invitations to present research results at prestigious international conferences or symposia |
| - Election to office in national and international academic and/or professional societies |
| - Participation in or chairing NIH study sections or grant review panels |
| - Membership on the editorial boards of prominent journals |
| - Editorship of prominent journals |
| - Participation in government or foundation scientific advisory committees |</p>
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<tr>
<th>A record of <strong>independent</strong> external grant funding, such as:</th>
<th>• National or international scientific awards</th>
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<tr>
<td>• Federal funding (e.g., NIH, NSF, DOD) or its equivalent on which the faculty member is the principal investigator, co-Principal Investigator</td>
<td>Record of <strong>continued external grant support</strong> as an independent researcher, evidenced by a history of maintaining at least one active investigator-initiated grant</td>
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<tr>
<td>• Significant alternative funding sources (e.g., industry, foundation)</td>
<td>• Federal funding (e.g., NIH, NSF, DOD) or its equivalent on which the faculty member is the principal investigator</td>
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<tr>
<td>• Demonstration of co-PI or co-I status, and/or Core, Project, or Center leadership in team science where the faculty member is responsible for a significant contribution to scientific content</td>
<td>• Significant alternative funding sources (e.g., industry, foundation)</td>
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<tr>
<td></td>
<td>• Demonstration of co-PI or co-I status, and/or Core, Project, or Center leadership in team science where the faculty member is responsible for a significant contribution to scientific content</td>
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<td>• Evidence of potential for continued future funding</td>
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A. Timing of Appointments and Reappointments for Tenure Track

The School of Medicine has four ranks in the tenure track: Instructor, Assistant Professor, Associate Professor, and Professor. Each rank beyond that of Instructor builds on the experience of the previous rank and progresses toward conferral of tenure, which occurs when an individual is promoted from Assistant Professor to Associate Professor. Prior time in rank and accomplishments at other institutions may be counted in the timeline for appointment and promotion recommendations at UNC, although not absolutely required.

Because of illness, requirements of family care, or other compelling circumstances, a faculty member holding a probationary appointment at the rank of Assistant or Associate Professor may request a written memorandum of amendment to extend the term of the current appointment (not to exceed 12 months) and thereby the maximum probationary period with no resulting change in normal employment obligations. Other compelling circumstances include occurrences that negatively impact a faculty member’s progress to promotion and tenure (e.g., a pandemic). If possible, this type of request should be initiated not later than 24 months before the end of the term to which it is to apply and must be initiated before the process for evaluating the faculty member for reappointment has begun. The Department Chair, SOM Dean, and Chancellor must approve this request. Tenure track faculty should be informed of this option at the start of their appointment and annually thereafter.

Instructor

The rank of Instructor in the tenure track may be considered for initial appointments, though it is considered rare in the School of Medicine. Instructor rank is used for faculty who have not achieved their terminal degree. For the purposes of this document, there is no substantive difference between an Instructor in the tenure track or the fixed-term track.

Assistant Professor

When initially appointed as an Assistant Professor on the tenure track, the faculty member is in a probationary period of 4 years. After the first probationary period, the faculty member is typically reappointed for second probationary period of 3 years at the same rank. However, the faculty member can request promotion to Associate Professor with tenure after completing the first probationary period and the dossier will go through the review process. After completing either or both probationary period(s), a faculty member wishing to change from tenure-track to fixed-term track is required to submit a written request with the understanding that they relinquish any/all tenure-associated rights. The request is reviewed through the APT review process.

If a department does not wish to reappoint a faculty member on the tenure track after the probationary period(s), a full review involving the Department Chair, the Senior Associate Dean for Faculty Affairs, the SOM HR Office, Academic Personnel Office (APO), and University Council is conducted. A faculty member must be notified of the decision not to reappoint at least 12 months in advance of their probationary end date.

The Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill (which can be found at this link: https://www.med.unc.edu/intranet/faculty-affairs/constitution-and-bylaws/) require that final approval of both reappointment to the second probationary term and promotion to Associate Professor after the second probationary term must occur a full year before the end of the preceding term. Therefore, the review for reappointment to a second probationary term starts at the beginning of the 3rd year of the initial probationary term, and review for promotion to Associate Professor starts at the beginning of the 2nd year of the second probationary term. These reviews are initiated by the Department Chair, in consultation with the assembled Full
The possibility of a negative decision is the reason the review and outcome concerning promotion must be completed a full year before the end of the probationary term(s). Two options exist in the event a faculty member is not promoted to Associate Professor after their 6th or 7th year as an Assistant Professor. In certain instances, the faculty member may be considered for a position in the fixed-term track. More typically, however, the faculty member will seek employment elsewhere.

**Associate Professor**

*Probationary Associate Professor.* A faculty member initially hired at the Associate Professor rank in the tenure track is given a 5-year appointment at the rank of probationary Associate Professor without tenure. Their review for promotion to Associate Professor with tenure should be initiated after 3 years of time in rank (time at another institution can be used) and when Meet-the-Mark criteria have been satisfied but must begin no later than the beginning of the 4th year of the probationary term. The appointment as Associate Professor with tenure must be approved by the UNC Board of Trustees and may be effective as early as the beginning of the 5th year but no later than the beginning of the 6th year depending on the timing of all levels of review. Deferring review is not an option for a probationary Associate Professor unless extenuating circumstances exist. If illness, requirements of childbirth or childcare, or other compelling circumstances delay the faculty member’s career advancement, the individual holding a probationary appointment at the rank of Associate Professor may request a written memorandum of amendment (not to exceed 12 months) to extend the term of the current appointment and thereby the maximum probationary period with no resulting change in normal employment obligations. When a faculty member is given an initial appointment at the rank of Associate Professor without tenure and is subsequently appointed as Associate Professor with tenure, they must be reviewed at the beginning of the 10th year as Associate Professor (i.e., at the beginning of the 5th year after reappointment with tenure) and then not less frequently than every 5th year thereafter to determine their qualifications for promotion to the rank of Professor.

After completing the probationary period(s), a faculty member wishing to change from tenure-track to fixed-term track is required to submit a written request to the Department Chair, and in so doing, relinquishes any/all tenure associated rights.

After probationary period(s), if a department does not wish to reappoint a faculty member on the tenure track, the Department Chair, Senior Associate Dean for Faculty Affairs, SOM HR Office, Academic Personnel Office, and University Council conduct a full review. A faculty member must be notified of the decision not to reappoint at least 12 months in advance of their probationary end date. Options following a negative decision are to change to fixed-term track or separation from the UNC SOM.

**Tenured Associate Professor.** The review of an Associate Professor with tenure is initiated when Meet-the-Mark criteria have been met or by the beginning of the 5th year in rank as an Associate Professor. This review is initiated by the Department Chair, in consultation with the assembled Full Professors of the Department. This review, which takes place during the 5th year may, but need not include consultation with reviewers external to the University. However, letters from at least 4 external reviewers must accompany any recommendation for promotion.

The outcome of the 5th year review shall be one of the following: 1) a decision to recommend promotion to Professor, or 2) a decision not to promote, but to review again at a period not to exceed 5 years from the date of the initial 5 year review and no less often than every five years thereafter. As stated in the guidelines for post-tenure review defined by the UNC-Chapel Hill
Board of Trustees, by the UNC Board of Governors, and by the School of Medicine Post-Tenure Review Policy, the performance of all tenured faculty members must be reviewed every five years.

The permanent rank of Associate Professor with tenure is an acceptable and honorable attainment rather than as an inevitable step on the path to promotion to Professor. Promotion to Professor is generally reserved for those most meritorious and exemplary faculty.

