



APPOINTMENT, REAPPOINTMENT, PROMOTION and TENURE GOVERNANCE DOCUMENT and MANUAL

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I. PREAMBLE

- A. STATEMENT OF PURPOSE.** This document has been developed to summarize and communicate the philosophy, policies, and procedures underlying considerations of faculty appointment, reappointment, promotion, tenure, and post-tenure review in the UNC Eshelman School of Pharmacy, the University of North Carolina at Chapel Hill. The faculty at the UNC Eshelman School of Pharmacy has a broad- ranging mission encompassing teaching at the professional, graduate, and post-graduate levels, including continuing education; developing and maintaining individual research programs of distinction; contributing to collaborative research efforts; and providing service to a variety of constituencies at the local, state, national and international levels. This document is intended, in part, to provide philosophical and practical guidelines to recognize each faculty member's specific contributions to the mission of the School.
- B. STATEMENT OF VALUES.** The UNC Eshelman School of Pharmacy aspires to lead the state, the nation, and the world in all aspects of its mission, as articulated in the School's Vision and Mission Statements. Consequently, the faculty must strive to be nationally and internationally-recognized leaders in their individual areas of expertise; it is expected that, irrespective of their rank, type of appointment, or area of expertise, all faculty in the School will pursue scholarly activities in some form. Scholarly activities are not necessarily limited to peer-reviewed publications, but may be more broadly defined. The degree to which the School values and rewards each member of the faculty must include consideration of the impact of the individual's scholarship. Further, faculty are expected to maintain a collegial environment that fosters open discourse and values the diversity of background and thought inherent in a major research university, and demonstrate professional behavior consistent with the [Core Values of the School](#). The School is committed to creating and maintaining an environment in which each of its members can advance to the fullest extent allowed by the faculty's abilities, and where the expectations and respect for faculty rank are held to be equivalent irrespective of track (i.e., tenure, fixed-term, professor of the practice, adjunct, visiting, joint or emeritus). This document articulates a framework and standards for the demonstration, documentation and acknowledgement of those contributions to the School, University, scholarly discipline, and society in general that will be considered valid evidence for progression in faculty rank.

The School promotes three general mission areas: research, teaching, and service/administration. Scholarship may be pursued in any of these areas, but generally will be tied to research or teaching. Although many definitions may be offered, for the purposes of this document, scholarship is defined as the creation, dissemination, and application of new knowledge, or the synthesis of existing knowledge in novel ways or in a manner that allows practical application to an identifiable problem. Areas of scholarship include discovery, application, and education and are described in Section III below. Academic freedom, as it relates to the scholarly activities of faculty, is a core value of the UNC Eshelman School of Pharmacy. Indeed, it is the policy of The University of North Carolina at Chapel Hill to maintain and encourage full freedom of its faculty to pursue, within the law, scholarship in all its forms, and to protect its faculty from influence that would restrict the exercise of such freedom. The complete statement of the University's position on academic freedom may be found in the [Trustee Policies and Regulations](#)

[Governing Academic Tenure in the University of North Carolina at Chapel Hill \(Trustee Policies and Regulations\)](#).

- C. CONGRUENCE WITH UNIVERSITY POLICY.** Faculty appointments, reappointments, and promotions in the UNC Eshelman School of Pharmacy, together with relevant tenure considerations, are recommended in accordance with the [Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill](#). This document provides guidelines and serves to clarify additional requirements for faculty appointments in the UNC Eshelman School of Pharmacy. The University Trustee Policies and Regulations do take precedence in the case of a conflict.

II. DEFINITION OF APPOINTMENT SERIES AND FACULTY RANKS

A. PRIMARY APPOINTMENT TRACKS

With few exceptions, the majority of full-time faculty at the UNC Eshelman School of Pharmacy will be designated as either “Tenure Track” or “Fixed-term”. This designation will be identified at the time of recruitment.

- i. **Tenure track.** Tenure-track appointments are intended for those faculty who will contribute full-time effort to all three general mission areas of the School, with an emphasis on research and scholarship. Appointment, promotion, and the granting of tenure in the tenure track are governed by University regulations in: [The Faculty Code of University Government²](#); [Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill](#).
- ii. **Fixed-term.** Fixed-term faculty members are appointed for a specified period of time, ranging from 1 to 5 years. Consideration should be given to appointments greater than one year for fixed-term faculty members who have served three years or longer. The fixed-term appointment will generally have a focus on Clinical Practice, Research, or Teaching depending on the nature of the appointment and as outlined in the faculty member’s offer letter.

B. OTHER APPOINTMENT TRACKS

- i. **Professor of the Practice.** This fixed-term appointment (from 1 to 5 years) is appropriate for a senior field-specific expert whose contribution to teaching, scholarship, and/or service upon joining the University community has its foundation in a prior career of distinguished achievement.
- ii. **Adjunct.** Adjunct appointments are predominately at-will and are intended for individuals who may contribute to one or more aspects of the School’s mission, but are employed outside the School, have a primary appointment in a different School, and do not hold a joint appointment in the School. Alternatively, the adjunct appointees may be employed outside the University. Candidates for adjunct appointments possess unique qualifications for teaching, research, academic administration, or public service from an academic base, but for whom

none of the professorial appointments, the instructor appointment, or a joint appointment is appropriate.

- iii. **Visiting.** Visiting appointments are of brief duration for a term of not more than one year. One successive appointment for a term not more than one year may be made. Visiting appointments are intended for individuals who are not employed by the University of North Carolina at Chapel Hill. Visiting faculty may receive full or partial compensation from the University, but do not receive benefits.
- iv. **Joint.** A faculty member may hold more than one academic appointment at the University, but there may be only one “home” or primary appointment in a department. A joint appointment occurs when the appointee holds - in addition to a tenure track or fixed-term appointment in the primary department - a fixed-term appointment in another department. This fixed-term, secondary appointment may be salaried or non-salaried. The need for an additional appointment may be attributed to a faculty member teaching in more than one School or department or collaborating on scholarship activities with colleagues in other departments.
- v. **Emeritus.** Emeritus appointments are reserved for those members of the voting faculty, as defined in the Faculty Code of University Government², who take service retirement and are no longer performing compensated services for the University. These individuals may continue to use the professorial titles and distinctions that they held immediately prior to retirement with the courtesy designation “emeritus” or “emerita” appended.

C. RANKS

- i. **Instructor.** This rank is appropriate for persons for whom there is reasonable expectation that in the normal course of events they will progress to the rank of Assistant Professor. The appointment is for a probationary term of one year, renewable for three additional successive one-year terms (i.e., a total of four years). No reappointment beyond four years is allowed. At least 12 months before the end of a fourth successive term a decision shall be made and communicated in writing to the instructor as to whether upon expiration of that term they will be reappointed to the rank of Assistant Professor, or not reappointed. No reappointment to the rank of instructor may be made after four years' employment at that rank.

An appointment or reappointment at the rank of instructor may be made with the special condition that automatically upon conferral of a specified academic degree the instructor shall be reappointed at the rank of Assistant Professor. Section 2.b.(3) of the Tenure Regulations states that promotion at any time from the rank of instructor to that of Assistant Professor constitutes an initial appointment at the latter rank. In such cases the appointment to Assistant Professor shall be retroactive to the effective date of instructor or to July 1 or January 1 immediately preceding the conferral of the degree whichever is nearest in point of time.

- ii. **Assistant professor.** The Assistant Professor rank represents an entry-level appointment, regardless of the specific appointment series. This rank typically applies to the first appointment in a faculty capacity, although individuals with substantial, and relevant experience may receive an initial appointment at a higher rank.
- iii. **Associate professor.** The Associate Professor rank represents the next level in rank after that of Assistant Professor. Appointment at, or promotion to, the rank of Associate Professor is reserved for those individuals who have documented significant accomplishments in their areas of research, teaching, or clinical practice and have been recognized as experts in that area outside the boundaries of the University (typically at the national level).
- iv. **Professor.** The rank of professor is reserved for those individuals who are clearly advanced in their areas of scholarship, with a body of work consistent with sustained excellence that establishes a reputation of leadership that is international in scope. Appointment at, or promotion to, the rank of professor is based on demonstration of significant and sustained impact of the individual's work within the faculty's defined area(s) of scholarship.

III. CRITERIA FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION

A. AREAS OF SCHOLARSHIP

- i. **Scholarship of Discovery.** The scholarship of discovery may be viewed primarily as those activities that lead to the creation and dissemination of new knowledge. The scholarship of discovery may be non-clinical, translational, or clinical in nature. In some cases, the development and commercialization of intellectual property may fall in the scholarship of discovery.
- ii. **Scholarship of Application.** The scholarship of application focuses on bringing contemporary knowledge to bear on problems of consequence to individuals, institutions, or society. An important historical responsibility of professional schools is to make the connection of theory with practice. The scholarship of application could generate new knowledge, enhance understanding of the subject matter under investigation, develop new applications based on existing knowledge, or develop new innovations for implementation in real-world practice. Many components of translational, clinical, health services, implementation, and social behavioral research fall within this category of scholarship. In some cases, the development and commercialization of intellectual property may fall in the scholarship of application.
- iii. **Scholarship of Education.** The scholarship of education involves the search for innovative and best practices to develop skills and disseminate knowledge. This includes the rigorous investigation of questions related to improving teaching and student learning as well as development of new teaching/learning methods in the residential and experiential setting. The ultimate aim is to understand and improve the effectiveness, efficiency, quality, and/or sustainability of pharmacy and

pharmaceutical sciences education. In some cases, the development and commercialization of intellectual property may fall in the scholarship of education.

B. AREAS OF TEACHING

Faculty engage in a wide range of teaching activities at the School, including, but not limited to, curriculum and course design (e.g., development of curricula for whole programs of study as well as individual courses, short courses, and modules); course coordination; course teaching; small group facilitation; assessment and evaluation; academic advising; professional, graduate and postgraduate mentoring; and precepting. The success of the School's educational mission relies not only on faculty engagement throughout the learning process, but also on the use of evidence-based strategies that promote outcome-driven learning and success.

C. AREAS OF SERVICE AND ADMINISTRATION

- i. Leadership and Service to the School and University.** Many faculty provide leadership and service to the School in addition to their primary area of focus. For those with significant administrative activities as an element of their individual responsibilities, the quality of one's administrative efforts and leadership qualities, their impact on the institution, and the degree to which the time commitment to those efforts might detract from the individual's scholarly work should be considered. While administrative activities cannot serve as the primary basis for promotion and tenure, documentation of the candidate's administrative responsibilities and their impact, when the candidate is truly a "faculty-administrator" (i.e., has retained all the traditional elements of faculty responsibility in addition to an administrative assignment), provides an additional point of reference.
- ii. Leadership and Service to the Profession and Communities.** Virtually all faculty activities are pursued in a communal environment. For example, the University is a community of scholars; professional associations (regional, national and international) represent communities of individuals with similar interests and expertise; and faculty who pursue their scholarly endeavors in a state-supported institution are, at least to some extent, responsible to the state-wide community in particular, and to a community of scholars and teachers globally. An important element, therefore, is the degree to which an individual works effectively in this communal environment, and the degree to which one's efforts benefit the profession and community at large. To a large extent, the ability to engage in work that benefits the communities external to the School and University may be viewed as an essential characteristic of a broadly contributing member to the organization.

IV. METRICS FOR DOCUMENTING ACADEMIC PRODUCTIVITY. It is incumbent on each faculty member to document contributions to research/scholarship, teaching, and service in alignment with the School's mission as related to their respective rank and track. Table 1 provides examples of evidence, but does not serve as an exhaustive source, that may be used for documenting productivity for each of the three mission areas.

A. DOCUMENTING PERFORMANCE IN RESEARCH AND SCHOLARSHIP. While traditional metrics generally apply to all areas of scholarship, non-traditional discipline-specific expectations may also be relevant to specific cases. Some parameters considered in assessing the quality of the faculty's scholarship include significance, innovation, and the overall impact upon the relevant field.

i. Demonstrable area of focus. The faculty member, together with the faculty's Chair, is expected to articulate clearly the area of scholarship upon which the individual's activities will be judged. The definition of a candidate's area of focus typically would be determined by the alignment of primary publications and presentations related to a central theme or issue. It is anticipated that a significant portion, but likely not the entirety, of an individual's scholarly work would have such a focus on one or more areas of scholarship.

ii. Evaluation of the published work. Several factors are considered including: the rigor of the work; the appropriateness and reputation of the journal; the perspective from outside reviewers on the importance and impact of the scholarship and the published work; and evidence that the work is cited by others and/or has had an impact on the field. To a lesser extent, the quantity of the published research is also important; however, this is considered in the context of the discipline and the nature of the work conducted, and the rank of the faculty. Of importance is a sustained record of scholarship. Following are some important considerations:

- Academic productivity and scholarly work with or in under-represented populations is highly valued across research, teaching, and service.
- Publications in smaller or niche journals that pertain to diversity matters will be given serious consideration in faculty promotion and/or tenure reviews and documented appropriately (e.g., Chair's letter).
- It is important to consider that some faculty (e.g., research methodologists, biostats), who support funded, collaborative research, may contribute meaningfully to papers without necessarily assuming a lead author position on the paper. It is important to ensure that these unique contributions are recognized and considered in assessing evaluation of the published work.

iii. Independence. In many cases, the independent contribution of an individual in their scholarly work is self-evident (e.g., first- or senior author publications, principal investigator or co-principal investigator on grants and contracts). However, many aspects of pharmacy and the pharmaceutical sciences rely on team science for their impact, are highly interdisciplinary and, given the collaborative nature of such scholarship, care must be taken in assessing the contributions of faculty whose scholarly activities include these collaborative relationships with others, including former mentors. In such cases, it is incumbent upon the faculty member to clearly define the role played in the collaborative project and the extent of independent intellectual contribution made toward the overall project.

