SOM EHRA Training
Tenure/Tenure Track Faculty

Presented By: Kip Hutchins – EHRA Personnel Consultant
April 19, 24 and 26, 2018
Welcome Guests

Joanne M. Jordan, MD, MPH
Vice Dean for Faculty Affairs and Leadership Development

Lauren M. Westervelt, MPH
Assistant Director for Faculty Affairs and Leadership Development
Featured Presenter

Post Tenure Review

Dede Corvinus, PhD
Associate Director, Office of Research, School of Medicine
EHRA Personnel Team

Jana Ross – EHRA Personnel Manager

Angie Schmidt – Lead EHRA Personnel HR Consultant

Aisha Silvera – EHRA Personnel HR Consultant

Kip Hutchins – EHRA Personnel HR Consultant
Goals for Today

- Reinforce your understanding about Tenure/Tenure Track procedures for Dossier review, timelines, workflow, packet contents, and communication.

- Introduce new tools and ideas for creating a more streamlined process.

- Exchange experiences in actual workday implementation of these policies and procedures for continuing education and efficiencies.
Overview

- Policies and regulations governing School of Medicine faculty
- Understanding the ranking system, titles/modifiers and timing for faculty reappointments and promotions.
- Focus for this session is TENURE/TENURE TRACK faculty from the perspective of the HR representation.
Agenda

- Faculty ranks and modifiers (5 minutes)
- Criteria for promotion (30 minutes)
- Timing for packet submissions (20 minutes)
- Post Tenure Review (25 minutes)
- Resources; Tools and Links (10 minutes)
- Questions and panel discussion (30 minutes)
What is our SOURCE of information?

- **SOM Guidelines for Appointment, Reappointment and Promotion of Faculty:**
  - Gives us the ranks, modifiers, terms, criteria and procedures for assisting our faculty in their career advancement
Faculty Appointments

- **Tenure Status**
  - Once tenure is attained, this status protects against involuntary suspension, demotion, discharge or termination by the University, except under specific circumstances.
  - Purposes intended to be served – secure the faculty’s freedom and to aid UNC in attracting and retaining faculty members of the high quality it seeks.

- **Tenure Track**
  - Designed to lead to promotion and permanent tenure upon demonstrated accomplishments in teaching, research, and service.

- **Fixed-Term Track**
  - Not eligible for tenure; appointment is for a fixed period of time with no commitment regarding renewal.
Faculty Ranks and Modifiers

- **Ranks:**
  - Instructor
  - Assistant Professor
  - Associate Professor
  - Professor

- **Modifiers (identifies faculty on the Fixed-term Track):**
  - Adjunct
  - Clinical
  - Research
  - Teaching

- **Additional Modifiers:**
  - **Nominated** (1-year appointment as the candidate awaits the tenure track process to complete)
  - Visiting (1-year appointment with possibility of 1 more year)
Criteria for Appointment, Reappointment, and Promotion of Tenure Track Faculty

Each faculty member is expected to exhibit excellence in one of three areas:
• Research
• Clinical scholarship
• Educational scholarship
*Excellence in more than one area will be considered exceptional
Criteria for Appointment, Reappointment, and Promotion of Tenure Track Faculty

Each faculty member shall demonstrate a substantial positive contribution to the teaching mission of the School of Medicine.

Additionally, those faculty members who provide direct patient care are expected to do so in an exemplary manner, employing current, state-of-the-art methods that are 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.
Criteria for Promotion Based on Excellence in Research

Assistant to Associate Professor
• External grant support as independent researcher
  • 1 active Federal or equivalent as PI
  • Significant alternative sources
  • Evidence or potential for continuing funding
• National recognition
  • Speaking invitations
  • Participation on NIH study sections
  • Membership on editorial boards
  • Reviewer for appropriate journals
  • Assessment by external reviewers
• Publications (peer reviewed, books, chapters, reviews, other enduring works)
  • 1-2 publications/year as 1st or senior author
  • Impact factor/citations/importance to discipline
  • Significant roles and contributions to multidisciplinary or collaborative based work

Associate Professor to Professor
• Continued external grant support and independence as an investigator
  • Maintained at least 1 active investigator-initiated federal or equivalent grant
  • Significant alternative sources
  • Evidence of potential for continued funding success
• International recognition
  • Speaking invitations (international conferences)
  • Participation in NIH study sections or grant review panels
  • Election to office in national/international academic and/or professional societies
  • Membership on editorial boards
  • Editorship of journal
  • Membership in scientific committees advisory to government or foundations
  • Receipt of national or international awards
  • Assessment by external reviewers
• Continued record of scholarship
Criteria for Promotion Based on Excellence in Clinical Scholarship

Assistant to Associate Professor

- **Emerging national reputation**
  - Participation in clinical trials
  - External grant support
  - Patient referrals
  - invitations to speak
  - Participation on NIH study sections
  - Membership on editorial boards
  - Reviewer for appropriate journals
  - Participation in national boards
  - Leadership roles in professional organizations
  - Receipt of national awards
  - Assessment by external reviewers
- Publications (peer reviewed, books, chapters, reviews, other enduring works)
  - 1-2 publications/year as 1st or senior author
  - Impact factor/ citations/ importance to discipline
  - Significant roles and contributions to multidisciplinary or collaborative based work

Associate Professor to Professor

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

Assistant to Associate Professor

- **FORMAL TEACHING PORTFOLIO**
- Emerging national reputation
  - Participation in leading national educational societies and boards (SGEA, AAGME, CLME, NBME, discipline specific)
  - Invitations to speak (regional and national)
  - Invited professorships at other institutions
  - Participation on NIH study sections
  - Membership on editorial boards
  - Reviewer for appropriate journals
  - Leadership roles in professional organizations
  - Receipt of awards from professional associations
  - Assessment by external reviewers
- Publications (peer reviewed, books, chapters, reviews, other enduring works)
  - 1–2 publications/year as 1st or senior author
  - Impact factor/ citations/ importance to discipline
  - Significant roles and contributions to multidisciplinary or collaborative based work
  - Innovative or novel educational approaches or materials
  - Textbook authorship or editorship
  - Development of electronic/on-line resources
  - Grant support of educational programs or educational research
- Impact of above scholarly activities locally or external

Associate Professor to Professor

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

“18-month Rule”
Under the Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill, early consideration for reappointment with tenure conferred or promotion to a tenured rank is permitted, provided that the probationary faculty member has been actively employed for at least 18 months.