**Professor**

A Professor’s performance is reviewed every 5 years according to guidelines for post-tenure review defined by the UNC-Chapel Hill Board of Trustees, the UNC Board of Governors, and the School of Medicine Post-Tenure Review Policy. However, in the case of Professors who also hold senior administrative appointments in the School of Medicine (i.e., Department Chair, Center Director, Executive Associate Dean), Post-Tenure Review is conducted as a part of their administrative review that occurs every five years from the date of the administrative appointment.

**Post-Tenure Review**

The UNC-Chapel Hill Board of Trustees and the UNC Board of Governors have defined Guidelines for the Post-Tenure Review of all senior faculty members. Each tenured faculty member in the School of Medicine will undergo a rigorous review once every 5 years. Except for those Professors described in the paragraph above who hold senior administrative appointments, Post-Tenure Reviews will be conducted under the School of Medicine policy for Post-Tenure Review.

**B. Process for Reappointment and Promotion of Tenure Track Faculty**

**Preamble**

Figure 2 shows an overview of the general UNC SOM reappointment and promotion process. Figure 3 shows a more detailed view of the tenure track reappointment and promotion process.

The Department Chair initiates all recommendations for appointment, reappointment, and promotion. Voting on faculty appointments, reappointments, and tenure must follow SOM guidelines. In the case of a faculty member being recruited who specializes in a discipline not well represented among the established medical school departments, the Department Chair’s letter recommending the initial appointment must assure the Dean a thorough peer review has been conducted. When a joint appointment is being proposed, the joint department is consulted, and should concur with the requested action.

The Department Chair must make available to each faculty member copies of the University, School, and Departmental criteria and process for the promotion of tenure track faculty. Materials must be presented to and discussed with each faculty member before their initial employment, and at the beginning of the year in which subsequent reviews are scheduled. A record of the discussions must be maintained in the departmental personnel file where a faculty member’s primary appointment is held.

**Faculty member responsibilities**

Each faculty member is responsible for ensuring their APT dossier is complete and sent to the Department Chair in a timely manner. Contents of the dossier as submitted by the faculty member are:

1. **Curriculum Vitae.** The *Curriculum Vitae* must be current, prepared in the standard format developed by the School of Medicine (found on the Office of Faculty Affairs and
Leadership Development [website](#), and include a Research Statement, Teaching Statement, and DEI Statement (see 2, 3, and 4 below, respectively)

2. **Research Statement.** A one-half to full page document summarizing the faculty member’s research accomplishments; should include impact of research and highlight faculty member’s role in areas of team or collaborative science.

3. **Teaching Statement.** Document summarizes the faculty member’s educational accomplishments and impact and can include a summary of evaluations from learners and trainees, an assessment of teaching from a colleague or supervisor, or other evaluations separate from the Chair’s letter.

4. **Diversity, Equity, and Inclusion (DEI) Statement.** A one-half to full page document summarizing the faculty member’s contributions to promoting DEI. A guideline to assist in completion of the DEI statement can be found in the appendix and on the Office of Faculty Affairs and Leadership Development [website](#).

5. **Four official letters of reference from external reviewers.** The four external reviewers who prepare and submit letters are expected to be individuals familiar with the faculty member under review through their academic productivity and scholarship. By contrast, none of the four external reviewers should have a current or prior academic and/or professional affiliation with the faculty member who is being reviewed. Two letters should come from individuals who have been identified by the faculty member under review, and two letters should come from individuals selected by the faculty member’s Chair and/or mentor. Each official letter of recommendation must be specifically identified in the promotion dossier. In addition, the promotion dossier must indicate these individuals the faculty member identified, and which were selected by the Chair.

6. **Additional letters of recommendation.** Additional letters in support of the recommended personnel action may be solicited from individuals either within or outside of the University. Unlike the four official letters described above, these letters may come from individuals who have a current or a prior academic and/or professional affiliation with the faculty member who is being reviewed. All letters received on behalf of any recommended personnel action must be submitted as a part of the promotion dossier. By contrast, University policy does not allow a submission of a selected subset of the letters received on behalf of a given individual.

**Departmental review and approval process**

The Chair reviews the dossier submitted by the faculty member and sends it to the Departmental Full Professors (fixed-term and tenured). After review, the assembled Full Professors vote in favor of, opposed to, or abstain. A negative vote along with reasons for the outcome is returned to the Chair. Assuming the majority vote in favor of, the Chair then writes a **letter of recommendation to the Dean** that includes: 1) the specific area of scholarship upon which the reappointment or promotion is being based (i.e., research, clinical, or educational scholarship), 2) results of votes of the Full Professors, 3) specific contributions made by the individual to the teaching mission of the School, 4) faculty member’s service contributions including ‘invisible’ labor particularly among underrepresented faculty, and 5) specific contributions made by the individual to DEI internal or external to the School. Department Chair’s letters must contain an explanation of “no” votes or abstentions by voting Full Professors. If applicable, the Chair’s letter should describe faculty member’s research accomplishments in the context of the time devoted to research. The Chair then forwards the recommendation and complete dossier to the Dean via the School of Medicine Human Resources Office.
Post-departmental review and approval
Before final approval, each appointment, reappointment, and/or promotion in the tenure track is reviewed at both the School of Medicine and University levels. The number of committees reviewing the dossier depends on whether the action being proposed is for a probationary appointment, to confer tenure, or to promote an individual who has already been granted tenure. In each case, the process must be initiated with sufficient lead-time to be completed before the effective date required for the specific action under consideration.

School of Medicine APT Committees
The School of Medicine has two tenure track review committees or Appointment, Promotion, and Tenure (APT) Committees. The Associate Professor APT Committee considers appointments, reappointments, and promotions to the rank of Associate Professor, and the Professor APT Committee considers appointments and promotions to the rank of Professor. Both committees serve in an advisory capacity to the Dean.

Per the University of North Carolina Constitution and Bylaws, which can be found at this link (https://www.med.unc.edu/intranet/faculty-affairs/constitution-and-bylaws/), the Associate Professor APT Committee consists of nine elected full-time (100% FTE) tenured faculty members at the rank of either Associate or Full Professor and the Professor APT Committee consists of nine full-time (100% FTE) tenured faculty members at the rank of Professor. Each committee includes individuals with scientific, clinical, and teaching expertise. Faculty can self-nominate or be nominated to stand for election to these committees. Each member is elected for a 3-year term. Annually, the Dean appoints a new Chair for the two committees from among the experienced members on each of the two APT committees.

School of Medicine review and approval
The SOM Dean sends the faculty member’s dossier along with the letter of Chair’s letter of recommendation and all supporting documentation to the appropriate Appointment, Promotion, and Tenure (APT) Committee for its review, vote and subsequent affirmative or negative decision. Following its review, the APT Committee compiles its report and sends it along with the complete dossier to the Dean’s Advisory Committee (DAC) for review and vote. Options for dossiers with negative decisions are explained in below. Assuming approval by a majority of DAC members, the complete dossier, including the DAC’s recommendations moves to the University level.

The Dean’s Advisory Committee has the authority to override both affirmative and negative recommendations from either of the APT Committees. Ultimately, however, the final decision rests with the Dean who has authority to override recommendations of the APT Committees and/or the Dean’s Advisory Committee. Thus, if the Dean’s final decision is to approve the promotion, the entire dossier is forwarded to the University for its further review and concurrence.

All appointments, reappointments, and promotions that confer tenure, and promotions after conferral of tenure, are reviewed by one of the School of Medicine’s APT Committees and by the Dean’s Advisory Committee. However, probationary appointments at the ranks of Instructor, Assistant Professor, or Associate Professor do not require APT Committee or DAC review.

University level review and approval
At the University level, the complete dossier is reviewed by the Health Services Advisory Committee (HSAC). Dossiers receiving a negative decision by the HSAC are returned to the Department for appropriate action. If approved, the dossier and recommendations of the HSAC
are sent to the campus APT committee. Again, dossiers with negative decisions are returned to the Department for follow-up action. Approved packets are sent to the UNC Board of Trustees for finalization, and then to the Chancellor’s office for generation of a formal letter of promotion or reappointment.

