Message from the Vice Dean

What an exciting time it is to join the ranks of the University of North Carolina (UNC) School of Medicine - congratulations on your adjunct appointment!

As a member of the adjunct faculty, you bring to our students both perspective and experience that is immensely valuable. You become part of the great teaching tradition of medicine. On behalf of the School of Medicine and our students, I thank you for undertaking this responsibility and for the meaningful contributions you will make.

In the pages that follow, we outline basic information about the UNC School of Medicine, our Office of Faculty Affairs and Leadership Development, and what you need to know as a member of the adjunct faculty.

We hope this resource will provide an orientation to your new role, but please do not hesitate to reach out to our office to let us know how we can help you achieve academic success.

With all the best wishes,

Julie Story Byerley, MD, MPH
Vice Dean for Academic Affairs
UNC School of Medicine Vision
To be the nation's leading public school of medicine

Mission
Our mission is to improve the health and wellbeing of North Carolinians and others whom we serve. We accomplish this by providing leadership and excellence in the interrelated areas of patient care, education, and research. We strive to promote faculty, staff and learner development in a diverse, respectful environment where our colleagues demonstrate professionalism, enhance learning, and create personal and professional sustainability. We optimize our partnership with the UNC Health Care System through close collaboration and a commitment to service.

Patient Care
We will promote health and provide superb clinical care while maintaining our strong tradition of reaching underserved populations and reducing health disparities across North Carolina and beyond.

Education
We will prepare tomorrow’s health care professionals and biomedical researchers by facilitating learning within innovative and integrated curricula and team oriented interprofessional education. We will cultivate outstanding teaching and research faculty, and we will recruit outstanding students and trainees from highly diverse backgrounds to create a socially responsible, highly skilled workforce.

Research
We will develop and support a rich array of outstanding health sciences research programs, centers, and resources. We will provide infrastructure and opportunities for collaboration amongst disciplines throughout and beyond our University to support outstanding research. We will foster programs in the areas of basic, translational, mechanistic, and population research.
UNC School of Medicine Diversity Definition & Policy

UNC School of Medicine embraces the commitment to create and sustain an environment that values a variety of perspectives and experiences. The School of Medicine actively promotes a diverse, inclusive, and equitable environment in which all learners, faculty, and staff can work, learn, teach, research, and serve. A diverse and inclusive environment is essential to fulfilling our mission of improving health and our vision of being the nation’s leading public school of medicine. The School of Medicine strives to create a culture of belonging where its students, faculty, and staff can thrive regardless of their race, ethnicity, creed, gender identity, gender expression, sex, sexual orientation, religion, physical ability, culture, socio-economic status, age, political ideology, national origin, or veteran status. The School of Medicine also endeavors to increase the presence of those who are committed to serving under-resourced and rural populations.

While working to create an inclusive welcoming environment for all, the School of Medicine is committed to ongoing systematic recruitment and retention activities to achieve its mission appropriate diversity outcomes. The School of Medicine has identified diversity groups for students (race, ethnicity, gender, and geographic origin)\(^1\) and faculty and senior administrative staff (race, ethnicity, and gender)\(^2\) which are aligned with the medical school’s mission as a public institution serving the people of North Carolina:

In order to strengthen its inclusive climate and environment, the School of Medicine will continue to advocate for and protect the dignity and rights of groups and individuals who experience discrimination, abuse, and intimidation. An inclusive climate is vital to the School of Medicine. The School of Medicine will continue to develop programs designed to raise awareness of and educate our community about topics and issues related to diversity, equity, and inclusion in healthcare. We report annually on our efforts and outcomes in these areas. Monitoring the climate in which students, faculty, and staff work, learn, and serve is critical to the school’s efforts to promote a positive and productive environment for all.

1. Race (Black/African American; Native American); Ethnicity (Hispanic); Gender (Female); Geographic origin (rural).
2. Race (Black/African American); Ethnicity (Hispanic); Gender (Female).