“No recommendation for a promotion or reappointment which under the provisions hereof will confer permanent tenure may be initiated until the faculty member has been in the active employment of the University for at least 18 months.” - Section 2. Academic Tenure (c)(4)
Appointment Timelines

In the School of Medicine there are three (3) ranks in the tenure track:
- Assistant Professor
- Associate Professor
- Professor

Each rank has its own specified term length, builds on the experience of the prior rank and progresses toward conferral of tenure (takes place when promoted from Assistant Professor to Associate Professor).

**Assistant Professor** – serves two probationary terms:
- 4-year probationary appointment
- 3-year probationary reappointment (the final year of this probationary appointment will be “waived” and the promotion to Associate Professor will become effective at the beginning date of the 7th year in rank).
Appointment Timelines

Assistant Professor – serves two probationary terms:

- **First probationary appointment**
  - Year 1
  - Initial Hire (Appointment) reviewed by Department

- **Second probationary appointment**
  - Year 2
  - Year 3
  - Year 4
  - 12 month notice required to inform candidate of decision to reappoint
  - Year 5
  - Reappointment to 2nd probationary term
  - Year 6
  - 12 month notice required to inform candidate of decision to promote
  - Year 7
  - Effective Date of promotion will be the first date of the 7th year

- 4-year probationary appointment
- 3-year probationary reappointment (the final year of this probationary appointment will be “waived” and the promotion to Associate Professor will become effective at the beginning date of the 7th year in rank).
Assistant Professor appointment

**Probationary Term 1 (4 years)**
- 07/01/2018 – 06/30/2019
- 07/01/2019 – 06/30/2020
- 07/01/2020 – 06/30/2021 -> Notice of reappointment due here
- 07/01/2021 – 06/30/2022

Assistant Professor reappointment

**Probationary Term 2 (3 years)**
- 07/01/2022 – 06/30/2023
- 07/01/2023 – 06/30/2024 -> Notice of whether or not to promote due here
- 07/01/2024 – 06/30/2025 -> (this year is waived, effective date of promotion to Associate Professor with Tenure = 7/1/2024)
Appointment Timelines

**Associate Professor** – if initially appointed *without tenure*

- 5-year probationary appointment
- The review for reappointment as Associate Professor *with tenure* should be initiated at the beginning of the 4th year of the probationary term.
- The reappointment as Associate Professor *with permanent tenure* (which must be approved by the UNC Board of Trustees) would be effective at the beginning of the 6th year of employment depending on the timing of all levels of review.
Appointment Timelines

**Associate Professor** – if initially appointed *without tenure*

- 5-year probationary appointment
- The review for reappointment as Associate Professor *with tenure* should be initiated at the beginning of the 4th year of the probationary term.
- The reappointment as Associate Professor *with permanent tenure* (which must be approved by the UNC Board of Trustees) would be effective at the beginning of the 6th year of employment depending on the timing of all levels of review
Appointment Timelines

**Associate Professor** – if initially appointed **without tenure**

- 5-year probationary appointment
- The review for reappointment as Associate Professor **with tenure** should be initiated at the beginning of the 4th year of the probationary term.
- The reappointment as Associate Professor **with permanent tenure** (which must be approved by the UNC Board of Trustees) would be effective at the beginning of the 6th year of employment depending on the timing of all levels of review.

Initial Hire (Appointment) reviewed by Department

Review for reappointment to Associate Professor with tenure

12 month notice required to inform candidate of decision to reappoint

Effective Date of promotion will be the beginning of the 6th year of employment
Tenure Track effective dates graphics

**Tenure Track Associate Professor (probationary term of 5 years)**

- 07/01/2018 – 06/30/2019
- 07/01/2019 – 06/30/2020
- 07/01/2020 – 06/30/2021
- 07/01/2021 – 06/30/2022 -> Notice of whether or not to reappoint with tenure due here
- 07/01/2022 – 06/30/2023 - This year is not waived! Effective date would = 7/1/2023
Appointment Timelines

**Associate Professor** – if initially appointed with permanent tenure

- Review of a *tenured* Associate Professor for promotion to Professor can be initiated at the beginning of the 5th year in rank.
- The outcome of said review is one of the following*:
  - A decision to recommend *promotion to Full Professor*, or
  - 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 5 years thereafter.

*NOTE:* The permanent rank of Associate Professor should be considered an acceptable and honorable attainment rather than as an inevitable step on the path of Full Professorship.
Appointment Timelines

**Associate Professor** – if initially appointed with permanent tenure

- 5-year appointment
- Review of a tenured Associate Professor shall be initiated at the beginning of the 5th year in rank
- The outcome of said review is one of the following:
  - A decision to recommend promotion to Full Professor, or
  - 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 5 years thereafter
Tenure Track effective dates graphics

**Tenured Associate Professor (Post Tenure Review or Promotion to Professor)**

- 07/01/2018 – 06/30/2019
- 07/01/2019 – 06/30/2020
- 07/01/2020 – 06/30/2021
- 07/01/2021 – 06/30/2022
- 07/01/2022 – 06/30/2023 -> Review will take place
The promotion packet/dossier

- Contents of the error-free packet
- Timing for preparation and submission
- Committee review processes and insight
Contents of the error-free packet/dossier

- Form AP2
- CV (most recent version – dated, reverse chron. order)
- Chair’s letter
- Internal committee report, if applicable
- Solicitation Letter
- Required Letters of Recommendation (4) (External to the University)
- Additional Letters (if any)
- Teaching Summary (letters)
- Teaching Evaluations (reports)
- Peer Evaluation (letters)
- Teaching Portfolio (If area of excellence is Educational Scholarship)
- Additional(optional) items
Curriculum vitae (CV)

The candidate’s CV is his/her opportunity to showcase ALL of his/her qualifications for the proposed appointment, reappointment or promotion. There is really NOT a second chance to shine so it is critical to impress upon the candidate the necessity for him/her to remain vigilant with the maintenance and accuracy of the CV.

Things your faculty should avoid with their CV:

- Wrong format
- Misspellings, poor grammar, mixed formats
- Lack of documentation
- In press/submitted publications mixed with published
- Incomplete presentations data – title, date, meeting, location
- Unclear roles in teaching
- Poor documentation of professional and internal service
- Overstating awards and honors
  - Ex: service on committee is not an award
- Failure to list in reverse chronological order
- Just plain sloppy and lack of attention to detail!
Chair’s Letter

The most important recommendation

Williams L. Rogers, M.D., MPH
Dean, School of Medicine
Vice Chancellor for Medical Affairs
CIT, UNC Health Care System
University of North Carolina at Chapel Hill
4330 Crumlin, CB# 7503
Carolina Campus

Dear: Dr. Rogers,

I am writing to recommend the appointment of Dr. [Redacted] as Associate Professor on the tenure track in the Department of Medicine, effective December 1, 2014 through November 30, 2019. She is being recommended for appointment based on her excellence in clinical scholarship. The Associate Professor in the Department of Medicine have been contracted and they have worked diligently in their area again, and with distinction. This position and the continuation of Dr. [Redacted]’s employment contingent upon the continued availability of North Carolina’s Health Budget funds or permanent trust funds. Specifically, Dr. [Redacted] will be required to generate third-party patient revenue and/or research funding sufficient funds to cover her total compensation.