C. Negative Decisions for Faculty in the Tenure Track

All negative decisions concerning promotion must be fully explained in a letter from the Department Chair to the faculty member. The Department Chair also must explain the decision in a letter that includes an updated Curriculum Vitae for the faculty member to the Dean (via the School of Medicine Human Resources Office).

The faculty member may appeal a negative decision. The Senior Associate Dean for Faculty Affairs selects an external reviewer, typically a Department Chair from another department, for this role. The faculty member is given the opportunity to submit written materials to the external reviewer. In conducting the review, the external reviewer is authorized to consider both the merits of the decision itself and the procedures that were employed in reaching the decision. The external reviewer may recommend to the Dean that the appointing department reconsider the decision not to reappoint or promote under such instructions as may be appropriate.

Negative decisions made at the departmental level are provided to the Dean’s Advisory Committee for informational purposes only.

At the School level, the types of reappointment or promotion subject to review include those indicated above. Negative decisions may occur at the level of the APT Committees, the Dean’s Advisory Committee, the Dean, or the Dean’s designee.

APT Committees may recommend approval or denial of a proposed appointment, reappointment, or promotion. Additionally, the committee may return the recommended action to the department, either to improve it within the existing time constraints or to allow additional Meet-the-Mark criteria to be met before the proposal is resubmitted. If APT Committees return the proposal to the department for either reason, the Chair of the specific APT Committee submits a letter of explanation to the Department Chair. In the case of a recommendation against promotion by an APT Committee, the Chair has two options: 1) to follow the recommendation of the APT Committee; or 2) to bring the proposal forward to the Dean and Dean’s Advisory Committee as submitted by the department.

A negative decision at any point in the process is immediately communicated to the Department Chair, who is given a reasonable opportunity to provide further information. In addition, the Chair must immediately notify the individual faculty member of the decision. The Dean provides the Executive Vice Chancellor and Provost with appropriate documentation and justification of the decision. This documentation includes 1) a copy of the letter from the Chair to the Dean, 2) a copy of the letter from the Chair to the faculty member, and 3) a copy of the faculty member’s current Curriculum Vitae. In the case of a negative departmental decision, letters from external reviewers are not required to accompany the materials submitted from the Chair to the Dean and from the Dean to the Executive Vice Chancellor and Provost.

The Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill describe the process of review that is provided for a faculty member who has been notified of a decision not to be reappointed upon expiration of a probationary term.

V. Fixed-term Track

Fixed-term faculty members are vital to the success of the UNC School of Medicine and serve
in roles critical to its various missions.

Fixed-term faculty members whose focus is clinical activity often have activities and accomplishments incompatible with the criteria the University requires of its tenure track faculty. The teaching role of many clinical fixed-term faculty members is essential to the academic mission of the School of Medicine. However, in many cases, these activities take place at the bedside and more local “classrooms” rather than in national or international fora. As with faculty members on the tenure track, fixed-term faculty are expected to make positive contributions to the teaching mission of the School of Medicine.

Fixed-term faculty members whose focus is research make major contributions to the research mission of the School of Medicine. In some cases, these individuals go on to obtain their own, independent, peer-reviewed grant support, and may thus become logical candidates for tenure track positions if/when such positions become available. In other cases, however, they remain as permanent members of the fixed-term track, often filling important institutional roles either by directing institution-wide core laboratory facilities or serving as key members of them.

Beginning in 2005, recommendations for promotion of fixed-term faculty at 50% effort or more include review not only at the departmental level but also at the School of Medicine level. The Department Chair or the Chair’s designee initiates all recommendations for appointment, reappointment, or promotion of fixed-term faculty. For fixed-term faculty, hiring and reappointment decisions are separate from promotion decisions. For hiring, the Department Full Professors review and approve the hiring action. Annually, (or at the end of contract term) the Department Chair reviews the faculty member and makes decision for reappointment. For progression to higher rank, the dossier is reviewed by the Department Full Professors, the UNC SOM Fixed-term Committee (FTC), and the Dean’s Advisory Committee.

The titles of fixed-term faculty members should not have any adjective/qualifier associated with them. Thus, these individuals are referred to as “Instructor,” “Assistant Professor,” “Associate Professor,” or “Professor” everywhere titles are used. The only exception is for official appointment letters and personnel action forms that must be completed to process appointments, reappointments, and promotions.

Appointments range from one to five years. Faculty members who have successfully completed an initial appointment or have otherwise demonstrated their effectiveness and contribution to the various missions of the School of Medicine may be offered renewable employment contracts ranging from one to five years in length, with every effort made to make contracts longer than one year whenever possible. Fixed-term faculty who have served five years should receive a contract of 3-5 years. Renewable contracts, however, must always be contingent on the continued availability of funds, including funds generated by the individual’s own productivity. Fixed-term faculty members on contracts longer than one year must receive at least a six-month notice of non-reappointment, while those on one-year contracts must receive at least a 60-day notice of non-reappointment. Formal notification of non-reappointment will be provided via email to the faculty member’s preferred email address with the term’s expiration date clearly noted.

A. Meet-the-Mark Criteria for Promotion of Fixed-term Faculty

The promotion of a fixed-term faculty member requires demonstrated evidence of both scholarship and productivity in one of the following five areas: clinical, educational, research, administration, and community professional service. Promotion to associate professor and professor requires demonstration of progressive scholarship. As faculty members progress through their appointments, the breadth and depth of their academic activity and productivity
must increase. Faculty should demonstrate progressive achievement in their area of excellence with documented achievements expected annually for at least three consecutive years before being considered for promotion.

Table 2 below (Meet-the-Mark criteria) shows the School of Medicine’s minimum standards by area of excellence for promotion of fixed-term track faculty members to Associate Professor and Professor ranks. Promotions based on administration accomplishments are allowed only in the fixed-term track. For promotion based on accomplishments in community professional service (e.g., providing care for indigent patients, participating in local charities), the candidate’s documented activities must exceed what most faculty members do in their routine professional capacity.

In addition to Meet-the-Mark criteria, all faculty on the fixed-term track are expected to demonstrate scholarship in teaching and mentorship; promote diversity, equity, and inclusion; and document service to the department, School, University, and/or community.

The School of Medicine does not mandate that fixed-term faculty achieve national reputations in their given area(s). However, scholarship is required for promotion in the fixed-term track. Scholarship may take the form of peer reviewed articles, chapters, or books; peer-reviewed or invited workshops, platform/podium or poster presentations, or social media; the development, publication, and dissemination of curriculum; and other enduring forms of scholarly work and communication.

Fixed-term faculty members who provide direct patient care are expected to do so in an exemplary manner, employing current, state-of-the-art methods respected by patients and peers within the University and in the professional community. All faculty are expected to conduct themselves in a professional manner in all circumstances and interactions. The extent to which a faculty member meets this obligation should be addressed in the Department Chair’s letter of recommendation.

**Teaching**
Teaching is an important activity of the School of Medicine, and candidates for promotion in the fixed-term track must demonstrate positive contributions to this mission. School of Medicine policy requires an assessment of teaching as part of any recommendation for reappointment or promotion.