Revised Diversity Policy - Approved by DAC June, December 2019
Our overarching aspiration is to be the nation’s leading public school of medicine. Keeping that goal in mind, we embarked on a thorough year-long strategic planning process. After much input from faculty, staff, students, and other members of the School of Medicine community, we have identified six major focus imperatives that will help us reach our goal:

- **Research** that is highly innovative and aimed towards making a difference in our patients’ lives
- **Education** that prepares healthcare leaders of the future – in service to our state, nation and beyond
- **Faculty** that can thrive and make a difference in their chosen career paths
- **Community service** and impact at the state, national and global levels
- **Diversity** that reflects the populations we serve, embedded in a culture where all are included and can prosper
- An **administrative infrastructure and staff** that is empowered to fulfill UNC’s mission

Aligned with the University of North Carolina at Chapel Hill’s strategic framework, Carolina Next, our Strategic Plan aims to innovate the SOM to benefit and collaborate with the public.

On behalf of the UNC School of Medicine, we welcome your interest in the UNC School of Medicine’s Strategic Plan and any questions you may have.

For more information, visit [www.med.unc.edu/strategicplan](http://www.med.unc.edu/strategicplan).
Faculty Appointment Policy

PURPOSE AND SCOPE | This policy outlines the procedures for appointment of faculty within the School of Medicine.

RESPONSIBLE PARTY AND REVIEW CYCLE | The Dean’s Advisory Committee will review and approve this policy every five years or as needed.

LCME REFERENCE(S) | Element 4.3 Faculty Appointment Policies

HISTORY OF APPROVALS AND UPDATES | Approved by Dean’s Advisory Committee September 2019; Revision approved December 2019

DEFINITION(S) | Faculty Titles: Rank structure and definitions for Tenure Track and Fixed Term faculty are outlined in the UNC Chapel Hill Faculty Ranks, Appointment Tracking, and Working Title Guidelines.

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POLICY

Full-Time Faculty
Full-time faculty are appointed either in the tenure or fixed term track.

Tenure Track
Each tenure track faculty member is expected to exhibit excellence in one of three areas: research, clinical scholarship, and educational scholarship. Excellence in more than one area is considered exceptional.

Fixed Term Track
Each fixed term faculty member is expected to exhibit excellence in one of five areas: clinical activity: teaching, research, administration, community professional service. Excellence in more than one area is considered exceptional.

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PROCEDURE(S)

At the time of initial employment, the chair with the input of the faculty member will recommend rank and track choice. Criteria for promotion to each rank should be used to determine rank at the time of appointment.

Appointment at the rank of instructor or assistant professor shall be based on the recommendation of the chair and approval of the dean or dean’s designee. The Instructor rank may be used in clinical departments for an individual who has attained the minimal degree appropriate to the discipline, may still be in training (e.g. fellow), or has completed training but has not achieved board certification. Initial appointments at the rank of Assistant Professor may be considered for an individual with a doctoral or other appropriate terminal degree who has potential in research, education or service and
who has completed training and where appropriate is board eligible or has achieved board certification. Appointment to the rank of Instructor or Assistant Professor does not require action of the SOM Appointments, Promotion, and Tenure Committees.

All appointments that confer permanent tenure are reviewed by one of the School of Medicine’s Appointments and Promotions Committees and by the Dean’s Advisory Committee (Department Chairs in Executive Session). Final approval for all appointments in the tenure track (whether probationary or not) resides with the UNC Board of Trustees, subsequent to further committee review at the University level.

Recommendations for appointment of fixed term faculty include review at the departmental level and at the School level. One year fixed term appointments, regardless of rank (Instructor through Professor), do not require review/approval by the School’s Fixed Term Promotions Committee. Appointment of an individual holding the instructor rank as an assistant professor shall be based on the recommendation of the chair and approval of the dean or dean’s designee.

Prior time in rank at peer institutions may be counted in the timeline for appointment recommendations at UNC, although this is not an absolute requirement.

**Part-Time Faculty**

Part-time faculty are typically appointed in the fixed term track and are eligible for promotion based on the same criteria as for full-time faculty appointed to the fixed term track. Tenure-track and tenured faculty appointments are expected to be full-time (1.0 FTE) appointments. An initial appointment at less than full-time (0.75 or greater) is possible for tenure track positions if approved by the Provost.

**Adjunct Faculty**

Adjunct Faculty are appointed on the recommendation of the Chair of the Department and approval by the Dean or Dean’s designee. Criteria for promotion to each rank should be used to determine rank at the time of appointment.
IV. 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 or research institution 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 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.

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 prior to submitting a recommendation to the Dean. Individuals who hold a primary faculty appointment at another academic or research institution 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 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.