- B. DOCUMENTING PERFORMANCE IN TEACHING.** Teaching embodies a wide range of activities, and indicators of performance may include the following roles and/or activities: coordinator of team-taught courses; teaching a portion of, or whole course; facilitator of small group discussions; case writer; contributor to the revision of existing courses or the development of new courses or teaching approaches; development of educators and preceptors; design of new curricula on a broad scale; creator of new educational materials; and non-traditional teaching within the professional degree program (e.g., serving as a mentor in the Research and Scholarship in Pharmacy pathway). In addition, the training and mentoring of professional and graduate students, postdoctoral fellows, residents and visiting scholars outside the classroom setting, as well as participation in other forms of trainee mentoring relationships such as thesis, or dissertation, or postdoctoral fellowship advisory committees, constitute important areas of teaching responsibility. Innovation in teaching may also be of significant value to the academic organization and/or the broader community it serves. Metrics of performance include, but are not restricted to, peer evaluations and student evaluations as well as awards.
- C. DOCUMENTING PERFORMANCE IN SERVICE/ADMINISTRATION.** Acceptable performance in service typically is documented through input from key points-of-contact relating to the effectiveness and impact of the service. Such input may be obtained in the form of “internal” letters (i.e., written evaluation or assessment from members of the University community). While such letters do not contribute to the requirement for independent evaluation by external experts, they do provide additional context by which certain aspects of performance may be assessed.
- D. DOCUMENTING CONTRIBUTIONS TO DIVERSITY, EQUITY, AND INCLUSION.** The School expects all faculty to make positive contributions to fostering a culture that values diversity, equity, and inclusion (DEI) consistent with our core values of WE CARE and in alignment with the School’s BEYOND and DEI strategic plan. The faculty annual review process requires faculty to identify and document their contributions to DEI activities in alignment with the DEI goals of the University, the Eshelman School of Pharmacy, and the division. The Division Chair should acknowledge these contributions and provide feedback regarding the faculty member's level of engagement, noting any considerations or opportunities for enhanced engagement.

At the time of appointment, reappointment, and promotion, the School requires a brief (e.g., a paragraph) diversity statement highlighting the faculty member’s DEI philosophy and contributions to DEI. This may come in the form of a statement of philosophy along with acknowledging contributions, which may include teaching, scholarship, and service. Examples include, but are not limited to, curricular development and teaching, dissemination of scholarly work, upholding the School’s values of WE CARE, and professional service or patient care activities that address considerations of culture, social determinants of health, and health disparities.

The School will acknowledge and recognize as noteworthy the significant contributions and efforts of faculty to present new ideas or scholarly work, advance practice, and education, and support equitable access as it relates to DEI nationally, internationally, and on campus.

- E. QUANTITATIVE VERSUS QUALITATIVE PERFORMANCE INDICATORS.** Certain aspects of

faculty productivity (e.g., extramural funding; publications, patents, and presentations; didactic teaching load; licensed intellectual property or startup creation; mentoring of students in a research or clinical environment) are amenable to quantitative summary and evaluation. While quantitative aspects are important, many characteristics that are crucial to a comprehensive evaluation of performance (the actual impact of scholarly work; the effectiveness of classroom instruction; the effectiveness and impact of mentoring relationships; the degree to which the individual contributes broadly to the School) defy a truly quantitative approach. **The UNC Eshelman School of Pharmacy does not utilize strict quantitative guidelines for decisions of appointment, reappointment, promotion, or tenure, but rather a balanced approach, utilizing quantitative and qualitative metrics, to formulate recommendations for action.**

V. EVALUATING ACADEMIC PRODUCTIVITY AND IMPACT

A. GENERAL CONSIDERATIONS. The process of evaluating a faculty member for promotion begins at the point of hire. As part of the hiring process, the hiring supervisor (in most cases the Chair of the Division in which the academic appointment is made) must articulate a clear set of expectations associated with the appointment. These expectations must include statements regarding the areas of responsibility for the new faculty member (i.e., clinical practice, research, teaching, service, administration). The expected distribution of effort among all potential areas of faculty responsibility should be developed based on the requirements of the specific position and the career aspirations of the faculty member.

When a candidate accepts a faculty appointment, the candidate formally accepts the stated expectations associated with that appointment. While these expectations are assumed to be part of the overall process of negotiating the initial appointment, they may change with time as the needs of the Division, School, and faculty member change. However, the evolution of changes in responsibility and expectation must be negotiated and documented (typically at the time of annual reviews). Such changes may impact the individual's ability to be promoted within the individual's appointment series and should only be pursued after due consideration of the School's promotion guidelines. In the absence of such specificity, the faculty member would receive little guidance as they progress through the academic rank, and success would entirely depend on self-motivation rather than something that is planned and managed.

In building the case for promotion, it is incumbent upon both the candidate and the Division Chair to frame that case with respect to the specific expectations of the position. The primary area of responsibility – clinical practice, research, or teaching – must be clearly articulated. Performance in that primary area must be documented in a manner that will allow comprehensive and thoughtful analysis by all individuals involved in the review process. Secondary areas of responsibility must be specified, together with the expectations for contributions in these areas based on the fractional effort that has been negotiated and agreed to by both the faculty member and the Chair.

B. 'Meet-The-Mark' Criteria for Appointment, Reappointment, and Promotion of Faculty. Faculty promotion requires achievement to 'meet-the-mark' criteria. 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.

The School’s ‘meet-the-mark’ criteria are minimum required criteria for promotion and/or tenure requests and are expected to be applied across all divisions. However, each division may establish additional criteria to define ‘meet-the-mark’; these additional criteria must be reviewed and approved by the Full Professors’ Committee and the Dean and made widely available to division faculty and to the review committees responsible for evaluation of promotion and tenure requests.

Table 1 provides examples of the types and levels of evidence to guide evaluations of the quality and impact of a faculty member’s work. Externally peer-reviewed outputs or other independently evaluated measures of quality and impact are considered Tier I evidence. Documented academic preparation, professional development, training from accredited sources, feedback, evaluations and assessment from students, graduates, peers, and others are considered Tier II evidence.

Tables 2 and 3 outline ‘meet-the-mark’ criteria for fixed-term and tenure track faculty, respectively.

- i. **Tenure-track appointments.** The primary area of responsibility for faculty in the tenure track is scholarship. Consequently, success for a tenure-track faculty member typically would be based on considerations of the quality and impact of that scholarship, and the degree to which that scholarship establishes the candidate as an expert or thought leader within the specific discipline. Typically, the amount (e.g., funding level, duration, and continuity) and type (investigator- initiated, competitive, peer-reviewed) of financial support; the quality (journal reputation, citations), role in (first or senior author, editor) and number of journal articles, patents, reviews, book chapters, books; the degree to which the individual’s opinion is sought on review panels, in authoring scholarly texts, or through consultative arrangements, membership on scientific advisory boards, corporate boards; creation of commercializable intellectual property; and the general reputation within the field as articulated by external referees are used as indicators of performance as a scholar. It is important to evaluate each of these indicators in the context of the individual’s area of scholarly focus. For some, investigator-initiated, peer-reviewed funding may be the “gold standard” for financial support of the scholarly work; for others, those types of funding mechanisms may not be entirely relevant. No a priori value can be applied to any of these metrics in the absence of a clear understanding of the individual’s area of focus. In addition to scholarship, the tenure-track faculty is expected to be involved, at some level, in all traditional areas of faculty responsibility. Thus, it is important to document the quality and impact of the faculty’s efforts as an educator, and the contributions and impact they have made through service commitments.
- ii. **Fixed-term appointments.** Faculty with fixed-term appointments should be evaluated from the perspective of the targeted need on which their appointment is based. This targeted area may be Clinical, Research, or Teaching, and may include service, and/or an administrative component. The amount of effort devoted to each of these activities may vary depending on the need of the position. Scholarship, as with all faculty, is an

important and complementary element of the position and will be evaluated during the promotion process in the context of the faculty's primary responsibilities and the effort (as negotiated with the faculty's Chair) that can be devoted to scholarly pursuits.

- a. **Clinical.** Fixed-term appointments in this track are intended for those faculty who have patient care responsibilities and focus the majority of their efforts on teaching in the experiential environment. Note: *This new designation is effective June 2019. Faculty hired prior to June 2019 may have been hired under a former definition of Clinical, which did not require that they maintain a clinical practice. Thus, they should be evaluated according to the terms upon which they were hired. It is essential to solicit letters from appropriate reviewers for those whose primary responsibility is clinical care.*
- b. **Research.** Fixed-term appointments in this track are intended for those faculty who are primarily engaged in research, although relevant teaching and service may also be considered.
- c. **Teaching.** Fixed-term appointments in this track are intended for those faculty who are primarily engaged in teaching, although relevant research and service may also be considered.

Note: The modifiers for the fixed-term appointments (i.e., Clinical, Research, Teaching) are important at the time the appointment is made, as they serve to frame the primary set of responsibilities of the faculty member. In addition, they are important at the time of the annual evaluation as well as evaluation during the appointment, reappointment, or promotion process, as they provide guidance upon which to base the evaluation. Finally, these modifiers are helpful in reporting descriptive data on the School's faculty, both externally or internally. Faculty, however, may drop the modifiers in communications regarding their working titles, regardless of whether they are in the tenure or fixed-term track. For example, when stating their appointment and rank in signature lines within emails or other forms of communication and on business cards, faculty may drop the modifiers and refer to their appointment and rank as Assistant Professor, Associate Professor, or Professor, independent of track.

- iii. **Professor of the Practice.** Evaluation of professors of the practice is based on their contributions to the teaching, research, and service missions of the School. The precise mix of teaching, research, and service pursued by a professor of the practice must be defined at the time of initial appointment and revisited as needed. The faculty member should be evaluated in the context of their primary responsibilities.
- iv. **Adjunct appointments.** Adjunct faculty are appointed to address very specific, narrowly defined areas of need (e.g., providing a limited number of lectures, serving on graduate student committees). Appointment at, or promotion to, a specific rank in the adjunct series must be appropriate for the stature of the individual in the faculty's field of specialization and aligned with the expectations set forth for the individual at the time of appointment with regards to teaching, research, and service.
- v. **Joint appointments.** The approach to evaluating faculty with joint appointments in a specific series is not different than that described for appointments within the School.

However, all relevant units partnering in the joint appointment must be participants in the evaluation leading to promotion.

- **OTHER FACTORS**

Professional collegiality. Most endeavors undertaken by faculty require interpersonal interactions. The UNC Eshelman School of Pharmacy strives to maintain a collegial environment that fosters open discourse and values the diversity of background and thought inherent in a major research university.

Good citizenship. Citizenship includes a variety of activities that significantly contribute to the advancement of research, teaching, clinical practice, and service, as well as the overall mission of the School and University. Personal qualities and behaviors such as integrity, respect for others, leadership, objectivity, candor, fairness, collegiality, willingness to cooperate, and a positive attitude are vital to the culture of the faculty and the School community, and, thus, are highly valued. The ability and willingness of a faculty member to place the needs of the School above the needs of self contributes to the advancement of the School and is also a measure of good citizenship.

Faculty are expected to conduct themselves in a professional manner in all circumstances and behave as good citizens of the School and the University. More specifically, faculty members are expected to uphold the School's core values of WE CARE: *Welcoming* (creating an environment of inclusion and belonging), *Equity* (opportunity for all), *Commitment* (relentless passion for impact to society), *Accountability* (ownership and responsibility), *Respect* (appreciation and value for others), and *Excellence* (pre-eminence in all that we do). Faculty are also expected to maintain standards of professionalism in their scholarship and relationships with faculty colleagues, students, post-doctoral fellows, and staff at the School and the University and with the public both in person and/or in a professional presence online. Failure to meet these expectations will be considered in weighing qualifications for appointment, promotion, and tenure. While being a good citizen is an expectation, it, alone, does not justify promotion and/or tenure.

Failure to meet these expectations will be documented as follows: a) annually in the faculty annual review letter, so that it is clear that faculty are not meeting expectations of good citizenship, and a plan is in place to address accordingly; b) as needed throughout the year, if expectations are not met, with plans in place to address the unmet expectations and/or behaviors; and c) summarized briefly in the Chair's letter for the faculty member's reappointment, promotion, and/or tenure.

Institutional needs and resources. As described in the University [Trustee Policies and Regulations](#), decisions regarding appointment, reappointment, and tenure always consider the needs of the School and the resources that are available to address those needs. Please refer to the policy document for more information.