**Service**
All faculty members are expected to demonstrate good citizenship through service activities for their department, the School of Medicine, or the University. The traditional scholarly community typically encompasses a faculty member’s discipline, department, and school as well as the broader University.
**Table 2. UNC School of Medicine Meet-the-Mark Criteria for Promotion to Associate or Professor on Fixed-term Track by Area of Excellence**

<table>
<thead>
<tr>
<th>Required Elements Common to All Areas of Excellence</th>
</tr>
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<tbody>
<tr>
<td><strong>Chair’s letter</strong> documenting area of excellence, years at rank, departmental Meet-the-Mark criteria, and faculty accomplishments that support promotion including teaching, professional service, and DEI efforts. The Department Chair’s letter should confirm the external reference letter-writers have no conflict of interest in providing a candid and unbiased view of the faculty member and address the candidate’s funding record within the context of the amount of time devoted to research. The template can be found on the Office of Faculty Affairs and Leadership Development website.</td>
</tr>
<tr>
<td><strong>C.V.</strong> in UNC SOM format, including a Research Statement; Teaching Statement; and Diversity, Equity, Inclusion (DEI) Statement. The template can be found on the Office of Faculty Affairs and Leadership Development website.</td>
</tr>
<tr>
<td><strong>Request letter for external letters of reference.</strong> The template of the letter sent to individuals external to the SOM requesting a letter of reference.</td>
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<tr>
<td><strong>External letters of reference.</strong> A minimum of 2 external letters of reference are required; letter-writer can have personal or working relationship with faculty member.</td>
</tr>
<tr>
<td>Promotion from Associate Professor to Professor based on truly exceptional local reputation is rare and requires documentation in the Chair’s letter that achievement of a regional or national reputation is not attainable.</td>
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<tr>
<th>Administration Scholarship</th>
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<tbody>
<tr>
<td><strong>Assistant Professor to Associate Professor</strong></td>
</tr>
<tr>
<td>* Documentation of substantial administrative activity and productivity</td>
</tr>
<tr>
<td>* Excellent local reputation as an administrator documented in letters of reference external to the department</td>
</tr>
<tr>
<td>* Scholarly contributions to the administrative discipline: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Assistant Professor</td>
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<tr>
<td>* Record of at least one of the following demonstrating progressive achievement:</td>
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<tr>
<td>➢ Novel and/or innovative program development</td>
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<tr>
<td>➢ A leadership role in a department or a center</td>
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<tr>
<td>➢ External funding for program(s)</td>
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<tr>
<th>Clinical Scholarship</th>
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<tbody>
<tr>
<td><strong>Assistant Professor to Associate Professor</strong></td>
</tr>
<tr>
<td>* Documentation of substantial clinical activity and productivity, including activity and productivity metrics (e.g., wRVUs with applicable benchmarks)</td>
</tr>
<tr>
<td>* Evidence of excellence in outcomes of clinical activity, including peer review of clinical skills</td>
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</tbody>
</table>
**Excellent local reputation as a clinician documented in letters of reference external to the department**

- Scholarship related to clinical activity: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Assistant Professor
- Record of at least one of the following demonstrating progressive achievement:
  - Innovation in clinical activity
  - Excellent teaching of clinical activity
  - Funding for support of clinical programs
  - Leadership in development of clinical programs

**Excellent regional or truly exceptional local reputation as a clinician documented in letters of reference external to the department.**

- Sustained record of scholarship related to primary clinical area: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Associate Professor
- Sustained record of at least one of the following:
  - Innovation in clinical activity
  - Excellent teaching of clinical activity
  - Funding for support of clinical programs
  - Major leadership role in development of clinical programs

## Community Professional Service Scholarship

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<thead>
<tr>
<th><strong>Assistant Professor to Associate Professor</strong></th>
<th><strong>Associate Professor to Professor</strong></th>
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<tbody>
<tr>
<td>• Documentation candidate has had significant interaction and positive engagement with communities outside traditional scholarly community</td>
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<tr>
<td>• Documentation of community professional service that makes a substantial contribution to the health of the community over and above what most faculty do in their professional capacity</td>
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<tr>
<td>• Excellent local reputation for community professional service documented in letters of reference external to the department</td>
<td></td>
</tr>
<tr>
<td>• Scholarship related to community professional service: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since faculty member became an Assistant Professor</td>
<td></td>
</tr>
<tr>
<td>• Record of at least one of the following demonstrating progressive achievement:</td>
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</tr>
</tbody>
</table>
  - Innovation in community professional service |
  - Funding for support of service programs |
  - Leadership in development of service programs |

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<thead>
<tr>
<th><strong>Assistant Professor to Associate Professor</strong></th>
<th><strong>Associate Professor to Professor</strong></th>
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<tbody>
<tr>
<td>• Documentation that candidate has had significant interaction and positive engagement with communities outside traditional scholarly community</td>
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<tr>
<td>• Documentation of community professional service that makes a substantial contribution to the health of the community over and above what most faculty do in their professional capacity.</td>
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<tr>
<td>• Excellent regional or truly exceptional local reputation for community professional service documented in letters of reference external to the department</td>
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<tr>
<td>• Sustained record of scholarship related to community professional service: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since faculty member became an Associate Professor</td>
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<tr>
<td>• Sustained record of at least one of the following:</td>
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</table>
  - Evidence of novel and/or innovative service program development and implementation |
  - Acquisition of external funding in support of service programs |

## Educational Scholarship

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<tr>
<th><strong>Assistant Professor to Associate Professor</strong></th>
<th><strong>Associate Professor to Professor</strong></th>
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<tbody>
<tr>
<td>• Documentation of substantial and consistent teaching activity and productivity (e.g., lectures, courses, small group sessions)</td>
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<tr>
<td>• Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications)</td>
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<tr>
<th><strong>Assistant Professor to Associate Professor</strong></th>
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<td>• Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications)</td>
<td></td>
</tr>
<tr>
<td>• Excellent regional or truly exceptional local reputation as an educator documented</td>
<td></td>
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</tbody>
</table>
- Excellent local reputation as an educator documented in letters of reference external to the department
- Scholarship of teaching: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Assistant Professor
- Record of at least one of the following demonstrating progressive achievement:
  - Innovation in educational activity
  - Funding for support of educational programs
  - Leadership role in developing teaching programs; experience as course, program, or fellowship director, graduate education, or allied health professions

- Sustained record of scholarship of teaching: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Associate Professor
- Sustained record of at least one of the following:
  - Innovation in education - development of course within department or institution
  - Funding for support of educational programs
  - Major leadership role in development of educational program(s); Program Director, Course Director

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<tr>
<th>Research Scholarship</th>
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<tbody>
<tr>
<td><strong>Assistant Professor to Associate Professor</strong></td>
</tr>
<tr>
<td>- Documentation of substantial research activity and productivity</td>
</tr>
<tr>
<td>- Excellent local reputation as a researcher documented in letters of reference external to the department</td>
</tr>
<tr>
<td>- Scholarship related to primary research area: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since the faculty member became an Assistant Professor</td>
</tr>
<tr>
<td>- Record of at least one of the following demonstrating progressive achievement:</td>
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</table>
  - Successful operation of a core/service facility |
  - External funding for research program |
  - Key role in facilitating research activity of a department or a center |

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<tr>
<th><strong>Associate Professor to Professor</strong></th>
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<tbody>
<tr>
<td>- Documentation of substantial research activity and productivity</td>
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<tr>
<td>- Excellent regional or truly exceptional local reputation as a researcher documented in letters of reference external to the departmental</td>
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<td>- Sustained record of scholarship related to primary research area: minimum of five examples of peer-reviewed or invited articles, chapters, or reviews since faculty member became an Associate Professor</td>
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<td>- Sustained record of at least one of the following:</td>
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  - Successful operation of a core/service facility |
  - External funding in support of research program |
  - Major leadership role in facilitating research activity of a department or center |
B. Timing of Promotion Reviews for Fixed-term Faculty

The timeline for promotion review within the fixed-term track is similar to that described for tenure track faculty as described previously, with one exception: 1-year advance notice of reappointment or promotion is not required for faculty members in the fixed-term track. Fixed-term faculty with contracts greater than one year should receive formal notification of a decision not to reappoint them at least six months prior to the end of their appointment. Fixed-term faculty with contracts greater less one year should receive formal notification of a decision not to reappoint them at least sixty days prior to the end of their appointment.