Dr. [Redacted] received her B.S. degree in English (1997) from the University of California, Los Angeles, M.D. degree (1998) from the University of Virginia School of Medicine, and M.P.H. degree in Epidemiology (2001) from the University of North Carolina at Chapel Hill School of Public Health. She completed her Residency at Medical School at Stanford University (1998-2001). At the University of North Carolina at Chapel Hill, she has completed an Infectious Diseases Fellowship (2001-2006), been a Clinical Assistant Professor of Medicine (2006-2011), and is currently a Clinical Associate Professor of Medicine (2011-present).

We have received letters of recommendation from Dr. Alan A. Crandall, Professor and Chair, Department of Epidemiology and Biostatistics at the George Washington University School of Public Health and Health Behavior and Professor, Division of Columbia Developmental Center for AIDS Research; Dr. Gary W. Herzig, Professor of Health Inequalities and Education at the University of Michigan School of Public Health; Dr. Sharon M. Runyon, Director, Division of AIDS Research, National Institute of Mental Health; National Institute of Health, and Dr. Robert H. Reynolds, Center Director, HIV Center for Clinical and Behavioral Studies, Professor of Clinical Medicine at Duke University Medical Center, Durham, North Carolina, University of North Carolina at Chapel Hill, Duke University, and Emory University. These letters were written by Dr. Myron Cohen, Chief of the Infectious Disease Service at the University of Washington and Professor, Department of Medicine, University of Washington. He is the current national leader in their field, Director of the Office on AIDS Health Disparities and Diversity, a leading expert in behavioral and medical aspects of HIV and treatment, and President of the AIDS Society, to express their support for the appointment.

Dr. [Redacted] is a highly accomplished clinician and scholar. She is a leader in the field of HIV prevention and has made significant contributions to the understanding of the mechanisms by which HIV is transmitted. Her research in the area of HIV prevention has focused on the development of novel interventions to reduce the transmission of HIV among high-risk individuals. She has published extensively on the role of sexual behavior in the transmission of HIV and has contributed to the development of effective interventions to reduce the transmission of HIV.

In conclusion, I strongly recommend the appointment of Dr. [Redacted] as Associate Professor of Medicine. Her contributions to the field of HIV prevention and her leadership in this area make her a valuable addition to the faculty of the Department of Medicine at the University of North Carolina at Chapel Hill. I believe that her appointment will further enhance the Department’s reputation for excellence in clinical scholarship and research.

Sincerely,
[Your Name]
Chair's Letter for Clinical Scholarship (Tenure/Tenure Track):

I. Introduction
   a. Reason for the recommendation letter (appointment or promotion including current rank and the new rank). Include secondary appointments if applicable.
   b. Proposed effective date
   c. Reason for the appointment/promotion (research, clinical scholarship or educational scholarship)
   d. Vote of full professors
      i. Any negative votes and/or abstentions explained
   e. Contingency statement

II. Education and employment history
III. List of individuals/titles who wrote letters of recommendation (for tenure/tenure track letters) and state which ones are independent letters provided by the chair which are independent letters provided by the candidate
IV. Information regarding the candidate's accomplishments in clinical research (proving a national reputation for tenure/tenure track faculty appointments)
V. Information regarding the candidate's publications
VI. Information regarding the candidate's funding (if applicable)
VII. Information regarding the candidate's clinical accomplishments
VIII. Information regarding the candidate's teaching activities
      a. Invited presentations, talks, seminars, etc. to peers
      b. Actual teaching activities to trainees
IX. Administrative appointments (if applicable)
X. Awards (if applicable)
XI. Professional Service activities
XII. Conclusion

July 31, 2014

William D. Roper, M.D., MPH
Dean, School of Medicine
Vice Chancellor for Medical Affairs
CEO, UNC Health Care System
University of North Carolina at Chapel Hill
4030 Bondurant, CB# 7000
Carolina Campus

Dear Dr. Roper:

I am writing to recommend the appointment of Dr. [Name] as Associate Professor on the tenure track in the Department of Medicine, effective December 1, 2014 through November 30, 2019. She is being recommended for appointment based on her excellence in clinical scholarship. The Full Professors in the Department of Medicine have been consulted and they have voted thirty-eight in favor, none against, and no abstentions. This position and the continuance of Dr. [Name]'s employment are contingent upon the continued availability of funds from sources other than continuing State budget funds or permanent trust funds. Specifically, Dr. [Name] will be required to generate from patient care revenues and/or research funding sufficient funds to cover her total compensation.

Dr. [Name] received her B.A. degree in English (1991) from the University of California, Los Angeles, M.D. degree (1998) from the University of Virginia School of Medicine, and M.P.H. degree in Epidemiology (2003) from the University of North Carolina at Chapel Hill School of Public Health. She completed her Residency in Medicine at Stanford University (1998-2001). At the University of North Carolina at Chapel Hill, she has completed an Infectious Diseases Fellowship (2001-2004), been a Clinical Assistant Professor of Medicine (2004-2011), and is currently a Clinical Associate Professor of Medicine (2011-present).
Chair’s letter for Clinical Scholarship (Tenure/Tenure Track):

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Below is an example of this outline for reference purposes.

July 31, 2014

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Dean, School of Medicine
Vice Chancellor for Medical Affairs
CED, UNC Health Care System
University of North Carolina at Chapel Hill
4030 Bondurant, CB# 7000
Carolina Campus

Dear Dr. Roper:

I am writing to recommend the appointment of Dr. [redacted] as Associate Professor on the tenure track in the Department of Medicine, effective December 1, 2014 through November 30, 2019. She is being recommended for appointment based on her excellence in clinical scholarship. The Full Professors in the Department of Medicine have been consulted and they have voted thirty-eight in favor, none against, and no abstentions. This position and the continuance of Dr. [redacted]’s employment are contingent upon the continued availability of funds from sources other than continuing State budget funds or permanent trust funds. Specifically, Dr. [redacted] will be required to generate from patient care revenues and/or research funding sufficient funds to cover her total compensation.