VI. CHARACTERISTICS FOR APPOINTMENT AT, OR PROMOTION TO, ADVANCED FACULTY RANKS

- A. **ASSOCIATE PROFESSOR.** The transition from Assistant Professor to Associate Professor in any of the appointment series (tenure-track, fixed-term, or adjunct), or initial appointment

at the rank of Associate Professor, is based on the following characteristics:

- Demonstrated potential for continued academic productivity;
- Relevance of the faculty's scholarly activities to the mission of the Division and School;
- Evidence that the faculty has made important intellectual contributions to a defined area of scholarship or to intellectual property development and commercialization;
- A reputation as an expert in the faculty's field, external to the University of North Carolina at Chapel Hill (i.e., on the national or international level);
- Contributions to the teaching mission of the School;
- Effective service, including to the scientific/professional community, at a level appropriate for time in rank;
- Broad contributions to the Division, School, and University

An important hallmark of this transition is evidence that the faculty has indeed developed a defined body of scholarly work. When the scholarship is truly collaborative, and/or is pursued under the auspices of a center or an institute director, or faculty sponsor, it is incumbent on the faculty and the Division Chair to demonstrate that they not only made important intellectual contributions, but served as a significant intellectual driving force for an appropriate portion of the work. The degree to which the faculty has met this standard may be ascertained, in part, by invitations to speak at professional meetings or to provide lectures at other academic institutions; first or senior authorship on manuscripts or scholarly reviews; or service on review panels, editorial boards, scientific advisory boards, and leadership roles in grant applications. In addition, evaluations from key collaborators and outside reviewers would provide important context for understanding the degree to which the faculty's intellectual contributions were important to the development and success of the scholarly work. Further, it is incumbent upon the faculty and the Division Chair to demonstrate that the faculty member is nationally recognized for contributions to the relevant area of specialization.

- B. PROFESSOR.** The transition from Associate Professor to Professor in any of the appointment series or initial appointment at the rank of Professor builds upon the characteristics established or considered in promotion from Assistant Professor to Associate Professor (see above). Consistent with their track the faculty must be able to demonstrate the following:
- Evidence of sustained intellectual contributions to scholarly activities in a well-defined area, which could include creation and commercialization of intellectual property;
 - Recognition as an international authority in the discipline of specialization;
 - Evidence of sustained contributions to the teaching missions of the School at a high level, if applicable; and
 - Evidence of sustained service commitments (to the School, University, scientific discipline, profession) at a high level
- C. PROFESSOR OF THE PRACTICE.** Appointment at this fixed-term rank is appropriate for a senior field-specific expert whose contribution to research, teaching, or service upon joining the University community has its foundation in a prior career of distinguished, non-academic achievement. It is not appropriate to employ the rank distinctions "Associate" or "Assistant" with this appointment. Evaluations should be based on the expectations

outlined for the faculty member.

- D. EARLY PROMOTION AND/OR TENURE.** Early promotion and/or tenure may be considered if the applicant is exceptional and achievement of the criteria for promotion/tenure have been clearly met or exceeded. Sustained faculty accomplishment at UNC-Chapel Hill should be the hallmark of readiness for promotion and tenure. Competitive external offers that convey higher rank or tenure *may* be a rationale for an earlier promotion or tenure review but require careful review and consideration by the Division Chair, Full Professors' Committee, and Dean to ensure that the early promotion/tenure satisfies UNC ARPT standards.

It should be considered a rare event for an Assistant Professor to be considered for promotion and/or tenure at the time of first reappointment as a probationary Assistant Professor. Consideration for promotion and/or tenure with a submitted dossier should not generally occur in less than four years at UNC-Chapel Hill (except for those with years of previous experience that is recognized and described in the offer letter as it relates to the timing and criteria for promotion/tenure review at UNC-Chapel Hill).

It should be considered a rare event for an Associate Professor with tenure to be considered for promotion to Full Professor with a submitted dossier with less than four years in rank at UNC-Chapel Hill.

VII. TENURE

- A. POLICIES GOVERNING THE GRANTING OF TENURE.** Academic tenure refers to the conditions and guarantees that apply to a faculty member's employment. More specifically, it refers to the protection of a faculty member against involuntary suspension or discharge from, or termination of employment with, the University, except upon specified grounds and in accordance with specified procedures.

Tenure is not earned, but rather is granted by the University following an assessment of institutional needs and resources and evidence of service to the academic community, potential for future contribution, commitment to the welfare of the University, and demonstrated professional competence, including consideration of commitment to effective teaching, research, and public service. Tenure may be withheld on any grounds other than those specifically stated to be impermissible in the [Trustee Policies and Regulations](#).

- B. EARLY TENURE: SEE VI.D. ABOVE.**

- C. POLICIES GOVERNING POST-TENURE REVIEW.** A post-tenure review is conducted every five years from the effective date of conferred permanent tenure. All members of the faculty of the UNC Eshelman School of Pharmacy are expected throughout their careers to maintain the standards of excellence in teaching, research, and service that are set forth in this document. Evaluation of performance will consider changing expectations at different stages of faculty careers. The fundamental purpose of post-tenure review in the UNC Eshelman School of Pharmacy is to ensure that the tenured faculty assists in advancing the School's mission and its leading position nationally and globally through continued pursuit of research, teaching, and service activities with excellence. To achieve this purpose, the review process should assist individual faculty members in their ongoing professional development, in

particular in their efforts to enhance their skills as educators, their accomplishments as scholars, and their contributions to the School, the profession and the public.

The review process is intended to foster constructive dialogue between colleagues, a dialogue characterized by fairness, mutual respect, a desire to learn, open-mindedness, and appreciation for the importance of academic freedom. The process of review also serves to enhance a sense of accountability within the UNC Eshelman School of Pharmacy and the University. The process conforms to the Framework for Implementation of Post-Tenure Review adopted by the University's Board of Trustees and the University Board of Governors. The system of post-tenure review supplements, rather than substitutes for, other systems of review, including annual reviews, reviews for promotion, or reviews associated with other personnel actions taken pursuant to University policies on matters relating to faculty conduct and performance.

VIII. OTHER POTENTIAL ACTIONS

- A. SUSPENSION, DIMINISHMENT IN RANK, DISCHARGE.** During any fixed or probationary term appointment and while on permanent tenure, a faculty member may be suspended, diminished in rank, or discharged from employment only on the grounds and in accordance with the procedures as outlined in the [Trustee Policies and Regulations](#).
- B. NON-REAPPOINTMENT.** A decision not to reappoint upon expiration of a tenure-track appointment at the Assistant Professor or Associate Professor without tenure rank, may be made by the Dean of the UNC Eshelman School of Pharmacy in consultation with the respective Division Chair and after consultation with the assembled Full Professors Committee. This information may be found in the [Trustees Policies and Regulations](#). Whenever possible, fixed-term faculty members should be given at least a six-month notice of non-reappointment.

IX. PROCEDURES

- A. GENERAL.** The faculty member has responsibility to collaborate with their Division Chair to assemble and send forward to Human Resources at the UNC Eshelman School of Pharmacy all material necessary for appointment, reappointments, and awards of promotion and tenure.
- B. DIVISION VOTING.** All dossiers that will be presented to the Full Professors' Committee require a vote from the assembled full professors and tenured associate professors of the division. The Division Chair will call upon the eligible voting members of the faculty to review dossiers in advance of the Full Professors' Committee meeting. The vote of the division shall be included in the letter to the Full Professors' Committee. Reason(s) for any negative votes or abstentions of division faculty members should be documented in the letter. It is recommended that all division discussions regarding reappointments, promotions, and tenure in the tenure-track occur in face-to-face meetings (or via Zoom) to encourage thoughtful discussion; voting can take place via Qualtrics or by show of hands. Similarly, it is recommended that all division discussions regarding promotions in the fixed-

term track occur face-to-face to encourage thoughtful discussion; voting can take place via Qualtrics or by show of hands.

C. FULL PROFESSORS' COMMITTEE. All appointments, reappointments, and promotions that result in permanent tenure, appointments, and reappointments for greater than one year (including fixed-term appointments and joint appointments), and post-tenure reviews must be reviewed and voted on by the School's Full Professors' Committee. Divisions shall

- i. Voting Process.** Face-to-face discussions should occur *when possible*. The School utilizes electronic distribution of dossiers to the Full Professors' Committee via restricted access to an electronic shared folder. Attendance is taken at each meeting. While individual votes are confidential, the participation in the process is not a secret. It is important to excuse faculty members who have a significant conflict of interest from voting on a candidate for promotion and tenure (faculty members with a conflict of interest should not vote or report an abstention). A committee member who has co-authored substantial or ongoing publications or grants with a candidate during the time period under review should recuse himself/herself from the committee to avoid raising concerns about a potential conflict of interest. The voting ballot allows for voters to explain negative or abstained votes. All Full Professors electing to vote not in favor or abstain are asked to provide written comments justifying their vote. Any negative or abstained votes should be presented to the Dean by the Chair of the Full Professors' Committee for final decision on whether to support the request. The Dean will take into consideration the vote count and explanation of votes when making a final determination.
- ii. Documentation of the Vote:** The vote of the Full Professors Committee must be included in the recommendation letter from the Chair and the Dean to the APT and the Provost in the following format: The vote of the Full Professors should include the overall vote of the Full Professors, followed by the vote of the tenured faculty: stating the number of tenured faculty in favor, the number of tenured faculty against, and the number of tenured faculty abstaining; and then the vote of the fixed-term faculty: stating the number of fixed-term faculty in favor, the number of fixed-term faculty against, and the number of fixed-term faculty abstaining. *Importantly, in the case of decisions pertaining to tenure track faculty, the votes of the tenured faculty must be reported separately from the votes of the fixed-term faculty.*

D. RECRUITMENT GUIDELINES.

- i. Tenured/Tenure Track position postings.** Must be advertised nationally for a minimum of 30 calendar days.
- ii. Fixed Term position postings.** Must be advertised locally and regionally for a minimum of 14 calendar days.
- iii. Interviewing candidates.** Search committees must send a list of interview candidates to Human Resources at the UNC Eshelman School of Pharmacy for approval prior to interviewing. Only candidates that meet the minimum qualifications as outlined in the posting should be interviewed. Searches must receive approval by the Provost Office before interviews can begin.
- iv. Search Waivers.** A search waiver is used under special circumstances to hire

outside of the formal recruitment process. The UNC Equal Opportunity and Compliance Office (EOC) follows the Office of Federal Contract Compliance Programs (OFFCP) guidelines. Waivers for searches should be carefully considered and utilized sparingly and cautiously to ensure confidence in the open search process and to ensure equal opportunity at UNC-Chapel Hill. In addition, any search with fewer than 5 applicants must be approved by the Provost. Refer to the [UNC Faculty Recruitment and Employment Policy](#) for more information about search waivers.

- E. FIXED-TERM APPOINTMENT, REAPPOINTMENT, AND PROMOTION.** Faculty in the UNC Eshelman School of Pharmacy are appointed to twelve-month service periods, for a duration of 1 to 5 years. The service period may begin any time during the year. Fixed-term faculty appointments are made at the ranks of adjunct, visiting, teaching, clinical or research (assistant, associate, full) professor, and professor of the practice. Adjunct appointments may be at-will or for a fixed term for a duration of 1 to 5 years.

The Division Chair may independently appoint such faculty for one-year renewable appointments. Division Chairs are encouraged to consider appointments greater than one year for fixed-term faculty who have served three years or longer. For terms longer than one year, the Division Chair must consult and report a vote of the Schools' Full Professors Committee.

Fixed-term faculty appointments are appropriate for individuals who possess sound qualifications for teaching, research, academic administration, or public service, but for whom none of the tenure-track professorial ranks are appropriate because of the School's programmatic needs or budgetary exigencies. Tenure may not be acquired through fixed-term ranks. An appointment is "permanent" if 50% FTE or greater and one year or greater in term. An appointment is "temporary" if less than 50% FTE or a visiting appointment of one year or less. An appointment to a higher rank is possible based on appropriate criteria.

F. DOCUMENTATION FOR INITIAL APPOINTMENT AND PROMOTION OF FIXED-TERM FACULTY.

- i. **AP2 Form.** Departments must use UNC's [AP2](#) form.
- ii. **AP2a Form (for initial appointment only).** The AP2a is the Conditions of Employment set forth by UNC for all new faculty appointments. Departments must use UNC's [AP2a](#) form.
- iii. **Contract Letter from Chair/Dean to Employee.** The letter should include an outline of the appointment, including start and end date, compensation, salary, responsibilities, and funding. A template is available on the Manager Toolkit of the ESOP HR website.
- iv. **Recommendation Letter from Chair/Dean to the Provost.** The Division Chair's letter should include an outline of duties and responsibilities and demonstrate why the faculty member is being recommended for appointment or promotion. The letter should be endorsed by the Dean and should include the following:
 - Recommended appointment date and term length.
 - If appointment is for greater than one year, a vote of the Full

Professors is needed. The vote of the Full Professors should include the overall vote of the Full Professors, followed by the vote of the tenured faculty: stating the number of tenured faculty in favor, the number of tenured faculty against, and the number of tenured faculty abstaining; and then the vote of the fixed-term faculty: stating the number of fixed-term faculty in favor, the number of fixed-term faculty against, and the number of fixed-term faculty abstaining. *Importantly, in the case of decisions pertaining to tenure track faculty, the votes of the tenured faculty must be reported separately from the votes of the fixed-term faculty.* For example: Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained.