Recommendations for promotion to the rank of Associate Professor or Professor go to the School of Medicine level for further review.

The rank of Associate Professor is an acceptable and honorable attainment and is not considered an inevitable step to Professorship. As in the tenure track, fixed-term Professors are reviewed at the departmental level every 5 years.

C. Process for Promotion of Fixed-term Faculty

Preamble

The review process for promotion of fixed-term faculty differs from the promotion process for tenure track faculty. Figure 2 shows an overview of the general UNC SOM promotion process. Figure 4 shows a more detailed view of the fixed-term track reappointment and promotion process.

The Department Chair or the Chair’s designee initiates all recommendations for promotion of fixed-term faculty. Where a secondary appointment exists, the secondary department is consulted and invited to concur in the action. Departments may define a role for a departmental promotion committee. Departmental review will include both quantitative and qualitative data. Quantitative data include but are not limited number of annual outpatient visits; work RVUs with benchmarks; service statistics for inpatient units; number of publications; number of lectures, seminars, and/or tutorials; and/or number of service functions (e.g., assays or assessments) completed. Qualitative data include but are not limited to external evaluations of publications, ratings of teaching or training activities when compared with departmental norms, and/or peer evaluation of clinical performance.

The Department Chair must make available to each faculty member copies of the University, School, and Departmental criteria and process for the promotion of fixed-track track faculty members. Materials must be presented to and discussed with each faculty member before their initial employment, and at the beginning of the year in which subsequent reviews are scheduled. A record of the discussions must be maintained in the departmental personnel file where a faculty member’s primary appointment is held.

Faculty member responsibilities

Individual faculty members are primarily responsible for their own career development. The Department Chair, division chief, center director, or designated faculty mentor will provide guidance and mentoring necessary for the individual faculty member. Each faculty member is responsible for ensuring their FTC dossier is complete and sent to the Department Chair in a timely manner. Contents of the dossier as submitted by the faculty member are:

1. Curriculum Vitae. The Curriculum Vitae must be current, prepared in the standard format developed by the School of Medicine (found on the Office of Faculty Affairs and Leadership Development website), and include a Research Statement, Teaching Statement, and DEI Statement (see 2, 3, and 4 below, respectively)

2. Research Statement. A one-half to full page document summarizing the faculty member’s research accomplishments; should include impact of research and highlight faculty member’s role in areas of team or collaborative science.
3. **Teaching Statement.** Document summarizes the faculty member’s educational accomplishments and impact and can include a summary of evaluations from learners and trainees, an assessment of teaching from a colleague or supervisor, or other evaluations separate from the Chair’s letter.

4. **Diversity, Equity, and Inclusion (DEI) Statement.** A one-half to full page document summarizing the faculty member’s contributions to promoting DEI. A guideline to assist in completion of the DEI statement can be found in the appendix and on the Office of Faculty Affairs and Leadership Development [website](#).

5. **A minimum of two letters of recommendation.** Since fixed-term faculty members are not required to have a national reputation, letters of recommendation can be requested from either internal or external sources. Internal letters must come from reviewers external to the department in which the faculty member has their primary or joint appointment. External letters are letters from reviewers external to UNC and may come from individuals who have a current or a prior academic and/or professional affiliation with the faculty member being reviewed. The University requires all letters received on behalf of any recommended personnel must be submitted as a part of the promotion dossier University policy prohibits submission of a selected subset of letters received on behalf of a given individual.

**Departmental review and approval**

The Chair reviews the dossier submitted by the faculty member and sends it to the Departmental Full Professors (fixed-term and tenured). After consultation and review, the assembled Full Professors vote in favor of, opposed to, or abstain. A negative vote along with reasons for the outcome is returned to the Chair. Assuming the majority vote in favor of, the Chair writes a **letter of recommendation to the Dean** that includes 1) the specific area of excellence upon which the promotion is being based, 2) the current rank and faculty title modifier of “Research” or “Clinical” (e.g., Clinical Associate Professor), 3) the rank and modifier of the proposed position, and 4) the actual vote of the Full Professors (i.e., in favor of, opposed to, abstain). Chair’s letters must contain an explanation of “no” votes or abstentions by voting full professors. The letter should also include the faculty member’s teaching contributions, putting these contributions (both their quality and quantity) into the overall context of the Department as a whole; the faculty member’s service contributions including ‘invisible’ labor particularly among underrepresented faculty; and specific contributions made by the individual to DEI internal or external to the School. The Department Chair forwards the dossier, including the Chair’s letter of recommendation to the Dean (via the School of Medicine Human Resources Office).

**School of Medicine review and approval**

The SOM Dean sends the faculty member’s dossier along with the Chair’s letter of recommendation and all supporting documentation to the FTC for its review, vote, and subsequent affirmative or negative decision. Following its review, the FTC compiles its report and sends it along with the complete dossier to the Dean’s Advisory Committee (DAC) for review and vote. All review findings are kept on file in the Human Resources Office of the School of Medicine. Options for dossiers with negative decisions are explained previously. The Dean’s Advisory Committee has the authority to override affirmative recommendations from the FTC. Ultimately the final decision rests with the Dean who has authority to override recommendations of the FTC and/or the Dean’s Advisory Committee. Thus, if the Dean’s final decision is to approve the promotion, the dossier is forwarded as described below.

Assuming approval by a majority of DAC members and the Dean’s final decision is approval of the promotion recommendation, the School of Medicine Human Resources Office reviews the appropriate paperwork for each promotion and transmits the information to the Office of the Executive Vice Chancellor and Provost for concurrence. The Provost sends a formal letter of appointment which becomes effective at the earliest appropriate date following completion of the review by the Dean’s Advisory Committee.
Composition of FTC
The Fixed-term promotions Committee considers recommendations for promotion of fixed-term faculty to both Associate Professor and Professor. It consists of twelve full-time (100% FTE) faculty members and includes individuals with scientific, clinical, and teaching expertise elected from among the basic science and clinical departments. All full-time (100% FTE) faculty members of the School of Medicine (both tenure track and fixed-term) at the rank of Associate Professor or higher are eligible to serve. Associate Professors who serve on this committee may neither review nor vote on promotion recommendations to the level of Professor. Therefore, at least half of the Committee members must be Professors. At least half the members will also be fixed-term faculty to assure balanced representation. Each member will have a term of three years. Annually, the Dean appoints a new Chair from among the experienced members on the committee.

D. Negative Decisions for Fixed-term Faculty
Negative decisions on fixed-term faculty promotions may occur at the department level or at the School level. Two types of promotion are subject to review at the department level:
- Promotion from Assistant Professor to Associate Professor
- Promotion from Associate Professor to Professor
In the case of a recommendation not to promote by the assembled Full Professors in the department, the Chair informs the faculty member and the Dean. The Chair may elect to proceed with the promotion recommendation despite a “no” of the Full Professors. A decision not to promote may be appealed to the Dean or their designee, whereupon an external reviewer is selected. The external reviewer is typically a Department Chair from another department selected for this role by the Senior Associate Dean for Faculty Affairs. The faculty member in question is given a reasonable opportunity to submit any written materials to the external reviewer. Reviewer(s) are free to consider both the merits of the decision and the procedures employed in making it.

The Dean’s Advisory Committee has the authority to override negative recommendations from the FTC. However, the ultimate decision rests with the Dean, who has the authority to override recommendations from both the Fixed-term Promotions Committee and the Advisory Committee.

In the case of a recommendation against promotion by the FTC, the Chair has two options: 1) follow the recommendation of the FTC, or 2) bring the proposal to the Dean and Dean’s Advisory Committee as submitted by the department.