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IV. Information regarding the candidate’s accomplishments in clinical research (proving a national reputation for tenure track faculty appointments)

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CED, UNC Health Care System
University of North Carolina at Chapel Hill
401 Bondurant, CB# 7000
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Dear Dr. Roper:

I am writing to recommend the appointment of Dr. [redacted] as Associate Professor on the tenure track in the Department of Medicine, effective December 1, 2014 through November 30, 2019. She is being recommended for appointment based on her excellence in clinical scholarship. The Full Professors in the Department of Medicine have been consulted and they have voted thirty-eight in favor, none against, and no abstentions. This position and the continuance of Dr. [redacted]'s employment are contingent upon the continued availability of funds from sources other than continuing State budget funds or permanent trust funds. Specifically, Dr. [redacted] will be required to generate from patient care revenues and/or research funding sufficient funds to cover her total compensation.

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We have received letters of recommendation from Dr. Alan E. Greenberg, Professor and Chair, Department of Epidemiology and Biostatistics at the George Washington University School of Public Health and Health Behavior and Director, District of Columbia Developmental Center for AIDS Research; Dr. Gary W. Harper, Professor of Health Behavior and Health Education at the University of Michigan School of Public Health; Dr. Dianne M. Rausch, Director, Division of AIDS Research, National Institute of Mental Health, National Institutes of Health; Dr. Robert H. Remien, Center Director, HIV Center for Clinical and Behavioral Studies, Professor of Clinical
Chair's letter for Clinical Scholarship (Tenure/Tenure Track):

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Research: Dr. [Redacted]’s research has focused on both primary and secondary prevention interventions for HIV-infected and uninfected young Black MSM (BSMS). She has been consistently funded on federal grants in the area of primary and secondary HIV prevention research. Her interest in working and serving young MSM of color began early in her career as a Fellow in Infectious Diseases at the University of North Carolina at Chapel Hill when she led the outreach investigation that identified the first novel cluster of increased cases of HIV infection among Black men attending college on North Carolina campuses. As a result of these findings, she was the Principal Investigator (PI) on a five-year, multi-site, Health Resources and Services Administration (HRSA), Special Projects of National Significance (SPNS) funded initiative to identify, test and enroll in care services young MSM of color infected with HIV. The goal of the project was to create an innovative model of outreach, linkage to care and retention in care for men in this population. The University of North Carolina at Chapel Hill was one of eight sites from around the country awarded this grant. Recently Dr. [Redacted] has been awarded a special Health Resources and Services Administration grant, Special Projects of National Significance grant entitled “Enhancing PrEP for All: HIV Outreach, Linkage and Retention in Care for Mexican MSM and Transgender Women. The University of North Carolina at Chapel Hill is one of ten project sites, and is the only site located in the Southeastern United States. She has been the recipient of a K23 Career Development Award to design a tailored, theory-based interactive HIV/STI prevention website for young BSMS. She conducted preliminary satisfaction, content acceptability, usability and efficacy testing of the novel mobile phone and internet based intervention website, HealthMpowerment.org (HMP). Dr. [Redacted] is the recipient of an RO1 entitled “HealthMpowerment.org: A Novel internet and mobile phone intervention for young black men who have sex with men.” This award will allow her to further
Chair's letter for Clinical Scholarship (Tenure/Tenure Track):

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IV. Information regarding the candidate’s accomplishments in clinical research (proving a national reputation for tenure/tenure track faculty appointments)

V. Information regarding the candidate’s publications

VI. Information regarding the candidate’s funding [if applicable]

VII. Information regarding the candidate’s clinical accomplishments

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William L. Roper, M.D., MPH
July 31, 2014

Optimize Health.gov and test its efficacy in a 24-hour randomized controlled trial that aims to increase safer sex behaviors among HIV+ and HIV-negative Black MSM (YBMSM). Also, she has been actively engaged in clinical research on pre-exposure prophylaxis (PrEP) for the past three years. She is currently the Principal Investigator on two PrEP-related grants sponsored through the HIV Prevention Trials Network (HPTN), and focusing on MSM. Dr. [redacted] is an active member of the Behavioral Group within the Adolescent Trials Network, where she is involved in a range of protocols focused on adolescents and young adults living with HIV.

Dr. [redacted] has over thirty publications including book chapters, refereed articles and abstracts. Her articles have appeared in several major journals, including Sexually Transmitted Diseases, Journal of Clinical Virology, AIDS Care, Journal of Acquired Immune Deficiency Syndrome, American Journal of Public Health, and New England Journal of Medicine.

To insert a paragraph here for funding (If applicable)

Dr. [redacted] is Board Certified in Internal Medicine and in Infectious Diseases. She is an expert in the management of patients who have been infected with HIV. She sees patients one day a week within the UNC Infectious Diseases Clinic, and her patient care focuses on the care of HIV-infected young ethnic/minority MSM by HIV. She is dedicated to improving the care provided to HIV-infected MSM of color as well as the prevention of further transmission of HIV among these men in North Carolina. Dr. [redacted] attends yearly on the Infectious Diseases Inpatient Service and the Infectious Diseases Consult Service.

Teaching:
As an educator and one of the key clinical faculty in the Division of Infectious Diseases, Dr. [redacted] has been actively engaged in mentoring and teaching medical students, graduate students, residents, and Infectious Diseases fellows. As an attending on the Infectious Diseases Inpatient Service, Infectious Diseases Consult Service and in the Infectious Diseases Clinic, she teaches medical students, residents, and fellows. She serves as an Inception for the Infectious Disease Fellows Core Curriculum—a series of lectures that provide an overview of basic infectious disease principles for first-year fellows. She is a mentor for many of our young fellows who are working to balance careers and family obligations; and she is a great role model for us in this area. She was elected to serve as a member of the Medical School Advisory College. In this role, she provided guidance and counseling to medical students in order to help them achieve success as a physician.