- If promotion, statement of faculty member “meeting the mark” in the summary.
 - Evidence supporting designated area of excellence.
 - Any other appropriate information about the candidate not already documented.
- v. **Curriculum Vitae.** In every subheading, list items in reverse chronological order with most recent items first. Pages should be numbered, and date should be included so that reviewers will know they have the most recent version. The CV is meant to allow all faculty members an opportunity to showcase their teaching, scholarship, service, engagement, creative endeavors, interdisciplinary activities, and a wide array of accomplishments including non-traditional products. The following is the preferred order for presentation of the CV:
- Personal
 - Education
 - Professional experience
 - Honors
 - Bibliography and products of scholarship (as applicable)
 - Teaching record
 - Grants (role, total direct grant amount, % effort, agency, dates, etc.)
 - Professional service
 - Research statement
 - Teaching statement
 - Service and engagement statement, if applicable
 - Brief DEI Statement (for initial appointment and promotion; see section D, [page 8 for details](#))
- vi. **Letters of Recommendation – outside the University (at least two).** A minimum of two letters from outside the base unit, which may include letters from outside of the department or outside of the University is required. The letters may come from individuals with whom the candidate has worked, normally from outside the institution. A minimum of four letters is recommended to be requested. All letters received should be included in the documentation packet.

vii. Teaching Documentation (for promotion only). When a portion of effort is devoted to teaching, promotion within fixed-term appointments require teaching documentation. Fixed-term faculty without a portion of effort devoted to teaching are exempt from this requirement. Teaching documentation is to include the following:

- Reflective statement.
- Teaching activities: courses taught each semester for the past three years and number of students taught by section. List the names of graduate students supervised, thesis titles and completion dates for degree work since employment at UNC-Chapel Hill. Undergraduate honors projects should be included as well.
- Teaching evaluations: summaries should be provided showing quantitative data which evaluates the teaching effectiveness (do not include individual student evaluation sheets or grade sheets). Typically, at least four teaching evaluations are included.
- Peer evaluations: The [peer evaluation of teaching form](#) was developed for use as part of the School's ARPT process, which requires teaching observations in conjunction with other evidence of teaching performance. The Division Chair will work with the faculty member being reviewed to arrange for peer evaluation. The dossier should include a minimum of two peer evaluations. As a best practice, the peer evaluations should be conducted by peer faculty colleagues other than the Division Chair. Ideally, the evaluations should include observation of at least two different class / remote sessions and preferably within different courses, where applicable. When possible, the reviews should occur during the year prior to or the year in which the promotion is conducted. Peer evaluations should be completed by faculty members at or above the rank of the faculty member being evaluated. Results of teaching observations should be used in conjunction with other teaching evidence when making summative decisions. Other evidence of teaching expertise and performance could include:
 - Completion of professional training workshops related to teaching and learning
 - Completion of graduate degrees or certificates in education and/or related fields
 - Publication of peer-reviewed manuscripts demonstrating teaching effectiveness
 - Receipt of teaching awards
 - Receipt of the School's Worthy of Recognition designation
 - Results of student evaluations

viii. Transcript – Certified Official Copy (for initial appointments only).

ix. Background Check. All new faculty and faculty promotions are required to undergo a background check.

G. DOCUMENTATION FOR REAPPOINTMENT OF FIXED-TERM FACULTY.

i. Recommendation Letter from Chair/Dean to the Provost. The Division Chair's letter should include an outline of duties and responsibilities and demonstrate why the faculty member is being recommended for appointment or promotion. The

letter should be endorsed by the Dean and should include the following:

- Recommended appointment date and term length.
- If reappointment is for greater than one year, a vote of the Full Professors is needed. The vote of the Full Professors should include the overall vote of the Full Professors, followed by the vote of the tenured faculty: stating the number of tenured faculty in favor, the number of tenured faculty against, and the number of tenured faculty abstaining; and then the vote of the fixed-term faculty: stating the number of fixed-term faculty in favor, the number of fixed-term faculty against, and the number of fixed-term faculty abstaining. *Importantly, in the case of decisions pertaining to tenure track faculty, the votes of the tenured faculty must be reported separately from the votes of the fixed-term faculty.* For example: Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained.
- If promotion, statement of faculty member
- Evidence supporting designated area of excellence.
- Any other appropriate information about the candidate not already documented.

- ii. **Contract Letter from Chair/Dean to Employee.** The letter should include an outline of the appointment, including start and end date, compensation, salary, responsibilities, and funding. A template is available on the Manager Toolkit of the ESOP HR website.

H. REVIEW OF TENURE AND TENURE-TRACK FACULTY. Review and recommendation of prospective tenure-track and tenured faculty appointees are made by the Division Chair in consultation with the Full Professors Committee. The recommendation of the relevant Division Chair is reviewed and approved by the Dean prior to moving upward in the approval chain for further administrative and committee review. The review committees for the University include: Health Science Appointments Committee (HSAC) for all Health Affairs Schools, the University Appointment, Promotion and Tenure (APT) Committee, and the Board of Trustees (BOT).

- i. **Timing of Review and Notification.** Faculty members should be notified of a decision no less than 12 months before the end of term. It is advised that faculty begin preparing the dossier no later than six months prior to anticipated notification date.
- ii. **Tenure Track Assistant Professors (Third-year reviews).** Initial appointment to the rank of Assistant Professor is for a probationary term of four years. No less than 12 months before the end of this term, the Assistant Professor must be notified in writing whether they will be recommended for a second probationary term of three years or not reappointed. Assistant Professors are reviewed during the sixth year for promotion to Associate Professor with tenure, no reappointment, or under exceptional circumstances reappointment at the rank of Assistant professor.
- iii. **Tenure Track Associate Professors (Fourth-year reviews).** Initial appointment to the rank of Associate Professor without tenure is for the probationary term of five years. No less than 12 months before the end of this term, the Associate Professor

must be notified in writing whether they will be reappointed with tenure, promoted to Professor, or not recommended for reappointment. If the Associate Professor will not be reappointed at the end of the five-year term, the Division Chair must notify him or her at least one year before the current term ends.

Newly recruited Associate Professors coming with tenure from another university should be assessed by the Dean and Division Chair for whether to recommend tenure at the time of offer. Based on this recommendation, the vote of the Full Professors is required to extend the offer of tenure at the time of offer. Newly recruited Associate Professors coming without tenure from another university will not be extended the offer of tenure consideration at the time of the offer unless they clearly and compellingly demonstrate that they have already met promotion and tenure standards at UNC-Chapel Hill. In this case, newly recruited Associate Professors without tenure can be considered for tenure, in rare instances, if qualified by UNC standards. The vote of the Full Professors is required to extend the offer of tenure at the time of offer.

Associate Professors with tenure must undergo review for both possible promotion to Full Professor and to meet the post-tenure review requirement of the University. It is possible for promotion reviews and post-tenure reviews to take place simultaneously. Post-tenure review and review for promotion to Full Professor are carried out simultaneously. Every five years, Associate Professors with tenure must have a full internal review that constitutes their required post-tenure review. If the faculty member wishes to be considered for promotion to Full Professor at that time, then external recommendation letters are solicited as part of that review. If the faculty member does not wish to be reviewed for possible promotion at that time, then only a review is completed.

I. DOCUMENTATION FOR APPOINTMENT, REAPPOINTMENT, PROMOTION AND TENURE OF TENURE-TRACK FACULTY. The following documents are required to be submitted in the dossier presented to the Full Professors Committee. Appendix G lists the usual contents and order of a dossier.

- i. **AP2 Form.** Departments must use UNC's [AP2](#) form.
- ii. **Curriculum Vitae.** In every subheading, list items in reverse chronological order with most recent items first. Pages should be numbered, and date should be included so that reviewers will know they have the most recent version. The CV is meant to allow all faculty members an opportunity to showcase their teaching, scholarship, service, engagement, creative endeavors, interdisciplinary activities, and a wide array of accomplishments including non-traditional products. The following is the preferred order for presentation of the CV:
 - Personal
 - Education
 - Professional experience
 - Honors
 - Bibliography and products of scholarship (as applicable)

- Teaching record
 - Grants (role, total direct grant amount, % effort, agency, dates, etc.)
 - Professional service
 - Research statement (for reappointment, promotion, and tenure only)
 - Teaching statement (for reappointment, promotion, and tenure only)
 - Service and engagement statement, if applicable (for reappointment, promotion, and tenure only)
 - Brief DEI Statement (for initial appointment, reappointment, promotion, and tenure only; see section D, page 8 for details)
- iii. **Recommendation Letter from Chair/Dean to the Provost.** The Division Chair’s letter should include an outline of duties and responsibilities and demonstrate why the faculty member is being recommended for appointment or promotion. The letter should be endorsed by the Dean and must include the following (See Appendix C for additional tips regarding the Division Chair’s letter):
- Recommended appointment date.
 - The vote of the Full Professors should include the overall vote of the Full Professors, followed by the vote of the tenured faculty: stating the number of tenured faculty in favor, the number of tenured faculty against, and the number of tenured faculty abstaining; and then the vote of the fixed-term faculty: stating the number of fixed-term faculty in favor, the number of fixed-term faculty against, and the number of fixed-term faculty abstaining. *Importantly, in the case of decisions pertaining to tenure track faculty, the votes of the tenured faculty must be reported separately from the votes of the fixed-term faculty.* For example: Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained.
 - If promotion, statement of faculty member If promotion, statement of faculty member “meeting the mark” in the summary.
 - Evidence supporting designated area of excellence.
 - Any other appropriate information about the candidate not already documented.
- iv. **Copy of letter soliciting recommendation (for appointment, promotion, and tenure only).** The Division Chair should write an official letter soliciting outside letters. The CV, job posting (when applicable), and ARPT document should accompany the Division Chair’s letter. See Appendix D for standard solicitation letter.
- v. **Letters of Recommendation – outside the University (at least four; for appointment, promotion, and tenure only).** Two letters are solicited from a list of names provided by the candidate and two from individuals selected by the Division Chair or Dean, as appropriate. Reviewers must be above the rank of the person being nominated. All letters should be from individuals independent of the candidate. Letters may not be from individuals who have significant involvement with a candidate, e.g., a collaborator, mentor, previous co-worker, former dissertation chair, friend, etc., but may be from individuals who know the

candidate through professional interactions, e.g., reviewed the candidate's publications or served on review committee together. A minimum of six to eight letters should be requested. All letters received should be included, not a selected subset. See Appendix A for tips regarding external letters of evaluation for tenure and tenure-track appointments.

vi. Teaching Evaluations (for reappointment, promotion, and tenure only).

Summaries should be provided showing quantitative data which evaluates the teaching effectiveness. Do not include individual student evaluations or grade sheets. Typically, at least four teaching evaluations are included.

vii. Peer Evaluations (for reappointment, promotion, and tenure only). The [peer evaluation of teaching form](#) was developed for use as part of the School's ARPT

process, which requires teaching observations in conjunction with other evidence of teaching performance. The Division Chair will work with the faculty member being reviewed to arrange for peer evaluation. The dossier should include a minimum of two peer evaluations. Ideally, the evaluations should include observation of at least two different class / remote sessions and preferably within different courses, where applicable. When possible, the reviews should occur during the year prior to or the year in which the promotion and/or tenure or post-tenure review is conducted. Peer evaluations should be completed by faculty members at or above the rank of the faculty member being evaluated. Results of teaching observations should be used in conjunction with other teaching evidence when making summative decisions. Other evidence of teaching expertise and performance could include:

- Completion of professional training workshops related to teaching and learning
- Completion of graduate degrees or certificates in education and/or related fields
- Publication of peer-reviewed manuscripts demonstrating teaching effectiveness
- Receipt of teaching awards
- Receipt of the School's Worthy of Recognition designation
- Results of student evaluations

viii. Transcript – Certified Official Copy (for initial appointments only).

ix. Background Check (for initial appointment, promotion, and tenure). All new faculty, faculty promotions, and faculty who will be conferred tenured are required to undergo a background check.

J. TRANSITIONING BETWEEN TRACKS. The ability to move from track to track is feasible, but only for a limited number of existing faculty members carefully selected by the Eshelman School of Pharmacy.

i. Transitions from Fixed-Term to the Tenure-track. Transition of faculty from fixed-term to the tenure-track typically requires an open recruitment; however, on the rare occasion that an existing fixed-term faculty member receives an external offer which conveys promotion and/or tenure consistent with UNC standards for a tenure track position, a search waiver can be requested through Human Resources in lieu of an open search, for a proposed track transition or promotion, subject to approval of the Dean, the Division Chair, the Full Professors, the review committees, the Provost, and the Board of Trustees.

ii. **Transition from the Tenure-track to Fixed-Term.** Transition of faculty from the tenure-track to fixed-term requires an open recruitment. On the rare occasion that an existing tenure-track faculty member would like to voluntarily transfer to the fixed-term, a waiver of recruitment may be requested through Human Resources. The procedure will follow the normal waiver of recruitment policy.

K. **POST-TENURE REVIEW.** Once every five years, each tenured member of the faculty (Associate and Full Professor) must undergo formal review. The Full Professors Committee serves as the School's post-tenure review committee and is responsible for the conduct of the review, for formulating recommended action, and for communicating those recommendations to the Division Chair and Dean. Prior to the review, the faculty member should meet with the Division Chair and summarize progress made during the time since the last post-tenure review (or since granting of tenure in the case of the first post-tenure review). Faculty members who are to undergo review in a given year should be advised by their Division Chair at least six (6) months in advance.

i. **Information Considered During Review.** The faculty member should provide the Division Chair with an updated CV, updated teaching portfolio (with results from course evaluations), reflective self-evaluation of the preceding five-year period, and a plan of action for the next five years. The Division Chair must provide their summary and recommendation in a letter to the Full Professors, together with the faculty member's dossier. The Division Chair may also provide the Full Professors Committee with additional information that may be pertinent, including information developed during periodic merit reviews and information relating to the faculty member's ongoing work within the Division or the School.