A decision by the Dean not to promote is immediately communicated to the Department Chair who is given a reasonable opportunity to provide further information. In addition, the Chair must immediately notify the individual faculty member of this decision.

The Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill (which can be found at this link: https://academicpersonnel.unc.edu/wp-content/uploads/sites/1069/2020/02/UNC-Chapel-Hill-Tenure-Policies-and-Procedures.pdf ) describe the process of review for a faculty member who has been notified of a decision not to be reappointed.

IV. Other Faculty
Faculty who are geographically located at sites other than the UNC-Chapel Hill campus may be assigned to either of the academic appointment tracks described above provided that a major component of their job is related to University activities. Such activities may include education, clinical activity, research, administration, and/or community professional service. The track to which such an individual is assigned will be based on the most appropriate fit for their respective activities.

Faculty members who are based at UNC-affiliated AHEC sites are critical to the educational mission of the School of Medicine. Given the heavy emphasis on teaching it is anticipated that many
AHEC faculty will hold adjunct faculty appointments. AHEC faculty members may also hold appointments in the fixed-term track or the tenure track. However, it is important to emphasize that these individuals shall be judged by the same criteria of scholarship as all UNC-Chapel Hill-based faculty (i.e., a record of progressive academic productivity).

V. Adjunct Faculty

Adjunct Faculty are a valuable resource of the UNC School of Medicine. Adjunct Faculty appointments are based on an individual’s contributions to the educational, service/clinical, or research mission(s) of the institution.

Individuals who hold a primary faculty appointment at another academic institution or research entity and are not employed by the UNC School of Medicine or the UNC Health Care System, may be appointed as Adjunct Faculty based on their expected contributions to the UNC School of Medicine’s educational, service/clinical and research mission(s).

This category may also include individuals at UNC regional campuses, at affiliated hospitals, other health care facilities, or in private practice. Any health care professional who formally evaluates UNC medical students in a clinical setting must have a faculty appointment. These appointments are non-salaried, typically part-time, and voluntary, although exceptions may exist based on degree of involvement in the missions.

The titles of these faculty shall contain the modifier “Clinical Adjunct” or “Adjunct” preceding the name of the rank. Adjunct clinical appointments are made principally for contributions to teaching and are made for individuals who are involved in teaching and clinical care. Adjunct appointments are made principally for contributions to research and/or service and/or teaching and are made for individuals who are not involved in clinical care.

A. Criteria for Appointment, Reappointment and Promotion of Adjunct Faculty

Adjunct faculty are typically appointed for one to five-year terms on recommendation by the Chair of the Department and approval by the Dean or Dean’s designee. The Chair may solicit the opinion of the Full Professors of the department (fixed-term and tenured) prior to submitting a recommendation to the Dean. Individuals who hold a primary faculty appointment at another academic institution or research entity are typically appointed at the faculty rank (or equivalent) held at their primary institution, provided the rank is consistent with criteria for UNC SOM rank. Individuals who do not hold similar appointments elsewhere receive initial appointments at the rank of Adjunct Assistant Professor. Adjunct faculty may be reappointed after the initial term of appointment based on review and recommendation by the chair and approval by the Dean or Dean’s designee. These reappointments may range in length from one to five years, with efforts made to make contracts longer than one year, whenever possible. In fact, for faculty who have served five or more years consideration should be given to offering appointments that are at least three years in duration.

Teaching evaluations should include learner evaluations and narrative comments from the prior three academic years before the promotion is being requested. If teaching evaluations are not available, the reason should be explained in an accompanying letter.

It is important to emphasize that the criteria listed below are the School of Medicine criteria for the promotion of adjunct faculty members, and as such, represent minimum standards. Individual departments may establish more stringent criteria for promotion for adjunct faculty (e.g., requiring evidence of scholarship, etc.), provided that these criteria are explicitly documented and that they are made known to all adjunct faculty members at the time of their initial appointment. However, all such processes must fit within the framework of the School of Medicine Guidelines for Appointment and Promotion as is summarized in this document. Review of departmental criteria by the Dean or designee is required.
Qualifications for Specific Ranks for Adjunct Clinical Faculty

Adjunct Clinical Instructor

- The individual must show promise of ability to contribute to teaching. Evidence includes teaching evaluations (quantitative and qualitative). Teaching evaluation documentation should be gathered for a time period of two years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- Physicians must have a license to practice medicine in NC and must demonstrate competence as a physician. Individuals other than physicians involved in the care of patients should meet usual criteria for relevant NC state licensure requirements.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Clinical Assistant Professor

- The individual must show evidence of ability as a teacher. Evidence includes teaching evaluations (quantitative and qualitative). Teaching evaluation documentation should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- Physicians must have a license to practice medicine in NC and must demonstrate competence as a physician. Individuals other than physicians involved in the care of patients should meet usual criteria for relevant NC state licensure requirements.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Clinical Associate Professor

- The individual must have a sustained record of teaching effectiveness, including a record of successful direction of the work of students, fellows, or residents where applicable. Evidence of teaching effectiveness must be provided which includes teaching evaluations (quantitative and qualitative). Teaching evaluation documentation should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- They must show evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement but is not required. They must have a license to practice medicine in NC and must demonstrate competence as a physician. Individuals other than physicians involved in the care of patients should meet usual criteria for relevant NC state licensure requirements.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Clinical Professor

- The individual must have a record of continued teaching success, including a record of successful direction of the work of students, fellows, or residents where applicable. Evidence of teaching
effectiveness must be provided which includes teaching evaluations (quantitative and qualitative). Teaching evaluation documentation should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.

- They must have an established record of professional productivity including professional service. Scholarship may help satisfy this requirement but is not required.
- They must have a license to practice medicine in NC and must demonstrate competence as a physician. Individuals other than physicians involved in the care of patients should meet usual criteria for relevant NC state licensure requirements.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching.

Qualifications for Specific Ranks for Adjunct Faculty

Adjunct Instructor
- The individual must show promise of ability in teaching, service, or research. Documentation (qualitative and/or quantitative) should be gathered for a time period of two years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching, and/or research, and/or service.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Assistant Professor
- The individual must show evidence of ability in teaching, service, or research. Documentation (qualitative and/or quantitative) should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching, and/or service, and/or research.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Associate Professor
- The individual must have a sustained record of teaching, service, or research success, including a record of successful direction of the work of students or post-doctoral fellows, where applicable. Documentation (qualitative and/or quantitative) should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- They must show evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement but is not required.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching, and/or research, and/or service.
- There is no maximum period of time by which promotion must be achieved in this track. Time in rank cannot be the primary factor related to any promotion decision.

Adjunct Professor
- The individual must have a record of continued teaching, and/or service, and/or research success,
including a record of successful direction of the work of students or post-doctoral fellows where applicable. Documentation (qualitative and/or quantitative) should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.

- They must have an established record of professional productivity. Scholarship may help satisfy this requirement but is not required.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching, and/or service, and/or research.

B. Process of Promotion of Adjunct Faculty

The promotion review of Adjunct Faculty will be considered in the same cycle as regular faculty, with the same deadlines for submission of the Chair’s recommendation to the Dean. Adjunct Faculty will be evaluated for promotion based on the quality and significance of the contribution they make to the area(s) described in their individual dossiers.

The dossier should include, at a minimum:
1. A current curriculum vitae
2. Copies of any teaching evaluations
3. Documentation of teaching, and/or service, and/or research activity and productivity should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
4. Letters of recommendation may be provided but are not required.

The process should include, at a minimum:
1. Review of the dossier by the Chair and Dean’s Office
2. Written recommendation and rationale by the Chair to the Dean or Dean’s designee
3. Notification sent to the applicant sharing the result of the review

C. Timing of Promotion

Promotion is not a requirement of continued service and the faculty member may remain at the initial rank indefinitely. Time in rank cannot be the primary factor related to any promotion decision.