Dr. [redacted] has involved mentees in her research projects. She has mentored medical students, graduate students, postdoctoral fellows, and new faculty. Fellowships she has mentored have developed successful independent research careers, and she has helped them write grants, papers, and abstracts for presentations at regional and national conferences. She has worked closely with graduate students in the School of Public Health to develop research ideas, conduct
Chair's Letter for Clinical Scholarship (Tenure/Tenure Track):

I. Introduction
   a. Reason for the recommendation letter (appointment or promotion including current rank and the new rank). Include secondary appointments if applicable.
   b. Proposed effective date
   c. Reason for the appointment/promotion (research, clinical scholarship or educational scholarship)
   d. Vote of full professors
   e. Any negative votes and/or abstentions explained

II. Education and employment history

III. List of individuals/titles who wrote letters of recommendation (for tenure/tenure track letters) and state which ones are independent letters provided by the chair which are independent letters provided by the candidate

IV. Information regarding the candidate's accomplishments in clinical research (proving a national reputation for tenure track faculty appointments)

V. Information regarding the candidate's publications

VI. Information regarding the candidate's funding (if applicable)

VII. Information regarding the candidate's clinical accomplishments

VIII. Information regarding the candidate's teaching activities
   a. Invited presentations, talks, seminars, etc. to peers
   b. Actual teaching activities to trainees

IX. Administrative appointments (if applicable)

X. Awards (if applicable)

XI. Professional Service activities

XII. Conclusion

Below is an example of this outline for reference purposes.
Chair’s letter for Clinical Scholarship (Tenure/Tenure Track):

I. Introduction
   a. Reason for the recommendation letter (appointment or promotion including current rank and the new rank). Include secondary appointments if applicable.
   b. Proposed effective date.
   c. Reason for the appointment/promotion (research, clinical scholarship or educational scholarship).
   d. Vote of full professors.
      i. Any negative votes and/or abstentions explained.
   e. Contingency statement.
II. Education and employment history.
III. List of individuals/titles who wrote letters of recommendation (for tenure/tenure track letters) and state which ones are independent letters provided by the chair which are independent letters provided by the candidate.
IV. Information regarding the candidate’s accomplishments in clinical research (proving a national reputation for tenure/tenure track faculty appointments).
V. Information regarding the candidate’s publications.
VI. Information regarding the candidate’s funding (if applicable).
VII. Information regarding the candidate’s clinical accomplishments.
VIII. Information regarding the candidate’s teaching activities.
   a. Invited presentations, talks, seminars, etc. to peers.
   b. Actual teaching activities to trainees.
IX. Administrative appointments (if applicable).
X. Awards (if applicable).
XI. Professional Service activities.
XII. Conclusion.

Below is an example of this outline for reference purposes.

Her research demonstrates her impressive ability to conceptualize creative and innovative research studies, and they implement them in such a manner that she is able to help the field have a fresh new perspective on issues of sexual health, HIV/AIDS and STIs among Black MSM.

Dr. Dianne Rausch writes “In addition to the multiple scientific contributions she has achieved through research grants, Dr. has adeptly combined her expertise in medicine with her growing proficiency in behavioral and social science to become a leader in interventions for adolescents and young adults at high risk for HIV infection or living with HIV. Her keen understanding of the many complexities of interacting with this population has driven her to become highly competent around the use of social media and health in the prevention of HIV and other sexually transmitted infections, and she has also served as an expert on the development of interventions for adolescents and young adults. She is one of the major experts in the area and is frequently selected as one of the top choices for participation in workshops and agenda-setting meetings on the use of novel strategies to reach and engage high-risk adolescents using technology.”

Robert Remien states “She is well-known throughout the HIV prevention field as an expert in the development of technology related interventions with a specific focus on young men who have sex with men (MSM). She has also served as an expert in the development of interventions to improve health outcomes for young men who have sex with men (MSM).”

Dr. John Slesam writes “Dr. has used her unique expertise to become actively engaged in the national agenda to curtail the HIV epidemic. She has been a national leader in the quest to curtail the HIV epidemic worldwide.”

Dr. Patrick Sullivan states “There is no question that Dr. meets an outstanding standard of excellence in her research, teaching, and service, as documented in her curriculum vitae. On this basis, I would enthusiastically recommend Dr. for Associate Professor with tenure at our Institution. She will continue to be an important leader in the quest to curtail the HIV epidemic worldwide.”

In summary, Dr. has demonstrated that she is a productive and active young academic physician scientist who has achieved a local, state-wide, national and international reputation. She has established herself as an expert on HIV care and innovative prevention for a population that remains highly vulnerable to HIV infection, young MSM color. Just as important is the role she fulfills as a model for young physicians in training, especially for females. She is an expert on HIV/STDs, and she has been instrumental in helping to place UNC-Chapel Hill nationally at the top of HIV and sexually transmitted infections clinical research.”

Dr. Myron Cohen, Chief of the Division of Infectious Diseases
Chair's letter for Clinical Scholarship (Tenure/Tenure Track):

I. Introduction
   a. Reason for the recommendation letter (appointment or promotion including current rank and the new rank). Include secondary appointments if applicable.
   b. Proposed effective date
   c. Reason for the appointment/promotion (research, clinical scholarship or educational scholarship)
   d. Vote of full professors
      i. Any negative votes and/or abstentions explained
   e. Contingency statement

II. Education and employment history

III. List of individuals/titles who wrote letters of recommendation (for tenure/tenure track letters) and state which ones are independent letters provided by the chair which are independent letters provided by the candidate

IV. Information regarding the candidate’s accomplishments in clinical research (proving a national reputation for tenure/tenure track faculty appointments)

V. Information regarding the candidate’s publications

VI. Information regarding the candidate’s funding (if applicable)

VII. Information regarding the candidate’s clinical accomplishments

VIII. Information regarding the candidate’s teaching activities
   a. Invited presentations, talks, seminars, etc. to peers
   b. Actual teaching activities to trainees

IX. Administrative appointments (if applicable)

X. Awards (if applicable)

XI. Professional Service activities

XII. Conclusion

Example on SOM HR EHRA webpage

William L. Roper, M.D., MPH
July 31, 2014
Page 6

Associate Vice Chancellor for Global Health and members of the Search Committee have enthusiastically recommended [REDACTED] for appointment as Associate Professor.

I am in complete agreement with Dr. Cohen’s recommendation and feel strongly that Dr. [REDACTED]’s achievements locally, nationally, and internationally qualify her for an appointment as an Associate Professor of Medicine on the tenure track. I hope you will approve my recommendation.

Sincerely,

Marshall S. Runge, M.D., Ph.D.
Professor and Chair
Department of Medicine

APPROVED:

William L. Roper, M.D., MPH, Dean of the School of Medicine, Vice Chancellor for Medical Affairs, and CEO, UNC Health Care System
The most important recommendation

• Frankly discuss any misgivings reflected in negative votes or abstentions by any member of the department;
• Frankly discuss any misgivings reflected in negative remarks in any of the letters of reference (openness by the Chair adds to credibility of the recommendation);
• Set the entries in context (importance of publications and/or conferences);
• Don’t quote extensively from the several letters; a few-sentence summary of each is in order;
• Quoting just favorable sentences out of context hurts the Chair’s credibility – APT members read the letters as well as the Chair’s summaries of them.
External Letters of Recommendation

Solicitation Letter

- the letter sent from the Chair to the selected reviewers requesting an unbiased evaluation of the candidate’s qualifications for reappointment or promotion

Solicitation letter from the Department Chair should be phrased neutrally and should not solicit an affirmative response or recommendation.