- The teaching portfolio should include a [peer evaluation of teaching](#). Peer review of syllabus materials, visitation of classes, and other indicators of teaching will be conducted in order to enhance the insights of the faculty as a whole about teaching and to provide relevant information on the faculty member being reviewed. As a general matter, at least two class sessions of at least two courses during the year prior to or the year in which the post-tenure review of an individual faculty member is conducted is recommended.
- The Chair letter should include whether the faculty member is performing at exceeding expectations, meeting expectations, or not meeting expectations in each area, including research, teaching, and service as well as an overall assessment of performance at exceeding, meeting, or not meeting expectations.
- If the faculty member is at the Associate Professor level, the post-tenure review should include plans for possible promotion.

ii. **Recognition of Performance.** The Full Professors Committee will consider whether the faculty member being reviewed is performing at exceeding expectations, meeting expectations, or not meeting expectations that need to be addressed through creation of a development plan, which will be communicated to the faculty member by the Division Chair in writing.

iii. **Establishment and Monitoring of Development Plan.** The Division Chair and the faculty member will meet to formulate a development plan designed to assist the

faculty member in strategies to optimize performance in alignment with the review of the Full Professors. The creation of a development plan will utilize a University-approved template for documentation of development plans, which includes clear goals, indicators of goal attainment, a reasonable time frame for the completion of goals, and a statement of consequences if the goals are not reached. The performance of a faculty member who is found to not be meeting expectations in overall performance and who is working on completion of a development plan will be reviewed by the Full Professors Committee on an annual (or more frequent, if needed) basis for a period of up to five years, until such time as substantial deficiencies have been remedied. In the event that substantial deficiencies in performance continue to exist at the end of the five-year period, the Division Chair should notify the Dean, who will consider whether grounds for dismissal or other disciplinary action exist under the Trustees Policies and Regulations Governing Academic Tenure. Dismissal or severe sanction may be imposed only in accordance with and on the grounds stated in the *Trustees Policies and Regulations Governing Academic Tenure*.

- iv. **Appeals of Findings of Substantial Deficiencies and Development Plans.** Faculty members found by the Division Chair and Post-Tenure Review Committee to have substantial deficiencies in performance and for whom a development plan is established may appeal the finding of substantial deficiency or the terms of the development plan within 30 days of receiving a final letter from the department chair, including such findings and development plan. Appeal rights are as provided for in the University's policy on post-tenure review.
- v. **Record Keeping.** Post-tenure review letters are emailed to the faculty member by the Chair of the Full Professors Committee, with the Dean, Division Chair, and Human Resources Director copied. Post-tenure review letters are stored in Division files as well as Human Resources personnel files.

L. ADMINISTRATIVE DIVISION CHAIR APPOINTMENTS.

- i. **Internal Appointments.** The Dean recommends such appointment and reappointment to the Executive Vice Chancellor and Provost, with final approval by the Board of Trustees. Chairs are appointed for terms of three to five years on recommendation of the Dean, who consults with the departmental faculty in identifying nominees for the Chair role. This includes Interim/Acting Division Chair appointments. Administrative appointments are at-will and subject to discontinuation.
- ii. **External Appointments.** Candidates that are external to the University and are recommended for new appointments as Division Chair must be reviewed and approved by the Eshelman School of Pharmacy Full Professors Committee and should follow the typical process for initial faculty appointments.
- iii. **Documents Required for Division Chair Appointments.**
 - AP2 Form
 - Curriculum Vitae
 - Recommendation Letter from Dean to the Provost

M. MANAGEMENT OF EXTERNAL OFFERS AND PROMOTION REVIEW. Activation of retention

efforts prior to a faculty member's receipt of an external offer letter is permissible provided that the faculty member can demonstrate written evidence of candidacy (e.g., job talk, being on a short list of applicants) from another university or employer. The Eshelman School of Pharmacy is committed to exploring retention of faculty, when possible, for accomplished faculty members with external offers or evidence of high level of external interest. Typically, a counteroffer should not be considered more frequently than every five years. Exceptions for additional earlier counteroffers will require explicit in-advance agreement of the Provost. Only faculty members who are fully qualified for a promotion based on UNC Chapel Hill's criteria should be considered for promotion and/or tenure as part of the counteroffer. Given that the promotion and tenure process moves slowly, it is important to indicate to the faculty member in the counteroffer that all efforts will be made by the faculty member to assemble the dossier as efficiently as possible and for the chair to move it forward as efficiently as possible for consideration. Post-tenure review may provide information that suggests a promotion is timely. However, in some cases when the School has determined that promotion for a faculty member is timely, a promotion review can be used as an alternative to post-tenure review, if it occurs prior to the fifth year after the initial promotion to tenured Associate Professor. Spousal hiring as part of faculty retention efforts is permissible provided the hiring meets the requirements of applicable University policies.

- N. FACULTY ORIENTATION** Newly hired faculty and relevant School staff will undergo ARPT orientation and training at the level of the School by individuals knowledgeable about appointments, promotion and tenure. This will help faculty and staff to understand promotion-related timelines and promotion/tenure expectations.

In addition, Division Chairs and other administrators may undergo training offered through the Provost's office or The Academic Personnel Office and the University's APT Committee on ARPT processes and procedures as well as APT best practices and pitfalls, when available. Further, Human Resources will provide Division Chairs with a list of reappointment, promotion and/or tenure, and post-tenure review dates for all of their faculty and touch base each January about the faculty to be reviewed that calendar year.

- O. FACULTY MENTORING.** Mentoring is a fundamental activity within the Eshelman School of Pharmacy and the University. The ability to mentor and support all faculty members is integral to the School and the University's ability to develop a high-performing and engaged faculty. As a School we are required to ensure it is clear who is responsible for mentoring plans and who is accountable for the success of the early-career faculty. *Within the School, Division Chairs are responsible for ensuring that faculty are well positioned to reach their full potential, which includes ensuring they have the mentoring supports and teams in place, where needed, to develop and guide them. Faculty members should have input into the selection of their mentoring teams.* Every member of the faculty deserves regular access to reflective feedback about their teaching, research, and service. It is intended to support faculty members as they prepare for critical transitions in their careers.

A variety of structures and approaches exist within the School to facilitate ongoing mentoring of faculty. These include:

- i. **The Bill and Karen Campbell Faculty Mentoring Program.** The [Bill and Karen Campbell Faculty Mentoring Program](#) is a powerful asset for new faculty at the UNC Eshelman School of Pharmacy. Through the program, experienced, insightful, and trusted senior faculty serve as guides, allies, and advocates of junior faculty. Faculty have a voice in selection of suitable mentors. The program, which is completely voluntary, aims to help new faculty adjust to life at Carolina and to succeed professionally and personally. Currently, the program accepts junior faculty who are fixed-term faculty (only clinical, teaching) and tenure track faculty, although this is subject to change. Fixed-term research faculty are expected to be mentored by their associated principal investigator (PI) or other designated senior faculty member.
- ii. **Establishing mentoring teams for faculty.** For faculty not enrolled in the Campbell Mentoring Program, opportunities exist to establish faculty mentoring teams for individual faculty. Within the School, Division Chairs are responsible for ensuring that faculty are well positioned to reach their full potential, which includes ensuring they have the mentoring supports and teams in place, where needed, to develop and guide them. Faculty members should have input into the selection of their mentoring teams.
- iii. **Faculty Annual Reviews.** Annual faculty reviews should clearly document reflections from the past year as well as career planning moving forward. Faculty are asked to identify and document any professional development needs they may have and to discuss these with their Chair. Any concerns about achieving professional goals or promotion/tenure should be addressed in writing. Needs for mentoring and a plan for ensuring the faculty member has mentoring should also be included in the annual review plan. Every member of the faculty deserves regular access to reflective feedback about their teaching, research, and service. It is intended to support faculty members as they prepare for critical transitions in their careers.
- iv. **Other.** The School will be familiar with and educate Division Chairs and faculty on the mentoring resources available on campus, including through the Center for Faculty Excellence, and Division Chairs will ensure that faculty have access to appropriate resources on how to mentor effectively. In addition, the School will consider a process for allowing mentees to evaluate their mentors and assess how well faculty mentoring is being performed each year. The Bill and Karen Campbell mentoring program collects and generates data on the program's impact and effectiveness on a regular basis through a series of qualitative focus groups and interviews that are used to inform program improvement.

P. REPORTING REQUIREMENTS. All tenure denials determined by the Eshelman School of Pharmacy will be documented by the Human resources team at the UNC Eshelman School of Pharmacy and submitted in an annual report to the Provost. As requested by the University, the School will annually submit the names of faculty members who a) switched from the tenure-track to the fixed-term track, b) left the institution during the probationary term, and c); were denied a secondary probationary term as Assistant Professor. Finally, the School will evaluate how well it is succeeding in under-represented minority promotions as well as how the School is diversifying its faculty. The School has a DEI strategic plan that addresses the School's goals of increasing recruitment and retention of

diverse faculty and reports quarterly on achievement of key performance metrics tied to these goals. All qualified applicants will receive consideration for employment without regard to age, color, disability, gender, gender expression, gender identity, genetic information, race, national origin, religion, sex, sexual orientation, or status as a protected veteran. Neither the Eshelman School of Pharmacy or the University of North Carolina-Chapel Hill imposes quotas, or similar requirements, to hiring as part of these efforts.

X. REFERENCES

1. Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill: <https://www.med.unc.edu/hr/files/2017/09/tenure.pdf>
2. The Faculty Code of University Government, UNC-Chapel Hill Faculty Council. <http://www.unc.edu/faculty/faccoun/code/code2008.pdf>
3. *The Code*, Board of Governors, University of North Carolina. Chapter VI, “Academic Freedom and Tenure.” <https://www.northcarolina.edu/apps/policy/index.php>

Table 1. Types and Levels of Evidence to Guide Evaluations of Quality and Impact

Note: This table provides examples of evidence that can be used to guide ARPT decisions. Please note that this table is not exhaustive and that not all types or levels of evidence are required for ARPT.

<i>Types and Levels of Evidence that May Guide ARPT Decisions</i>	Scholarship	Teaching and Mentoring	Leadership and Service within the School/University	Leadership and Service outside the School/University
Externally peer-reviewed outputs or other independently evaluated measures of quality and impact [Tier I]	<ul style="list-style-type: none"> Peer-reviewed publications Peer-reviewed awards Competitive extramural funding Intellectual property and commercialization Invited presentations Books/book chapters 	<ul style="list-style-type: none"> Expert peer-reviewed syllabi/assignments, exams, assessments Evidence-based peer observation reports Peer-reviewed publication(s) demonstrating teaching effectiveness Criterion-based, peer-reviewed teaching awards Successful mentoring of trainees 	<ul style="list-style-type: none"> Criterion-based, peer-reviewed service awards Elected positions in University Faculty Governance Leadership positions appointed by the Dean, Chancellor or UNC System President 	<ul style="list-style-type: none"> Criterion-based, peer-reviewed service awards Elected positions in international, national and/or state-level professional associations Serving on national/international review panels Serving on editorial boards, scientific advisory boards, and corporate boards Consultation to corporate entities, hospitals, and other institutions
Other outputs and documented academic preparation (e.g., professional development and training from accredited sources) [Tier II]	<ul style="list-style-type: none"> Relevant earned graduate degrees or accredited certificates in relevant fields Completion of relevant accredited professional training workshops Contributed posters/abstracts Non-peer-reviewed awards Chairing or organizing sessions, symposia, workshops, short courses, conferences 	<ul style="list-style-type: none"> Relevant earned graduate degrees or accredited certificates in education and/or related fields Completion of relevant accredited professional training workshops Mentored Research Awards (e.g., NIH K01) Summary reports of student feedback Teaching observations from internal peers Administrator evaluations Non-peer-reviewed awards 	<ul style="list-style-type: none"> Relevant earned graduate degrees or accredited certificates in relevant fields Completion of relevant accredited professional training workshops Non-peer-reviewed awards Appointed positions School and UNC committee assignments 	<ul style="list-style-type: none"> Relevant earned graduate degrees or accredited certificates in relevant fields Completion of relevant accredited professional training workshops Non-peer-reviewed awards National and international committee assignments Journal reviewer

Table 2. UNC Eshelman School of Pharmacy ‘Meet-the-Mark’ Criteria for Promotion to Associate or Full Professor on Fixed-Term Track