Adjunct Assistant Professors and Adjunct Clinical Assistant Professors typically are considered for promotion to Adjunct Associate Professor or Adjunct Clinical Associate Professor at the beginning of the 7th year in rank. Adjunct Associate Professors and Adjunct Clinical Associate Professors generally are considered for promotion to Adjunct Full Professor or Adjunct Clinical Professor at the beginning of the 5th year in rank.

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. Approval of departmental criteria by the Dean or designee is required.

**Adjunct Clinical Appointments – Definition**

Adjunct clinical appointments are made principally for contributions to teaching and are made for individuals who are involved in teaching and clinical care.

**Qualifications for Specific Ranks**

**Adjunct Clinical Instructor**

1. He or she must show promise of ability to contribute to teaching.

2. 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.

3. 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.

4. There is no maximum period of time by which promotion must be achieved in this track. However, an Instructor may request consideration for promotion at any regular promotions cycle after, in general, the third year of appointment.

**Adjunct Clinical Assistant Professor**

1. He or she must show evidence of ability as a teacher.

2. 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.

3. 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.

4. There is no maximum period of time by which promotion must be achieved in this track. However, an Assistant Professor may request consideration for promotion at any regular promotions cycle at the beginning of the seventh year of appointment.

**Adjunct Clinical Associate Professor**

1. He or she must have an acknowledged record of teaching success, including a record of successful direction of the work of students, fellows or residents where applicable.
2. He or she must show evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement, but is not required.

3. He or she 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.

4. 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.

5. There is no maximum period of time by which promotion must be achieved in this track. However, an Associate Professor may request consideration for promotion at the beginning of the fifth year at this rank.

**Adjunct Clinical Professor**

1. He or she must have an acknowledged record of continued teaching success, including a record of successful direction of the work of students, fellows, or residents where applicable.

2. He or she must have an established record of professional productivity. Scholarship may help satisfy this requirement, but is not required.

3. He or she 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.

4. 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.

**Adjunct Appointments – Definition**

Adjunct appointments are made principally for contributions to research and/or service and/or teaching are made for individuals who are not involved in clinical care.

**Qualifications for Specific Ranks**

**Adjunct Instructor**

1. He or she must show promise of ability in teaching, service, or research.

2. 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.
3. There is no maximum period of time by which promotion must be achieved in this track. However, an Instructor may request consideration for promotion at any regular promotions cycle after, in general, the third year of appointment.

Adjunct Assistant Professor

1. He or she must show evidence of ability in teaching, service, or research.

2. 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.

3. There is no maximum period of time by which promotion must be achieved in this track. However, an Adjunct Assistant Professor may request consideration for promotion at any regular promotions cycle beginning with the seventh year at this rank.

Adjunct Associate Professor

1. He or she must have an acknowledged record of teaching, service, or research success, including a record of successful direction of the work of students or post-doctoral fellows, where applicable.

2. He or she must show evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement, but is not required.

3. 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.

4. There is no maximum period of time by which promotion must be achieved in this track. However, an Associate Professor may request consideration for promotion at the beginning of the fifth year at this rank.

Adjunct Professor

1. He or she must have an acknowledged 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.

2. He or she must have an established record of professional productivity. Scholarship may help satisfy this requirement, but is not required.

3. 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 since appointment or last promotion

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

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.

Negative 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).

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).
## Promotion Dossier

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 since appointment or last promotion

## CV (UNC SOM Standardized Format) vs. Things to Avoid with Your CV

<table>
<thead>
<tr>
<th>CV (UNC SOM Standardized Format)</th>
<th>Things to Avoid with Your CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Personal Information</td>
<td>✓ Wrong format</td>
</tr>
<tr>
<td>• Education</td>
<td>✓ Misspellings, poor grammar, mixed formats</td>
</tr>
<tr>
<td>• Professional Experience – Employment History</td>
<td>✓ Lack of documentation</td>
</tr>
<tr>
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<td>✓ In press/submitted publications mixed with published</td>
</tr>
<tr>
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<tr>
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</tr>
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<td>• Teaching Statement</td>
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</tr>
<tr>
<td>• Service and Engagement Statement (if Applicable)</td>
<td></td>
</tr>
</tbody>
</table>