- A copy of the solicitation letter must be included in the dossier.

The letter to outside reviewers should include the following statement: “Under current policies of this institution, peer evaluations, such as that being requested from you, are regarded as confidential within limitations imposed by law. They are for limited use within the University. However, North Carolina state law provides that such written evaluations become part of the personnel file of the individual. As such, they become open by petition to the faculty member about whom they are written.”
External Letters of Recommendation

Tenured Appointments:

- A minimum of four (4) letters of recommendation are required:
  - All four (4) from outside the institution
  - All four (4) from individuals independent of the candidate
  - Two (2) of these four from a list of names provided by the candidate
  - Two (2) of these four selected by the Department Chair
  - Ideally all four should come from Research Institutions

Initial Tenure-Track Appointments:

- A minimum of four (4) letters of recommendation are required:
  - All four (4) from outside the institution
  - All four (4) may come from individuals with whom the candidate has worked
  - Ideally all four should come from Research Institutions with very high research activity (RU/VH)

  Link to the lookup for classification of institutions
External Letters of Recommendation

The letters **may not** be from individuals who have been directly involved with the candidate, (e.g., a collaborator, mentor, previous co-worker, former dissertation chair, etc.). Tenured

The letters **may** be from individuals who know the candidate through professional interactions, (e.g., reviewed the candidate’s publications or served on review committees together). Tenure Track

The purpose of these letters is to provide an independent and unbiased assessment of the individual’s national and international reputation.
External Letters of Recommendation

This is a letter which was submitted for review and now redacted for sample purposes. The text of the letter itself does not indicate collaboration, however upon a search of the submitted CV, there is evidence of collaboration and thus the letter must be reviewed as an “Additional Letter”. 

Collaboration found.
External Letters of Recommendation

Any number of additional letters from any source may be submitted. All letters of recommendation which are received must be made an official part of any appointment, promotion and tenure package and shall be part of the evaluation process of the candidate under consideration.

Each letter shall be designated in its upper right-hand corner indicating whether the writer of the letter was selected by the candidate or the Chair, (i.e., Candidate’s List, Chair’s List).

Candidate’s List

Department of Urology
Arkansas Children’s Hospital

August 7, 2017
Lori Durham, MA
Human Resources Consultant
NC EUPA-BA, Director at Large
UNC-Chapel Hill, School of Medicine
145 Medical Drive, Campus Box 126
Chapel Hill, NC 27599

RE: Sherry Sedberry Ross, M.D.
Dear Ms. Durham:

It is a pleasure for me to write

Candidate’s List

Additional Letter

John P. Gozurz, M.D., FAAP, FACSM
Professor of Medicine, University of Pittsburgh

July 28, 2017
Dear Colleagues:

It is a distinct pleasure to be asked to write this letter in support of Dr. Sherry Ross’ promotion.

Chair’s List

June 27, 2017
UNC-Chapel Hill, School of Medicine
HR Service Center
130 Manning Drive, B132, Campus Box #5520
Chapel Hill, NC 27599

Dear Promotion and Tenure Committee,

I am delighted to write a letter of support on behalf of Dr. Sherry Ross in her pursuit of...
Joint and Secondary Appointments

Joint Appointments
• True joint appointments = two or more tenure/tenure track appointments
  • Primary appointment as Assistant Professor (tenure track) in Genetics; Joint appointment as Assistant Professor (tenure track) in Microbiology
  • Primary Appointment as Associate Professor with Tenure in School of Public Health; Joint appointment as Associate Professor with Tenure in Genetics
*Reappointment/promotion in true joint appointments must occur simultaneously.

Secondary Appointments
• Additional Fixed-Term and/or EHRA Non-Faculty appointment(s)
  • Primary appointment as Assistant Professor (tenure track) of Genetics; Secondary appointment as Clinical Assistant Professor in Psychiatry
  • Primary appointment as Tenured Full Professor in Genetics; Secondary appointment as Director in Genetics (EHRA Non-Faculty)
  • Primary appointment as Associate Professor with tenure in Genetics; Secondary appointment as Research Associate Professor in Pharmacology; Secondary appointment as Director in Genetics (EHRA Non-Faculty)
*Reappointment/promotion processed independently of the primary faculty appointment
Joint and Secondary Appointments

Creation of a joint appointment

• The department chairmen shall jointly put forward through the regular channels for review of initial appointments a recommendation that the existing appointment be converted into a joint appointment.
• The joint recommendation shall include the same elements required in respect of a recommendation for initial joint appointment.
• Upon approval, the joint appointee retains the single rank with the same incidents of academic tenure already possessed. Thereafter, all personnel actions affecting his/her academic tenure shall be processed as provided in the case of an initial joint appointment.

Documents required:

• AP2
• Curriculum vitae
• Letter of recommendation from the department head, if applicable endorsed by the Dean to the EVC&P
• School/Department Promotions Committee Report (full joint or tenure/tenure-track appointments)
• Any additional information or materials which the unit would like to submit but which is not duplicative of the above documents (full joint or tenure/tenure-track appointments)
• ConnectCarolina Action required as Secondary Appointment
• Recommendation for Joint Appointment (This form is not required when adding a non-salaried fixed-term academic appointment to an existing EPA Non-Faculty employee)
SOM Committee to Review Appointments and Promotions to Associate Professor

Composition:
- Voting members: Nine (9) full-time (1.0 FTE) tenured faculty members at the rank of either Associate or Full Professor elected by the faculty of the SOM serve as voting members of the Committee. (As much as possible, membership should be balanced with respect to degree). The Vice Dean for Faculty Affairs and Leadership Development of the SOM appoints the Chair of the Committee from the membership on an annual basis.
- Ex officio Non-Voting Members: The Vice Dean for Faculty Affairs may participate in meetings of the Committee to Review Appointments and Promotions to Associate Professor but shall not have a vote.

Responsibilities: Review of...
- Initial appointments of tenured Associate Professors
- Promotions of Assistant Professors to Associate Professors conferring tenure
- Reappointments of probationary Associate Professors to the rank of Associate Professor with tenure
- Recommendations for joint tenured faculty appointments within an SOM dept.
SOM Committee to Review Appointments and Promotions to Full Professor

Composition:
- Voting members: Nine (9) full-time (1.0 FTE) tenured faculty members at the rank of Full Professor elected by the faculty of the SOM serve as voting members of the Committee. (As much as possible, membership should be balanced with respect to degree). The Vice Dean for Faculty Affairs and Leadership Development of the SOM appoints the Chair of the Committee from the membership on an annual basis.
- Ex officio Non-Voting Members: The Vice Dean for Faculty Affairs and Leadership Development may participate in meetings of the Committee to Review Appointments and Promotions to Full Professor but shall not have a vote.