Assistant Professor to Associate Professor	Associate Professor to Professor
Scholarship	
<p>Scholarship is an important and complementary element of a fixed-term faculty position and will be evaluated during the promotion process in the context of the faculty’s primary responsibilities and the effort (as negotiated with the faculty’s Chair) that can be devoted to scholarly pursuits.</p> <p>Demonstration of scholarly productivity including:</p> <ul style="list-style-type: none"> • An important hallmark of this transition is evidence that the faculty has indeed developed a defined body of scholarly work, with evidence of first author publications. It is incumbent upon the faculty and the Division Chair to demonstrate that the Assistant Professor is nationally recognized for contributions to the relevant area of specialization. • A record of scholarly work and publications published in respected refereed journals and judged on their quality as well as the number of publications since the faculty member became an Assistant Professor. • Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication are additional important indicators of scholarship. • First or senior author on research posters, abstracts presented at national / international meetings via a competitive submission and acceptance process. 	<p>Scholarship is an important and complementary element of a fixed-term faculty position and will be evaluated during the promotion process in the context of the faculty’s primary responsibilities and the effort (as negotiated with the faculty’s Chair) that can be devoted to scholarly pursuits.</p> <p><i>Sustained demonstration of scholarly productivity</i> since the candidate became an Associate Professor including:</p> <ul style="list-style-type: none"> • Evidence of sustained intellectual contributions to scholarly activities in a well-defined area, with evidence of first and senior author publications. • A record of sustained, high impact publications published in respected refereed journals and judged on their quality as well as the number of publications since the faculty member became an Associate Professor. • Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication are additional important indicators of scholarship. • First or senior author on research posters, abstracts presented at national / international meetings via a competitive submission and acceptance process. • Evidence the candidate is recognized at a national and international level for their professional contributions.
Teaching	
<ul style="list-style-type: none"> • Evidence of effectiveness as a teacher, as judged by learners and peers and/or evidence of effectiveness and achievements of learners. • Documentation of substantial and consistent teaching activity and performance. • Indicators of teaching performance may include the following roles and/or activities: coordinator of team-taught courses; teaching a portion of, or whole course; facilitator of small group discussions; case writer; lecturer; contributor to the revision of existing courses or the development of new courses or teaching approaches; development of educators and preceptors; design of new curricula on a broad scale; creator of new educational materials; and non-traditional teaching within the professional degree program (e.g., serving as a mentor in the Research and Scholarship in Pharmacy pathway). • Evidence of mentorship and effectiveness as a mentor of professional and graduate students, postdoctoral fellows, residents and visiting scholars outside the classroom setting, as well as participation in other forms of trainee mentoring relationships such as thesis, or dissertation, or postdoctoral fellowship advisory committees, constitute important areas of teaching responsibility. 	<ul style="list-style-type: none"> • Evidence of <i>sustained</i> effectiveness as a teacher, as judged by learners and peers and/or evidence of effectiveness and achievements of learners. • Documentation of substantial and consistent teaching activity and performance. • Indicators of teaching performance may include the following roles and/or activities: coordinator of team-taught courses; teaching a portion of, or whole course; facilitator of small group discussions; case writer; lecturer; contributor to the revision of existing courses or the development of new courses or teaching approaches; development of educators and preceptors; design of new curricula on a broad scale; creator of new educational materials; and non-traditional teaching within the professional degree program (e.g., serving as a mentor in the Research and Scholarship in Pharmacy pathway). • Evidence of mentorship and effectiveness as a mentor of professional and graduate students, postdoctoral fellows, residents and visiting scholars outside the classroom setting, as well as participation in other forms of trainee mentoring relationships such as thesis, or dissertation, or postdoctoral fellowship advisory committees, constitute important areas of teaching responsibility. • Evidence that the faculty member is upholding the standards established for advising and mentoring

<ul style="list-style-type: none"> Evidence that the faculty member is upholding the standards established for advising and mentoring graduate students and post-doctoral fellows as outlined in the documented <i>Expectations for the Pharmaceutical Sciences Graduate Program</i> and in alignment with WE CARE. Innovation in teaching may also be of significant value to the academic organization and/or the broader community it serves. Metrics of performance include, but are not restricted to, peer evaluations and student evaluations as well as awards. 	<p>graduate students and post-doctoral fellows as outlined in the documented <i>Expectations for the Pharmaceutical Sciences Graduate Program</i> and in alignment with WE CARE.</p> <ul style="list-style-type: none"> Innovation in teaching may also be of significant value to the academic organization and/or the broader community it serves. Metrics of performance include, but are not restricted to, peer evaluations and student evaluations as well as awards.
Service	
<ul style="list-style-type: none"> Documentation that candidate regularly attends and engages in service activities and responsibilities. Evidence of positive contributions to service within the School, locally and nationally. Documentation of administrative activity and productivity and positive reputation (for those holding administrative responsibilities). The School expects all faculty to make positive contributions to fostering a culture that values DEI. Documentation of meeting this expectation should be included in the candidate's dossier. 	<ul style="list-style-type: none"> Documentation that candidate regularly attends and engages in service activities and responsibilities. Evidence of positive contributions to service within the School, locally and nationally as well as internationally, where applicable. Documentation of administrative activity and productivity and positive reputation (for those holding administrative responsibilities). Evidence that the candidate is effectively mentoring students, residents, junior faculty, etc. The School expects all faculty to make positive contributions to fostering a culture that values DEI. Documentation of meeting this expectation should be included in the candidate's dossier.
Overall	
<ul style="list-style-type: none"> Faculty with fixed-term appointments should be evaluated from the perspective of the targeted need on which their appointment is based. Evidence that the candidate will continue to be productive and an asset to the institution throughout their entire career. Documentation from external letters of review that the candidate is excellent and meets the criteria for promotion. <p>Promotion from <u>Assistant Professor to Associate Professor</u> is based on the following metrics:</p> <ul style="list-style-type: none"> Demonstrated potential for continued academic productivity; Relevance of the faculty's scholarly activities to the mission of the Division and the School; Evidence that the faculty has made important intellectual contributions to a defined area of scholarship or to intellectual property development and commercialization; A reputation as an expert in the faculty's field, external to the University of North Carolina at Chapel Hill (i.e., national or international level); Contributions to the teaching mission of the School; Effective service, including to the scientific/professional community, at a level appropriate for time in rank; and Broad contributions to the Division, School, and University. 	<ul style="list-style-type: none"> Faculty with fixed-term appointments should be evaluated from the perspective of the targeted need on which their appointment is based. Evidence that the candidate will continue to be productive and an asset to the institution throughout their entire career. Documentation from external letters of review that the candidate is excellent and meets the criteria for promotion. <p>The transition from <u>Associate Professor to Professor</u> in any of the appointment series or initial appointment at the rank of Professor builds upon the metrics established or considered in promotion from Assistant Professor to Associate Professor. Consistent with their track the faculty must be able to demonstrate the following:</p> <ul style="list-style-type: none"> Evidence of sustained intellectual contributions to scholarly activities in a well-defined area, which could include creation and commercialization of intellectual property; Recognition as an international authority in the discipline of specialization; Evidence of sustained contributions to the teaching missions of the School at a high level, if applicable; and Evidence of sustained service commitments (to the School, University, scientific discipline, profession) at a high level.
Collegiality & Citizenship	
<p><i>Professional collegiality</i></p> <ul style="list-style-type: none"> Most endeavors undertaken by faculty require interpersonal interactions. The UNC Eshelman School of Pharmacy strives to 	

maintain a collegial environment that fosters open discourse and values the diversity of background and thought inherent in a major research and teaching university. All faculty should be collegial and respectful in interactions with others.

Good citizenship

- Citizenship includes a variety of activities that make significant contributions to the advancement of research, teaching, clinical practice, and service, as well as the overall mission of the School and University. Personal qualities such as integrity, respect for others, leadership, objectivity, candor, fairness, collegiality, willingness to cooperate, and a positive attitude are vital to the culture of the faculty and the School community, and, thus, are highly valued. All of these characteristics are aligned with the School's values of WE CARE: *Welcoming* (creating an environment of inclusion and belonging), *Equity* (opportunity for all), *Commitment* (relentless passion for impact to society), *Accountability* (ownership and responsibility), *Respect* (appreciation and value for others), and *Excellence* (pre-eminence in all that we do). The ability and willingness of a faculty member to place the needs of the School above the needs of self contributes to the advancement of the School and is a measure of good citizenship. While being a good citizen is an expectation, it, alone, does not justify promotion and/or tenure.

Table 3. UNC Eshelman School of Pharmacy ‘Meet-the-Mark’ Criteria for Promotion to Associate or Full Professor on Tenure Track

<i>Assistant Professor to Associate Professor with Tenure</i>	<i>Associate Professor to Professor</i>
<i>Scholarship</i>	
<p>Demonstration of scholarly productivity:</p> <ul style="list-style-type: none"> • It is anticipated that a significant portion, but likely not the entirety, of an individual’s scholarly work would have a focus on one or more areas of scholarship. This focus of scholarship establishes the candidate as an expert or thought leader within the specific discipline. • An important hallmark of this transition is evidence that the faculty member has developed a defined body of scholarly work, with evidence of first author publications. It is incumbent upon the faculty and the Division Chair to demonstrate that the individual is nationally recognized for contributions to the relevant area of specialization. • A record of original, peer reviewed papers published in widely respected refereed journals and judged on their quality as well as the number of publications (may vary by area of research/scholarship) since the faculty member became an Assistant Professor. • Scholarly work is evaluated based upon the rigor of the work; the appropriateness and reputation of the journal; the perspective from outside reviewers on the importance and impact of the scholarship and the published work; and evidence that the work is cited by others and/or has had an impact on the field. To a lesser extent, the quantity of the published research is also important; however, this is considered in the context of the discipline and the nature of the work conducted, and the rank of the faculty, and should be discussed annually with the Chair of the division. • Authorship of important review articles, chapters, books, and other forms of enduring scholarly work and communication are additional important indicators of research scholarship. • First or senior author on research posters, abstracts presented at national / international meetings via a competitive submission and acceptance process. 	<p><i>Sustained demonstration</i> of scholarly productivity since the candidate became an Associate Professor:</p> <ul style="list-style-type: none"> • A record of significant and high impact original, peer-reviewed research papers as first or senior author in widely respected refereed journals, judged on quality as well as the quantity of research publications while in rank as an Associate Professor (may vary by area of research/scholarship). • Scholarly work is evaluated based upon the rigor of the work; the appropriateness and reputation of the journal; the perspective from outside reviewers on the importance and impact of the scholarship and the published work; and evidence that the work is cited by others and/or has had an impact on the field. To a lesser extent, the quantity of the published research is also important; however, this is considered in the context of the discipline and the nature of the work conducted, and the rank of the faculty, and should be discussed annually with the Chair of the division. • Authorship of important review articles, chapters, books, and other forms of enduring scholarly work and communication are additional indicators of research scholarship. • First or senior author on research posters, abstracts presented at national / international meetings via a competitive submission and acceptance process. • Participation in collaborative/team science where the candidate has made a substantial contribution to design, implementation, and/or dissemination of the research.
<i>and</i>	
<p>A record of external grant support as a principal investigator, co-investigator or independent researcher, such as:</p> <ul style="list-style-type: none"> • At least one active investigator-initiated grant from federal funding sources or equivalent, or • Significant alternative funding sources (e.g., industry, foundations) and evidence of excellent potential for continued future funding 	<p>Record of <i>sustained external grant support</i> as an independent researcher, evidenced by a history of maintaining at least one active investigator-initiated grant from:</p> <ul style="list-style-type: none"> • Federal funding or its equivalent on which the candidate is the principal investigator, and/or • Significant alternative funding sources (e.g., industry, foundations) and evidence of excellent potential for continued future funding

<ul style="list-style-type: none"> Participation in collaborative/team science where the candidate has made a substantial contribution to the design, implementation, and/or dissemination of the research. 	<ul style="list-style-type: none"> Participation in collaborative/team science where the candidate has made a substantial contribution to design, implementation, and/or dissemination of the research.
Teaching	
<ul style="list-style-type: none"> Evidence of effectiveness as a teacher, as judged by learners and peers and/or evidence of effectiveness and achievements of learners. Documentation of substantial and consistent teaching activity and performance. Indicators of teaching performance may include the following roles and/or activities: coordinator of team-taught courses; teaching a portion of, or whole course; facilitator of small group discussions; case writer; lecturer; contributor to the revision of existing courses or the development of new courses or teaching approaches; development of educators and preceptors; design of new curricula on a broad scale; creator of new educational materials; and non-traditional teaching within the professional degree program (e.g., serving as a mentor in the Research and Scholarship in Pharmacy pathway). Evidence of mentorship and effectiveness as a mentor of professional and graduate students, postdoctoral fellows, residents and visiting scholars outside the classroom setting, as well as participation in other forms of trainee mentoring relationships such as thesis, or dissertation, or postdoctoral fellowship advisory committees. Evidence that the faculty member is upholding the standards established for advising and mentoring graduate students and post-doctoral fellows as outlined in the documented <i>Expectations for the Pharmaceutical Sciences Graduate Program</i> and in alignment with WE CARE. Innovation in teaching may also be of significant value to the academic organization and/or the broader community it serves. Metrics of performance include, but are not restricted to, peer evaluations and student evaluations as well as awards. 	<ul style="list-style-type: none"> Evidence of <i>sustained effectiveness</i> as a teacher, as judged by learners and peers and/or evidence of effectiveness and achievements of learners. Documentation of substantial and consistent teaching activity and performance. Indicators of teaching performance may include the following roles and/or activities: coordinator of team-taught courses; teaching a portion of, or whole course; facilitator of small group discussions; case writer; lecturer; contributor to the revision of existing courses or the development of new courses or teaching approaches; development of educators and preceptors; design of new curricula on a broad scale; creator of new educational materials; and non-traditional teaching within the professional degree program (e.g., serving as a mentor in the Research and Scholarship in Pharmacy pathway). Evidence of mentorship and effectiveness as a mentor of professional and graduate students, postdoctoral fellows, residents and visiting scholars outside the classroom setting, as well as participation in other forms of trainee mentoring relationships such as thesis, or dissertation, or postdoctoral fellowship advisory committees. Evidence that the faculty member is upholding the standards established for advising and mentoring graduate students and post-doctoral fellows as outlined in the documented <i>Expectations for the Pharmaceutical Sciences Graduate Program</i> and in alignment with WE CARE. Innovation in teaching may also be of significant value to the academic organization and/or the broader community it serves. Metrics of performance include, but are not restricted to, peer evaluations and student evaluations as well as awards.
Service	
<ul style="list-style-type: none"> Documentation that candidate regularly attends and engages in service activities and responsibilities. Evidence of positive contributions to service within the School, locally and nationally. Documentation of administrative activity and productivity and positive reputation (for those holding administrative responsibilities). The School expects all faculty to make positive contributions to fostering a culture that values DEI. Documentation of meeting this expectation should be included in the candidate's dossier. 	<ul style="list-style-type: none"> Documentation that candidate regularly attends and engages in service activities and responsibilities. Evidence of positive contributions to service within the School, locally and nationally as well as internationally, where applicable. Documentation of administrative activity and productivity and positive reputation (for those holding administrative responsibilities). The School expects all faculty to make positive contributions to fostering a culture that values DEI. Documentation of meeting this expectation should be included in the candidate's dossier.
Overall	