Note: all items must be in reverse chronological order

## Teaching Documentation

- Remember all faculty participate in teaching
  - Learners include students, trainees, staff, peers, community
  - Teaching can take place in many locations, including the: classroom, laboratory, wards, internet, modules, meetings, other institutions
- Teaching activities section of the CV should, where appropriate list courses and lectures AND give details of the number of learners, names of learners

- Teaching statement should summarize your various activities as an educator within your area of expertise and reflect upon your overall teaching philosophy.
  - Don’t be afraid to highlight specific examples, for example: how you invigorated a small group session, how you introduced cutting edge technology, a one-on-one session that made a difference with a student, a web-based workshop that has gone viral
Adjunct Clinical Faculty – Promotion Process

Promotion Timeline from Adjunct Clinical Assistant Professor to Adjunct Clinical Associate Professor

Criteria for Promotion
Record of teaching success, including a record of successful direction of the work of students, fellows, or residents.

Evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement, but it is not required.

Physicians must have a license to practice medicine in NC and must demonstrate competence as a physician. Other individuals involved in patient care should meet usual criteria for relevant NC state licensure requirements.

Items to Consider
Know your timeline and stay on-track

Self-advocate – remind your department

Seek assistance if you have a question

There is no maximum period of time by which promotion must be achieved in this track. However, an Adjunct Clinical Assistant Professor may request consideration for promotion at any regular promotions cycle at the beginning of the seventh year at this rank.

Promotion Timeline from Adjunct Clinical Associate Professor to Adjunct Clinical Professor

Criteria for Promotion
Record of teaching success, including a record of successful direction of the work of students, fellows, or residents.

Established record of professional productivity including professional service. Scholarship may help satisfy this requirement, but it is not required.

Physicians must have a license to practice medicine in NC and must demonstrate competence as a physician. Other individuals involved in patient care should meet usual criteria for relevant NC state licensure requirements.

Items to Consider
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Self-advocate – remind your department

Seek assistance if you have a question

There is no maximum period of time by which promotion must be achieved in this track. However, an Adjunct Clinical Associate Professor may request consideration for promotion at any regular promotions cycle at the beginning of the fifth year at this rank.
### Promotion Dossier

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 since appointment or last promotion

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<th>Bibliography and Products of Scholarship</th>
<th>Teaching Activities</th>
<th>Grants</th>
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### Teaching Documentation

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  - Teaching can take place in many locations, including the: classroom, laboratory, wards, internet, modules, meetings, other institutions
- Teaching activities section of the CV should list, where appropriate courses and lectures AND give details of the number of learners, names of learners
- Teaching statement should summarize your various activities as an educator within your area of expertise and reflect upon your overall teaching philosophy.
  - Don’t be afraid to highlight specific examples, for example: how you invigorated a small group session, how you introduced cutting edge technology, a one-on-one session that made a difference with a student, a web-based workshop that has gone viral

### Research Documentation

- Grant section should list all grants (current, past, and pending) and include title, funding source, role, dates, funding amount, percent effort, and project focus
- Research statement should give an overview of your research interests and future plans. Be sure to emphasize collaborative roles and contributions
Adjunct Faculty – Promotion Process

**Criteria for Promotion**
- Record of teaching, service, or research success, including a record of successful direction of the work of students or post-doctoral fellows, where applicable.
- Evidence of progress toward a record of professional productivity including professional service. Scholarship may help satisfy this requirement, but it is not required.

**Items to Consider**
- Know your timeline and stay on-track
- Self-advocate – remind your department
- Seek assistance if you have a question
- There is no maximum period of time by which promotion must be achieved in this track. However, an Adjunct Assistant Professor may request consideration for promotion at any regular promotions cycle beginning with the seventh year at this rank.

**Criteria for Promotion**
- Record of continued teaching, service, or research success, including a record of successful direction of the work of students or post-doctoral fellows, where applicable.
- Established record of professional productivity including professional service. Scholarship may help satisfy this requirement, but it is not required.
- Physicians must have a license to practice medicine in NC and must demonstrate competence as a physician. Other individuals involved in patient care should meet usual criteria for relevant NC state licensure requirements.

**Items to Consider**
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- Self-advocate – remind your department
- Seek assistance if you have a question
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Office of Faculty Affairs and Leadership Development

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