Responsibilities: Review of...
- Initial appointments at the rank of Full Professor and all promotions from Associate Professor with tenure to Full Professor
- Recommendations for joint tenured faculty appointments
Dean’s Advisory Committee

Composition:
The committee is made up of the Dean of the SOM, the Exec. Dean of the SOM, all of the SOM Department Chairs and the President of the UNC Hospitals (permanently as long as they hold these positions) and The Faculty of the SOM shall annually elect one representative from the basic science departments and one representative from the clinical science departments.

Members of the DAC cast votes electronically. The compilation of these votes is relayed to the SOM HR Office by the end of the month in which said electronic votes are made.
Tenure Track Dossier Review Process
Reappointment to 2nd Probationary Term Asst. Prof

- Department Review
- Dossier accepted by SOM HR: March, 2019
- HSAC: April 2019
- Campus APT: May 2019
- Board of Trustees: End of May 2019

Reappointment Decision Date
(12 month notice required)

Reappointment Effective Date
(June 1st, 2020 Effective Date for Reappointment)
Tenure Track Dossier Review Process
Reappointment to 2nd Probationary Term Asst. Prof

Submit Candidate’s packet a month earlier for a timely initial review by SOM HR

Dossier accepted by SOM HR

Department Review

HSAC

Campus APT

Board of Trustees

March, 2019

April 2019

May 2019

End of May 2019

(June 1st, 2020 Effective Date for Reappointment)

Reappointment Decision Date (12 month notice required)
Asst. Prof. Tenure Track to Assoc. Prof w/Tenure Dossier Review Process

1. **Department Review**
   - January, 2019

2. **SOM APT Committee**
   - February, 2019

3. **SOM DAC**
   - 2nd Tuesday of March, 2019

4. **HSAC**
   - April 2019

5. **Campus APT**
   - May 2019

6. **Board of Trustees**
   - End of May 2019

**Dossier accepted by SOM HR**

**Promotion Decision Date**
(12 month notice required)

**Promotion Effective Date**
(June 1st, 2020 Effective Date for Promotion with Tenure)
Asst. Prof. Tenure Track to Assoc. Prof w/Tenure Dossier Review Process

Department Review → SOM APT Committee → SOM DAC → HSAC → Campus APT → Board of Trustees

February, 2019 → 2nd Tuesday of March, 2019 → April 2019 → May 2019 → End of May 2019

Dossier accepted by SOM HR

January, 2019 → Dossier accepted by SOM HR → February, 2019 → 2nd Tuesday of March, 2019

Promotion Decision Date (12 month notice required)

(June 1st, 2020 Effective Date for Promotion with Tenure)

Submit Candidate’s packet a month earlier for a timely initial review by SOM HR
Promotion Assoc. Prof with Tenure to Professor Dossier Review Process

- Department Review: January, 2020
- SOM APT Committee: February, 2020
- SOM DAC: 2nd Tuesday of March, 2020
- HSAC: April 2020
- Campus APT: May 2020
- Board of Trustees: End of May 2020

Dossier accepted by SOM HR: January, 2020

Promotion Effective Date: June 1st, 2020
Promotion with Tenure Dossier Review Process

Department Review

SOM APT Committee - January, 2020

February, 2020

SOM DAC - 2nd Tuesday of March, 2020

April 2020

HSAC - April 2020

May 2020

Campus APT - May 2020

Board of Trustees - End of May 2020

Promotion Effective Date (June 1st, 2020 Effective Date for Promotion)

Dossier accepted by SOM HR

Submit Candidate’s packet a month earlier for a timely initial review by SOM HR
<table>
<thead>
<tr>
<th>Earliest Effective Date for Personnel Action</th>
<th>Full and Tenured Associate Professor</th>
<th>SOM Appointments, Promotions &amp; Tenure Committee</th>
<th>Dean’s Advisory Committee</th>
<th>Assistant &amp; Assoc. Prof. w/out tenure origins accepted by SOM HR</th>
<th>Provost</th>
<th>Health Sciences Advisory Committee</th>
<th>Provost’s Appointments, Promotions &amp; Tenure Sub-Committee</th>
<th>Provost’s Appointment, Promotions &amp; Tenure Committee</th>
<th>Board of Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 1st</td>
<td>January</td>
<td>February</td>
<td>2nd Tuesday March</td>
<td>March</td>
<td>April 1st</td>
<td>April</td>
<td>April/May</td>
<td>May</td>
<td>End of May</td>
</tr>
<tr>
<td>July 1st</td>
<td>February</td>
<td>March</td>
<td>2nd Tuesday April</td>
<td>April</td>
<td>May 1st</td>
<td>May</td>
<td>May/June</td>
<td>June</td>
<td>(End of June)</td>
</tr>
<tr>
<td>September 29, 2018</td>
<td>April</td>
<td>May</td>
<td>2nd Tuesday June</td>
<td>June</td>
<td>7/20/2018</td>
<td>July</td>
<td>July/August</td>
<td>8/8/2018</td>
<td>9/27/2018</td>
</tr>
<tr>
<td>May</td>
<td>June</td>
<td>June</td>
<td>2nd Tuesday July</td>
<td>July</td>
<td>8/24/2018</td>
<td>August</td>
<td>August/September</td>
<td>9/12/2018</td>
<td></td>
</tr>
<tr>
<td>November 16, 2018</td>
<td>June</td>
<td>July</td>
<td>2nd Tuesday August</td>
<td>August</td>
<td>9/21/2018</td>
<td>September</td>
<td>September/October</td>
<td>10/10/2018</td>
<td>11/15/2018</td>
</tr>
<tr>
<td>July</td>
<td>August</td>
<td>September</td>
<td>2nd Tuesday September</td>
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<td>10/19/2018</td>
<td>October</td>
<td>October/November</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*SOM Guidelines for Appointment, Reappointment and Promotion of Faculty* available online at: [http://www.med.unc.edu/hr/cfa/faculty-appointments-promotions-and-tenure](http://www.med.unc.edu/hr/cfa/faculty-appointments-promotions-and-tenure)