<ul style="list-style-type: none"> • Evidence that the candidate will continue to be productive and an asset to the institution throughout their entire career. • Documentation from external letters of review that the candidate is excellent and meets the criteria for promotion/tenure. <p>Promotion from <u>Assistant Professor to Associate Professor</u> is based on the following metrics:</p> <ul style="list-style-type: none"> • Demonstrated potential for continued academic productivity; • Relevance of the faculty’s scholarly activities to the mission of the Division and the School; • Evidence that the faculty has made important intellectual contributions to a defined area of scholarship or to intellectual property development and commercialization; • A reputation as an expert in the faculty’s field, external to the University of North Carolina at Chapel Hill (i.e., on the national or international level); • Contributions to the teaching mission of the School; • Effective service, including to the scientific/professional community, at a level appropriate for time in rank; and • Broad contributions to the Division, School, and University. 	<ul style="list-style-type: none"> • Evidence that the candidate will continue to be productive and an asset to the institution throughout their entire career. • Documentation from external letters of review that the candidate is excellent and meets the criteria for promotion. <p>The transition from <u>Associate Professor to Professor</u> in any of the appointment series or initial appointment at the rank of Professor builds upon the metrics established or considered in promotion from Assistant Professor to Associate Professor. Consistent with their track the faculty must be able to demonstrate the following:</p> <ul style="list-style-type: none"> • Evidence of sustained intellectual contributions to scholarly activities in a well-defined area, which could include creation and commercialization of intellectual property, • Recognition as an international authority in the discipline of specialization; • Evidence of sustained contributions to the teaching missions of the School at a high level, if applicable; and • Evidence of sustained service commitments (to the School, University, scientific discipline, profession) at a high level.
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Collegiality & Citizenship

Professional collegiality

- Most endeavors undertaken by faculty require interpersonal interactions. The UNC Eshelman School of Pharmacy strives to maintain a collegial environment that fosters open discourse and values the diversity of background and thought inherent in a major research and teaching university. All faculty should be collegial and respectful in interactions with others.

Good citizenship

- Citizenship includes a variety of activities that make significant contributions to the advancement of research, teaching, clinical practice, and service, as well as the overall mission of the School and University. Personal qualities such as integrity, respect for others, leadership, objectivity, candor, fairness, collegiality, willingness to cooperate, and a positive attitude are vital to the culture of the faculty and the School community, and, thus, are highly valued. All of these characteristics are aligned with the School’s values of WE CARE: Welcoming (creating an environment of inclusion and belonging), Equity (opportunity for all), Commitment (relentless passion for impact to society), Accountability (ownership and responsibility), Respect (appreciation and value for others), and Excellence (pre-eminence in all that we do). The ability and willingness of a faculty member to place the needs of the School above the needs of self contributes to the advancement of the School and is a measure of good citizenship. While being a good citizen is an expectation, it, alone, does not justify promotion and/or tenure.

Tips Regarding External Letters of Evaluation

Tenure-track and Tenure:

1. The Division Chair should write an official letter soliciting outside letters. A CV, job posting (if available), and the ARPT Governance document should accompany the Division Chair's letter.
2. A minimum of four letters from outside UNC is required for tenure or promotion actions. Two letters are solicited from a list of names provided by the candidate and two from individuals selected by the Division Chair or Dean, as appropriate. The Division Chair solicits all letters using the standard solicitation letter (appendix). ***Please note: A minimum of six to eight letters should be requested.
3. In the appointment/promotion packet, each outside letter should have a designation in its upper right-hand corner indicating whether the writer of the letter was suggested by the candidate or was chosen by the Division Chair (or Dean).
4. Ideally, all of the letters should come from Peer Institutions. If a peer Pharmacy Institution, the Division Chair needs to explain it in their recommendation letter.
5. Reviewers must be above the rank of the person being nominated, and ideally the external reviewers should hold the rank of full professor.

* Please note for ***incoming assistant professors***, the University ***does allow*** for recommendations/external letters to be written by assistant professors for instructors with special provision, and assistant professors. A minimum of four letters of evaluation which may come from individuals with whom the candidate has worked are required, normally all four from outside the institution. Ideally, all the letters should come from research universities (RU/VH) with very high research activity.

Rank of New Appointment	Acceptable Letters
Instructor w/ Special Provision	Assistant Professor or higher
Assistant Professor	Assistant Professor or higher
Associate Professor	Associate Professor with tenure or higher
Professor	Professor with tenure or higher

Additionally, if a letter is from a referee who does not hold an academic appointment (or does not have academic credentials), please ensure that the Division Chair/Dean's letter clearly explains why the selected referee(s) are considered valid reviewers.

6. Many schools have stopped asking the reviewer if the person up for promotion would hypothetically be promoted at their institution.
7. All letters should be from individuals independent of the candidate. Letters may not be from individuals who have significant involvement with a candidate, e.g., a collaborator, mentor, previous co-worker, former dissertation chair, friend, etc., but may be from individuals who know the candidate through professional interactions, e.g., reviewed the candidate's publications or served on review committee together.
8. Additional letters from other sources may also be submitted. These may be from individuals within the institution with whom the candidate has collaborated or from former colleagues, collaborators, mentors, community members, or other individuals connected with the candidate.
9. The Division Chair should carefully review received letters to make sure that the letters meet the requirements in terms of independence, lack of bias, and clear recommendation.
10. All letters of evaluation that are received must be made an official part of any appointment, promotion, and tenure package and must be part of the evaluation process of the candidate under consideration. Deans and Division Chairs are required to include **ALL** letters received, not a selected subset.

Fixed-Term:

A minimum of two letters from outside of the base unit, which may include letters from outside of the department or outside of UNC is required for fixed term actions. The letters may come from individuals with whom the candidate has worked, normally from outside the institution.

***Please note: A minimum of four letters should be requested.

How to Present an Effective Dossier to the Appointment, Promotion and Tenure Committee

The following guidelines have been adopted to prescribe the format of faculty dossiers for presentation to higher-level University review committees including the Health Sciences Appointments Committee (HSAC) and the University's Appointment, Promotion, and Tenure (APT) Committee. These guidelines are intended to ensure that dossiers are transmitted in a consistent format to aid in efficient review and decision-making. Questions regarding these guidelines should be addressed to Academic Personnel in the Office of the Executive Vice Chancellor and Provost at 962-1091.

The dossier is an important and effective tool used by internal divisional review committees to evaluate the teaching, research, and service activities of a faculty member's readiness for reappointment or promotion. Information provided should reflect an accurate and efficient assessment of the faculty member's credentials and achievements. Be forthright in documenting such achievements and make sure the focus remains on those that are substantive and meaningful in the context of the totality of one's professional career to date.

The Appointment, Promotion and Tenure Committee ("APT Committee") is the third level of faculty review of promotion and tenure decisions. The APT Committee, composed of 12 faculty members, makes recommendations to the Executive Vice Chancellor and Provost, who then make the final decision, subject to confirmation by the Board of Trustees. These guidelines are provided to Division Chairs and Executive Assistants in an effort to ensure that dossiers are presented in as effective a manner as possible.

Please see the following link for dossier format: <https://academicpersonnel.unc.edu/policies-and-procedures/faculty-appointments/dossier-format-for-tenure-track-or-tenured-faculty-review/>

A few key points:

1. **CV:**
 - Lists under every sub heading should be in reverse chronological order, with the most recent first.
 - Grants/funding must be updated and should include the beginning and end date.
 - The updated date should be on the front page of the CV and all pages should be numbered.

2. **Letters of Evaluation:**
 - A minimum of four letters of evaluation are required. All letters should be from outside the institution and all referees should be independent from the candidate. Two referees should be from a list of names provided by the candidate and two from individuals selected by the Division Chair or Dean, as appropriate. Ideally, all of the letters should come from *research institutions*.
 - The purpose of these letters is to provide an independent and unbiased assessment of the individual's national and international reputation. Therefore, the request from the Division Chair to prospective writers of outside letters of evaluation should be phrased neutrally and should not solicit an affirmative response or recommendation.

- A copy of the letter requesting an evaluation of the candidate should be included in the dossier. The letters may not be from individuals who have been directly involved with a candidate, e.g., a collaborator, mentor, previous co-worker, former dissertation chair, etc., but may be from individuals who know the candidate through professional interactions, e.g., reviewed the candidate's publications or served on review committees together.
- In addition to the minimum four required independent letters, any number of additional letters from other sources may also be submitted. These may be from individuals within the institution with whom the candidate has collaborated or from former colleagues, collaborators, mentors or other individuals connected with the candidate.
- It is required by rule and ethics to include all letters received, not a selected subset. All letters of evaluation that are received must be made an official part of any appointment, promotion, and tenure package and must be part of the evaluation process of the candidate under consideration.
- In the appointment/promotion packet, each outside letter should have a designation in the upper right hand corner indicating whether the writer of the letter was suggested by the candidate or was chosen by the Division Chair.
- 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."
- Any personal connection between candidate and external reviewer (e.g., dissertation advisor, post-doc mentor, etc.) must be disclosed.
- The Division Chair's recommendation letter should explain why each external reviewer was selected and the standing of each external reviewer in the field, especially those of rank other than professor or from institutions that might be considered as lower rank than Carolina.
- Please do not quote extensively from the several letters, instead provide a few-sentence summary of each letter.
- Quoting just favorable sentences out of context hurts your credibility – APT members read the letters as well as your summaries of them.

A final word of advice for Division Chairs to give to candidates

Many people will read the candidate's dossier. Please be clear with the faculty about your expectations and tell them what you would want to know if you were reviewing the dossier. Be straightforward in your recitation of achievements, but omit the puffery, such as talks at your division's colloquium. Openness breeds respect; any perceived attempt to manipulate excites challenges.

Division Chair's Letter - The Most Important Recommendation

The appointing Division Chair's letter should clearly show the considerations influencing the Division Chair's decision to recommend the candidate for appointment, reappointment, tenure and/or promotion. The Division Chair should also frankly discuss any of his or her misgivings, reflected in negative votes or abstentions by any member of the division, or noted in any of the letters of reference. Open discussion of misgivings gives the Division Chair's ultimate decision much more credibility than an unalloyed letter of praise when the dossier indicates that some people have misgivings. If the Division Chair quotes from a divisional committee report, it should be attached.

Division Chair's Letter with Dean's Endorsement:

1. Must include the area of excellence on the basis of why the dossier is being presented. For example, scholarship of education, discovery, or application
2. Must show the numerical vote of the School's Full Professors' Committee. Do not include the vote of the division.
3. Discuss any known or suspected reasons for negative votes or abstentions. Abstentions are perceived as mildly negative votes.
4. Explain divisional standards and expectations for scholarship, teaching, engagement and service.
5. Clearly show the considerations influencing the Division Chair's decision to recommend or not recommend the candidate for tenure and/or promotion.
6. Frankly discuss the misgivings reflected in substantial negative votes (e.g., if a quarter or more of the votes are negative, there are multiple abstentions, or misgivings are noted in any of the letters of reference).
7. In the letter, please describe how the division evaluates teaching quality.
8. Explain relative roles in multi-authored works and the significance of author order, if possible.
9. Check the CV to be sure that only manuscripts published, accepted or in-press are listed as publications.
10. Consider separately the relative importance of works produced before and after joining the UNC faculty, where appropriate.
11. Discuss the research/scholarship career thrust, strategy and emphases of the candidate.
12. Is there a clear path?
13. How has it changed over time?