D. Negative Promotion Decisions for Adjunct Faculty

Negative decisions on adjunct faculty promotions may occur at the department level or at the school level. In the case of a decision not to promote by the Chair, the Chair informs the faculty member and the Dean (via the School of Medicine Human Resources Office).

E. Reappointment

Reappointment or termination of adjunct or adjunct clinical faculty is required before the end of the current appointment (usually June 30, each year). In the case of a decision not to reappoint by the Chair, the Chair informs the faculty member and the Dean (via the School of Medicine Human Resources Office). Adjunct or adjunct clinical faculty on contracts longer than one year must receive at least a six-month notice of non-reappointment, while those on one-year contracts must receive at least a 60-day notice of non-reappointment. Formal notification will be provided via email to the faculty member’s preferred email address with the term’s expiration date clearly noted.

VI. Additional Resources

1. School of Medicine Policy for Post-Tenure Review
2. UNC SOM Standardized CV
3. UNC Promotion/Tenure Dossier Guidelines
4. EPA Personnel Guidelines, The University of North Carolina at Chapel Hill
5. Trustee Policies and Regulations Governing Academic Tenure in The University of North Carolina at Chapel Hill
6. The Faculty Code of University Government, The University of North Carolina at Chapel Hill
7. Faculty Handbook, The University of North Carolina at Chapel Hill
8. The Code of the University of North Carolina Board of Governors
APPENDICES

Appendix 1. Definitions Used in UNC School of Medicine (SOM) Appointment, Promotion, and Tenure (APT) Guidelines

Appendix 2. 2020 Summary of APT Guideline Revisions

Appendix 3: Department/School Expectations for APT Actions

Appendix 4: Guidelines for Reporting DEI Activities
**Appendix 1. Definitions Used in UNC SOM Appointment, Promotions, and Tenure Guidelines**

<table>
<thead>
<tr>
<th>Definitions</th>
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<tbody>
<tr>
<td><strong>Appointment, Promotions, and Tenure (APT) Committees</strong></td>
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<tr>
<td><strong>Curriculum vitae (C.V.)</strong></td>
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<td><strong>Department Chair’s Letter</strong></td>
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<td><strong>Diversity, Equity, and Inclusion (DEI) Statement</strong></td>
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<td><strong>Faculty dossier</strong></td>
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<tr>
<td>For faculty on the fixed-term track, a dossier includes:</td>
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<tr>
<td><strong>Fixed-term Committee (FTC)</strong></td>
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<td><strong>Fixed-term Track</strong></td>
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<td><strong>Health Sciences Advisory Committee (HSAC)</strong></td>
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<tr>
<td><strong>Letter of reference</strong></td>
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accomplishments and contributions that support the requested reappointment, promotion, and/or tenure action.

**Tenure track dossiers** require 4 *external* letters of reference written by faculty at an outside institution at same or higher rank than being sought. The letter writer can have no prior personal history with faculty member seeking requested action, including but not limited to previous mentor, teacher, professor, or prior personal or working relationship.

**Fixed-term track dossiers** require 2 letters of reference that can be written by faculty either *external* to UNC or *internal* to UNC but outside the faculty member’s department. Fixed-term track dossiers also require 1 peer letter of reference, written by an UNC SOM faculty member either within or external to the faculty member’s department who works closely with the faculty member on a day-to-day basis and is very knowledgeable of their accomplishments, strengths, and impact.

<table>
<thead>
<tr>
<th>Meet-the-Mark Criteria</th>
<th>UNC School of Medicine standards for promotion; may also include additional department-specific criteria. Meet-the-Mark criteria are the standards by which APT Committee members review faculty requests for appointment, reappointment, promotion, and tenure.</th>
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<tbody>
<tr>
<td>Probationary Period</td>
<td>Only applies to initial appointment on the tenure track: Period of time that allows both faculty and Department to determine whether they are a good fit. At the end of a probationary period, the faculty member may elect (with departmental approval) to move to the fixed-term track, submit dossier for promotion, or either the faculty member or the Department can terminate the employment contract.</td>
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<tr>
<td>Teaching statement</td>
<td>A one-half to full page summary documenting faculty member’s area(s) of expertise, accomplishments, and vision for the future as related to their teaching activities. Statement must also contain a summary of faculty member’s various activities as an educator, impact of these activities, and reflect on their overall teaching philosophy. (Link to detailed information elsewhere?)</td>
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<tr>
<td>Tenure</td>
<td>Permanent appointment; termination of a tenured position cannot occur without cause.</td>
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<tr>
<td>Tenure Track</td>
<td>Academic appointment expected to culminate with the granting of tenure</td>
</tr>
<tr>
<td>Research statement</td>
<td>A one-half to full page summary documenting faculty member’s area(s) of expertise, accomplishments, and vision for the future as related to their scholarly activities. Statement must also contain a summary of faculty member’s various activities as a researcher, impact of these activities, and reflect on their research philosophy.</td>
</tr>
<tr>
<td>Variable Track</td>
<td>Academic appointment for a period of up to three years before the decision is made regarding appointment to either the tenure or fixed-term track</td>
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</table>
Appendix 2. 2020 Summary of APT Guideline Revisions

1. Revisions to improve clarity and transparency to process
   a. Creation of summary tables and flow diagrams to streamline dossier preparation
   b. Revision of APT Guideline Cheat Sheets, located at
      https://www.med.unc.edu/facultyaffairs/career-navigation

2. Emphasize value of all faculty on all tracks. Elimination of labels or monikers that distinguish among variable, fixed-term or tenure track. Faculty should be identified by their rank (Instructor, Assistant Professor, Associate Professor, or Professor), without qualifiers such “Research” or “Clinical”, or “Teaching”.

3. Creation of a variable track for hiring faculty for whom their career trajectory is not yet defined. Hiring processes mirror those for tenure track, and at the end of variable track period faculty member will switch to either tenure track or fixed-term track.

4. Elimination of need for requests for ‘early promotion’ by establishing Meet-the-Mark criteria for promotion unique for each track (fixed-term and tenure track) and each area of excellence. After 3 years of sustained scholarship faculty can request promotion and/or tenure decisions when they have achieved Meet-the-Mark criteria. Achievements at other institutions and time on the variable track can be used to justify readiness for promotion. Faculty can submit up to one promotion and/or tenure action per academic calendar year. For example, if after 3 years in the variable track a faculty member requests to move to their permanent track and they also meet-the-mark for promotion, their request for promotion on the permanent track can be made as early as the following calendar year.

5. Revisions to promotion in educational scholarship. Previous APT guidelines did not fully capture the depth and breadth of scholarly activities for faculty whose area of excellence is educational scholarship. Meet-the-Mark criteria that account for unique ways that educational faculty can achieve scholarship have been created.

6. Addition of expectation that all faculty, regardless of track or area of excellence, should promote diversity, equity, and inclusion in their academic, clinical, and/or scholarly work. The UNC SOM C.V. should include a DEI section that lists activities that promote DEI mission, a ½ to full page DEI Statement that outlines the faculty members impact on DEI in their work environment, and the Chair’s letter should include impact of the faculty member’s DEI efforts. A guideline to assist faculty and Chair’s in completing these requirements can be found on the Office of Faculty Affairs and Leadership Development website and in Appendix 4.
Appendix 3: Department/School Expectations for APT Actions

1. Department Chairs, administrators, and HR representatives should be oriented and educated on UNC SOM APT Guidelines and processes so that accurate, timely advice and feedback can be provided to faculty seeking appointment, reappointment, promotion, or tenure.

2. Offer letters must state track (variable, fixed-term, or tenure track) and rank (Instructor, Assistant Professor, Associate Professor, or Professor) that the faculty member is being hired and the duration of the appointment, if appropriate.