Faculty salaries which exceed $189,134 MUST go to the UNC-CH Board of Trustees, even fixed-term appointments (MDs appointed in clinical departments have different salary ceilings - contact SOM HR). \(*)\ for the BOT indicates meetings for which a mail ballot is used. Tenure track or tenured department transfers, distinguished professorship recommendations, out-of-cycle salary increases, and faculty leaves for more than 6 months require UNC Board of Trustee review/approval and must be submitted to the SOM HR Office 2 weeks before Provost due date.
## APT Schedule
### June 2018 - November 2018

<table>
<thead>
<tr>
<th>Dossier Due Date</th>
<th>HSAC Meeting**</th>
<th>APT Committee Meeting**</th>
<th>Board of Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/2/2018</td>
<td>7/20/2018</td>
<td>8/8/2018</td>
<td>9/27/2018</td>
</tr>
<tr>
<td>8/6/2018</td>
<td>8/24/2018</td>
<td>9/12/2018</td>
<td></td>
</tr>
<tr>
<td>9/4/2018</td>
<td>9/21/2018</td>
<td>10/10/2018</td>
<td></td>
</tr>
<tr>
<td>10/1/2018</td>
<td>10/19/2018</td>
<td>11/7/2018</td>
<td></td>
</tr>
</tbody>
</table>

*In months where there is not a regularly scheduled BOT meeting, the BOT may conduct a mail ballot, but this process is not guaranteed. When preparing submissions, please plan based on the next regularly scheduled BOT meeting.*

The HSAC meetings take place at 1:30pm in the School of Nursing - 2100 Carrington Hall conference room**
The AFT meetings take place at 3:00pm in the 105 South Building conference room (with the exception of March and April)**
The HSAC and AFT meetings are subject to change - committee members will be notified if changes occur**

Dossiers for Department Chair positions must be submitted 3 months before or after the appointment.
Failure to give timely notice

The decision has not yet been made
• The Chancellor (or his/her delegate) shall immediately upon discovery of the failure, direct the department Chair concerned to initiate the consultation procedure required to make the decision.
• Decision shall be made within 60 calendar days after the date of direction

The decision whether to reappoint has been made at the time notice thereof is required:
• If decision is to recommend reappointment:
  • Department Chair shall forward the recommendation through the channels provided for review of such recommendation.
  • If recommendation to reappoint is given final approval, it operates with the same effect as would have a decision to reappoint timely made and communicated.
• If decision is not to reappoint at any level:
  • Department Chair shall forward notice for information through channels for review and shall forthwith give written notice of nonreappointment to the faculty member.
  • Such notice operates as an offer of a terminal appointment, commencing at the expiration of the current term of appointment and running for one year or
  • If the most recent term of appointment has expired, commencing with the giving of notice and expiring one year from the beginning of the regular semester which next follows the giving of notice.
Tenure Clock Extension

Requests for extension 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.

- Assistant Professor in his/her second probationary term must initiate the extension request no later than the end of his/her fifth year of service
- Assistant Professor in his/her third or fourth year in the first probationary term, must first successfully undergo his/her third-year review and renewal before the extension will be granted.

An extension can be for up to 12 months, and a second extension for another 12 months is permitted for a maximum of 24 months.

Extensions must be approved by the Chancellor (or his/her delegate) before becoming effective.

Requests must include:
- a letter from the faculty member explaining the circumstances requiring an extension and
- justification letter from the department Chair approved by the Dean.

After Provost’s approval letter is received, PeopleSoft Edit Existing Job ePAR (attach Provost’s approval letter)
Track Changes from Fixed Term to Tenure Track

• Require a recruitment to be processed and approved
  (this is not the case if the track change is from Tenure Track to Fixed Term Track)
• Must be reviewed by Dr. Joanne Jordan before it can move forward to campus
Resources:

School of Medicine Human Resources EHRA homepage - https://www.med.unc.edu/hr/epa-2/

APO Faculty Policies, Procedures & Guidelines - https://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/

APO Faculty Ranks, Appointment Tracking, and Working Title Guidelines - https://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/faculty-appointments/

Tenure/Tenure Track “Cheat Sheets” on FALD website - https://www.med.unc.edu/facultyaffairs/career-navigation/


Coversheet for Faculty Actions - https://www.med.unc.edu/hr/files/2018/03/FINAL-Checklist-for-SOM-Promotion-folders-1-12-2018-1.pdf
<table>
<thead>
<tr>
<th>Packet Submission Status</th>
<th>Faculty Member</th>
<th>Department</th>
<th>Division</th>
<th>Last Action And Rank (Be sure to select according to appropriate TRACK)</th>
<th>Modifier (If Any)</th>
<th>Effective Date Of Current Rank</th>
<th>Proposed Next Rank/Action</th>
<th>Proposed Effective Date Of Next Rank/Action</th>
<th>12-month Notification as Required by Tenure regs</th>
<th>Target Date for Packet Submission (Before Faculty PFT deadline)</th>
<th>Error-Free Packet Due in SOM HR (For FT Best Practice Reconc)</th>
<th>Years Before Proposed Rank/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Smith, Barbara</td>
<td>Radiology</td>
<td>PT</td>
<td>New Hire Associate Professor</td>
<td></td>
<td>5/26/2016</td>
<td>Promotion to Professor</td>
<td>5/22/2021</td>
<td>N/A</td>
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<td>5/22/2021</td>
<td>5/23/2021</td>
</tr>
</tbody>
</table>
Resources:

**CURRENT STATUS**

- **TT: Promotion to Associate Professor**
- **Modifier, if any**
- **Effective Date of Action Selected**: 4/26/2018

**FUTURE STATUS**

- **Next Proposed Action/Rank**: Post Tenure Review OR Promotion to Professor
- **Effective Date of Proposed Action**: 4/26/2023
- **12-month Notification Required By**: N/A
- **Target Date for Packet Submission**: 10/26/2021

**TENURE conferred**

There is no 12 month notice requirement for the next employment action for Fixed-Term Faculty nor for Faculty with Tenure already conferred (Tenured)
Questions?

For any questions regarding training, website resources or tool development, contact Kip Hutchins
Kenneth_Hutchins@med.unc.edu

Specific questions about your EHRA Tenure/Tenure Track Faculty action may be directed to Angie
Schmidt Angie_schmidt@med.unc.edu

Our entire team, including Aisha Silvera(EHRA Fixed Term Track Faculty) and Jana Ross (EHRA
Personnel Manager), is available for assistance or to simply point you in the right direction regarding any
EHRA Personnel topic at 919-962-6556.

Our offices are located in the North Carolina AHEC building at:
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CB# 9520,
Chapel Hill, NC 27599-9520