3. At hiring, faculty should receive orientation to and education on UNC SOM APT Guidelines and processes. Progress and readiness for promotion should be reviewed at the annual review meeting with the Department Chair.

4. Department voting processes should be transparent and equitable. Department Full Professors should meet in person or electronically to vote on departmental dossiers being considered for appointment, reappointment, promotion, or tenure decisions. The vote result should be documented and communicated in the Department Chair’s letter. Explanations for ‘no’ votes and abstentions should be included.

5. Annually, reappointment, promotion, and tenure denials should be reported the Office of Faculty Affairs and Leadership Development.
Appendix 4. Examples of DEI Activities

Participation in DEI activities (and impact when appropriate) can be documented in the C.V., the Department Chair letter, and the DEI Statement. If appropriate, letters of reference should comment on a faculty member’s national or international DEI activities. Under-represented (UR) individuals are those who are part of a group who hold a smaller percentage within the general population, and may be based on race/ethnicity, gender, sexual orientation, gender identification, presence or absence of disabilities, area of origin, resources and opportunities available, etc.

Examples of DEI scholarly activities for basic science and clinical faculty include, but are not limited to:

- Application of material learned in DEI trainings (e.g. Safe Zone, Unconscious Bias, Implicit Bias, etc.) to promote an environment of cultural awareness, knowledge, and sensitivity.
- Performing DEI or social justice-focused lectures to students, residents, or peers.
- Leading a discussion or professional development activity on DEI topics.
- Facilitating ‘Problem Based Learning’ or other group sessions that address DEI.
- Presenting teaching rounds or patient conferences that include DEI topics.
- Participating in local postgraduate or continuing medical education DEI courses.
- Preparing DEI or social justice curriculum materials.
- Building a course reading list to incorporate concepts, readings, and scholarship on issues of gender, race, and other perspectives relevant to the course material.
- Mentoring under-represented (UR) groups of learners; mentor under-represented students in SOM pipeline programs; participate in campus-wide scientific or educational outreach activities focused on under-represented or under-served groups (e.g., Science Enrichment Preparation, Project Uplift, etc.).
- Hosting a scientific seminar speaker from an UR group.
- Serving on SOM or hospital DEI Committees (e.g., Departmental DEI liaison; Task Force to Integrate Social Justice into the Curriculum, etc.).
- Participating in DEI activities that support SOM DEI Initiatives (e.g., working with under-represented youth/students to promote STEM careers)
- Participating in recruitment efforts focused on UR students, trainees, faculty, or senior leaders (e.g., search team, Carolina First Look, Rising Star Program, MED, IMSD, and similar programs).
- Demonstrating cultural competence in clinical, diagnostic, procedural, or other professional work by using the Tool for Assessing Cultural Competence Training (TACCT) Domain 5 - Cross-Cultural Clinical Skills.
- Being recognized as culturally competent by students, residents, and peers by understanding Domain 1 -Cultural Competence Rationale, Context, and Definition in the Tool for Assessing Cultural Competence Training (TACCT)
- Being actively involved in clinical or basic science research focuses on DEI or social justice; filling a key role in clinical or basic science research that impacts UR populations; demonstrating evidence of application for externally funded research that impacts UR populations.
- Inviting a scientific speaker to discuss research results that impact UR populations.
FIGURES

Figure 1A. Hiring and Initial Appointment Processes for Tenure and Variable Tracks

Figure 1B: Hiring and Initial Appointment Processes for Fixed-Term Track

Figure 2. Overview of UNC School of Medicine Reappointment and Promotion Process

Figure 3: Tenure Track Promotion and Reappointment Process

Figure 4: Fixed-term Track Promotion and Reappointment Process
Figure 1A. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Tenure/Variable track)

**Departmental level**
- **Tenure Track**
  - National search conducted
  - Departmental hiring processes
  - Final candidate selected
  - Chair sends letter of recommendation and candidate dossier to SOM Dean via SOM HR

- **Variable Track**

**School of Medicine level**
- Dean routes to appropriate APT Committee
  - Approves? Yes
    - Dossier and APT Committee Report to Dean’s Advisory Committee for review and vote
      - Approves? Yes
        - Provost sends formal letter of appointment
        - Hired to Tenure Track
      - Approves? No
        - Provost sends formal letter of appointment
        - Hired to Variable Track
  - Approves? No
    - Return to Department

**University level**
- Health Services Advisory Committee (HSAC) reviews
  - Approves? Yes
    - To UNC Board of Trustees for finalization
    - Provost sends formal letter of appointment
    - Hired to Tenure Track
  - Approves? No
    - Return to Department
  - No
    - Return to Department
Figure 1B. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Fixed term)

School of Medicine/University level

SOM Dean’s approval via SOM HR → Provost approval → Provost sends formal letter of appointment → Hired to Fixed-term Track

Departmental level

Fixed-term Track → Departmental hiring processes → Final candidate selected → More than 1 year term? (Yes/No)

Departmental Full Professor review and vote (Majority approves? Yes/No)

Chair sends letter of recommendation and candidate dossier to SOM Dean via SOM HR

12/18/2020
Figure 2. Overview of UNC School of Medicine Reappointment and Promotion processes

**Tenure Track**
- **Hired on Tenure track**
  - (Link to) Requirements for Promotion and SOM Meet-the-Mark criteria (Table 1)
  - Faculty member prepares dossier
  - (Link to) Tenure Track Reapointment and Promotion process (Figure 3)

**Variable Track**
- **Hired on Variable track (3 year appointment)**
  - Faculty member declares tenure versus fixed-term track by end of year 2
  - Departmental Full Professor review and vote
  - Majority approves?
    - **Yes**
      - (Link to) Tenure Track Reapointment and Promotion process (Figure 3)
    - **No**
      - Discussions with Chair minimum of 1 year in advance of declaration
      - Return to Chair

**Fixed Track**
- **Hired on Fixed-term Track**
  - (Link to) Requirements for Promotion and SOM Meet-the-Mark criteria (Table 2)
  - Faculty member prepares dossier
  - (Link to) Fixed-term Track Promotion process (Figure 4)

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Figure 3. Tenure Track Promotion and Reappointment Process for UNC School of Medicine Faculty

School of Medicine level

Tenure Track
Candidate declares Area of Excellence
Clinical Scholarship
Research Scholarship
Education Scholarship
Faculty member prepares dossier and sends to Chair
Departmental Full Professor review and vote
Majority approves?
Chair adds recommendation letter and sends dossier to SOM Dean via SOM HR
?
Goes back to Chair

School of Medicine level

Dossier to appropriate APT Committee

See Table 1 for requirements and criteria

Approved?
Yes
Dossier and APT Committee Report to Dean’s Advisory Committee for review and vote
Approved?
Yes

No
See Item C in Section IV of Guidelines document for options for negative decisions

Yes

No

University level

Health Services Advisory Committee (HSAC) review
Approved?
Yes
Dossier and recommendations to Campus APT Committee
Approved?
Yes
To UNC Board of Trustees for finalization
Chancellor sends formal letter of promotion or reappointment

No

Return to Department
Figure 4. Fixed-term Track Promotion Process for UNC School of Medicine Faculty

School of Medicine/University level:

Dean routes to SOM Fixed-term Committee for Promotion

School of Medicine/Department level:

Faculty member and Department level:

Fixed-term track
- Clinical Scholarship
- Research Scholarship
- Education Scholarship
- Administration Scholarship
- Community Professional Service Scholarship

Faculty member prepares dossier and submits to Chair

Departmental Full Professor Review and vote

Majority approves?
- Yes
  - Chair adds letter of recommendation and sends to SOM Dean via SOM HR
- No
  - Return to Chair

Office of Executive Vice Provost for concurrence

Provost sends formal letter of appointment

See Item D in section V of Guidelines document for options for negative decisions

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