14. What is the most promising outcome you can foresee for the scholarly trajectory?
15. How does that trajectory mesh with divisional strategy and needs?
16. What is the current national and international visibility and standing of the candidate?
17. Set the entries in context.
18. Explain the importance, percentage of articles accepted, and relative standing of the journals in which the candidate has published.
19. If the discipline is one of the rare ones in which certain conferences outrank the journals, explain that.
20. Discuss the research record in some detail.
21. Explain relative roles in multi-author works, especially when multiple works have the same co-authors.
22. Indicate the significance of author order, since disciplines differ radically in their customs in this matter.
23. Indicate which items report work done as part of the candidate's dissertation, and which work has been done since joining the UNC Chapel Hill faculty.
24. Indicate the relative weight of any publications completed by the candidate before joining the UNC Chapel Hill faculty.
25. Note any external evidences of excellence of particular works: best paper awards, favorable reviews, high citation counts, etc.
26. Insist that the status of unpublished works be precisely stated. *In press* means the work has been accepted without further revision and has left the author's hands; give the anticipated date of publication. *Accepted and under revision*, *submitted*, and *in preparation* all have precise meanings. *Under contract* does not; it must be supplemented with a clear indication of the state of completion.
27. For books, indicate the standing of the press. Explain the relative importance of books versus articles in your discipline. Discuss the importance of textbooks and edited volumes in your discipline.
28. If your field is one in which grant success is a common external measure of research quality, discuss the candidate's success in obtaining extramural funding (other than UNC Chapel Hill grant awards).

**** The letter must include a signed endorsement from the Dean on the Division Chair's letterhead****

Sample Request for an External Letter of Recommendation for a Tenure Track Position:

Dear _____:

The School of/Department of _____ at the University of North Carolina at Chapel Hill is reviewing the qualifications of _____, for promotion from Assistant Professor to Associate Professor with tenure (or Associate to full Professor with tenure, or Associate without tenure to Associate with tenure). The School/Department will base its recommendation concerning _____ on the value of his/her research, teaching, and service. I write to seek your opinion about _____ worthiness for this promotion. To aid in your review of his/her qualifications and contributions, his/her curriculum vitae and most recent and (according to him/her) most important publications are enclosed.

We are particularly interested in placing _____ scholarly work in a national context. We would value, therefore, your evaluation of the importance of his/her area of study and of the significance of his/her contributions to it. We are also interested in your opinion of his/her stature relative to his/her peers nationally.

Please refer to the following criteria of the School/Department Tenure and Promotion policy in giving your assessment of _____. [List criteria here]

Appointments or promotion to the rank of Associate Professor must demonstrate outstanding ability. The candidate must demonstrate outstanding scholarly contributions, show independence and leadership in research or practice, and have a growing national reputation in his/her area of expertise. Please understand that, here at UNC-CH, promotion from Assistant to Associate Professor is tightly linked to a decision regarding the granting of tenure. Thus, either _____ will be promoted and granted permanent tenure or he/she will have no choice but to leave the university. In this letter, we are asking for your opinion as to _____ suitability for promotion and/or tenure according to the APT criteria described above that are in place here at UNC-CH. It would not be helpful, nor would it be relevant to state that: *"Dr. _____ would qualify for promotion at our institution, but would not yet be appropriate for tenure."*

For promotion to the rank of Full Professor the candidate must continue to demonstrate high quality teaching, make outstanding scholarly contributions, and have a national reputation in his/her area of expertise. There must be strong evidence that his/her scholarly work has stimulated the work of other researchers or practitioners, has provided "breakthroughs" in the field, and that, in general, other scholars are paying close attention to the candidate's work.

In addition to the above, we appreciate any assessment you are able to make about the quality of _____ teaching and professional service contributions. While we do recognize that these areas are often more difficult to assess than is scholarship, any evaluative comments that you can provide to us will be valued. In addition, we will benefit from having your thoughts regarding _____ interpersonal skills, his/her organizational citizenship, as well as any other intangibles you might be able to share with us.

Before we take up your time, we would like to determine if there is any potential conflict of interest between you and the candidate. Specifically, a conflict of interest may arise if you have co-authored or

published a book chapter, paper, or report with the candidate, or if you were an instructor or faculty member where the candidate was educated. Listed below are just a few examples; there may be other potential conflicts as well.

Conflict of Interest:

- Friend/family connection
- Co-students
- Student or mentee
- Co-authored a book, paper or report
- Written a grant or technical report with this candidate

Not a Conflict of Interest:

- Panel review study section (NIH, NSF)
- Both members of the same professional organization
- Guest speaker at your institution
- Members of a large research network (including large multi-authored research)

Please let me know if you have any potential conflict of interest with this candidate before you agree to write your letter. I will be glad to help you determine whether any conflict of interest exists before you invest your time in this effort.

In preparing your response, we do ask that you provide us with the following information:

- a. Your opinion as to whether or not you would recommend _____ for this promotion
- b. A brief summary of your reasons for this opinion
- c. A description of your relationship (if any) with _____

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.

Thank you very much for your willingness to assist us with this important process. We do recognize the substantial amount of time and effort required to provide us with this assessment of _____. Please understand that time is of the essence in this process. Therefore, we ask that you notify Dr. Chair's Name as soon as possible if you will not be able to provide us with your review by date. His/her e-mail address is: name@unc.edu. You can send either an electronic copy on official letterhead or a hard copy in the mail.

Sincerely,



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

OFFICE OF THE EXECUTIVE
VICE CHANCELLOR AND PROVOST

104 SOUTH BUILDING T 919.962.2198
CAMPUS BOX 3000 F 919.962.1593
CHAPEL HILL, NC 27599-3000 www.unc.edu/provost

BRUCE W. CARNEY
Executive Vice Chancellor and Provost
bruce@unc.edu

TO: DEANS
FROM: BRUCE W. CARNEY *Bruce W. Carney*
EXECUTIVE VICE CHANCELLOR AND PROVOST
SUBJECT: INITIAL APPOINTMENT AS A NEWLY HIRED ASSOCIATE PROFESSOR
DATE: OCTOBER 26, 2010

The typical trajectory for a newly hired associate professor is an initial probationary appointment to the rank of untenured associate professor for a term of five years. The probationary period provides an opportunity to evaluate the newly hired faculty member's professional competence, fit for the department or unit, as well as his/her ability and commitment to effective teaching, research and service.

The associate professor is usually reviewed for reappointment with tenure prior to the end of the fourth year of the five year probationary appointment.

The Trustee Policies and Regulations Governing Academic Tenure in UNC Chapel Hill have a provision that allows for early consideration for reappointment with tenure provided that the probationary faculty member has been in active employment for at least 18 months. It is the expectation of the Office of the Executive Vice Chancellor and Provost that schools/departments adhere to this 18 month provision and that the review process is not initiated prior to the 18 month point in the probationary appointment.

New hires at the rank of associate professor will generally fall into one of three categories:

1. Applicant is **untenured** in their current position. For these candidates the review process for tenure will not be initiated prior to the 18 month point in the probationary appointment.
2. Applicant is **tenured** in their current position at a **peer** university. In these cases we generally award tenure with the new appointment if there is compelling evidence that the individual meets our expectations in terms of research, teaching and service.
3. Applicant is **tenured** in their current position at a **non-peer** university. We expect that these appointments are made judiciously. For these candidates the review process for tenure will not be initiated prior to the 18 month point in the probationary appointment.

I'm happy to address any questions or concerns that you may have regarding these provisions and expectations.

BWC:mdj

(P and T Memo to deans re Associate Profs 10-25-2010.doc)



Levels of Review Required for APO Designated Personnel Actions


<i>September 2021</i>	<i>The University of North Carolina at Chapel Hill</i>					
Personnel Actions	HSAC	APT Sub	APT	Provost	BOT	BOG
New Appointments – Tenure						
Professor	•	•	•	•	•	
Associate Professor (conferring tenure)	•	•	•	•	•	
Associate Professor (probationary for 5 years)	•	•	•	•	•	
Assistant Professor*	•	•	•	•	•	
Instructor with Special Provisions	•	•	•	•	•	
Joint tenured appointment	•	•	•	•	•	
Reappointment – Tenure						
Associate Professor	•	•	•	•	•	
Assistant Professor (2 nd term)	•			•	•	
Instructor with Special Provisions				•		
Promotion – Tenure						
Associate Professor (conferring tenure)	•	•	•	•	•	
Professor (already tenured)	•	•	•	•	•	
Other Actions – Tenure-Track Only						
Deferral Decisions and/or Decision not to promote				•		
Extension of Probationary (Tenure-track) Appt				•		
Designation to Named Professorship*	•	•	•	•	•	
Tenure-Track departmental faculty transfer	•	•	•	•	•	
Change initial appointment to an earlier or later date				•		
End of Employment				•		
Fixed Term Appointments						
All				•		
Other Actions – All EHRA Faculty						
Leave of Absence				•		
Off-Campus Assignment				•		
Conversion from 12-Month to 9-Month appointment				•		
Salary increases less than or equal to 20% and \$15,000				•		
Salary increases greater than 20% AND \$15,000				•	•	
Salary increases greater than 25% and \$25,000						•
Temp to perm (including Post Doc/Fellow/Grad Student to Faculty appointment) salary increases				•		
Fixed Term new employment salaries exceeding salary ceilings				•		
Removal of funding contingency clause				•	•	
Secondary administrative appointment (non-salaried)				•		
Department/Division Chair* **	•	•	•	•	•	
Interim/Acting Department/Division Chair* **	•	•	•	•	•	
Center Director				•		
Dean – Tenure/Faculty Position (obtain dossier for APT review)	•	•	•	•	•	

*Assistant Professor appointments, designations to named professorships, department/division chairs, and interim/acting department chairs' appointments are informational items on the APT agenda. They must, however, pass through the BOT for approval.

**Department chair and interim/acting chair appointments must appear on the APT agenda as information – 3 months before or 3 months after the appointment.

<p>9. Transcript – Certified Official Copy (Do not include the transcript or transcript confirmation page in the dossier. Upload the document(s) to the ePAR in CC.) * If transcripts are not received at the time of appointment, upload them to ConnectCarolina once received. See the transcript policy for further detail.</p>	◆	◆	◆					
<i>If Applicable (Include within the electronic dossier)</i>								
<p>10. Recommendation for Joint Appointment – <i>include the outside letters of recommendation from the primary department's initial appointment-see #5 above, also ensure the joint appoint language is accurate</i></p>							◆	
<p>11. Background checks must be initiated for all new hires and faculty promotions. You must also specify the BGC has been initiated by checking the box on the AP-2</p>	◆	◆	◆			◆		

Units are required to upload the electronic dossier in the order described above.

September 2021		The University of North Carolina at Chapel Hill				
Permanent Salaried Fixed Term Standard Order Table for Research / Clinical / Teaching / Adjunct / Variable Track Appointments  OFFICE OF THE PROVOST Academic Personnel		New / Initial Fixed Term or Variable Track Appointment	Reappointment	Promotion	Job Change*	Secondary Appointment
1.	AP-2	◆		◆	◆	◆
2.	AP-2a	◆				
3.	Contract letter from department to employee	◆	◆	◆	◆	◆
4.	Recommendation letter from the Dean to the EVC&P or from Chair endorsed by the Dean outlining duties and responsibilities.	◆	◆	◆	◆	◆
5.	School/Department committee report (if available)	◆	◆	◆	◆	◆
6.	Full Curriculum Vita	◆		◆	◆	◆
7.	Letters of recommendation - outside the University (at least two)*	◆		◆	◆	
8.	Teaching documentation to include the following: (a) Reflective statement (b) Teaching activities: List course taught each semester for the past three years and the number of students taught by section. List the names of graduate students supervised, thesis titles and completion dates for degree work since employment at UNC-CH. Undergraduate honors projects should be included as well. (c) Teaching evaluations: Summaries should be provided showing quantitative data which evaluates the teaching effectiveness. (Do not include individual student evaluation sheets or grade sheets.) (d) Peer evaluations			◆		
9.	Transcript - Certified Official Copy **If transcripts are not received at the time of appointment, upload them to Connect Carolina once received. See the transcript policy for further detail.	◆				
10.	Completed Background Check (if applicable) (Attach summary page)	◆			◆	
11.	OP-1: Remains in the Department (if applicable)	◆				
12.	Any additional information or material that the school would like to put forward (not duplicative of the above).	◆				
13.	Recommendation for Joint Appointment Form (if applicable)					◆

***Outside letters** - External letters should be from outside of the base unit, which may include letters from outside of the department or outside of the university.

Temporary Fixed Term Standard Order Table
 Temporary Salaried or Non-Salaried (with intent to pay) Fixed Term Appointments
 for Research / Clinical / Teaching / Adjunct / Visiting



OFFICE OF THE PROVOST
 Academic Personnel

New Appointment

Reappointment

Promotion

Job Change

Secondary Appointment

1. AP-2	◆		◆	◆	◆
2. AP-2a	◆				
3. Contract Letter from department to employee	◆	◆	◆	◆	◆
4. Recommendation letter from the Dean to the EVC&P or from Chair endorsed by the Dean outlining duties and responsibilities.	◆	◆	◆	◆	◆
5. School/Department committee report (if available)	◆	◆	◆	◆	◆
6. Full Curriculum Vita	◆		◆	◆	◆
7. Transcript - Certified Official Copy *If transcripts are not received at the time of appointment, upload them to ConnectCarolina once received. See the transcript policy for further detail.	◆				
8. Completed Background Check (if applicable) (Attach summary page)	◆				
9. OP-1: Remains in the Department (if applicable)	◆				
10. Recommendation for Joint Appointment (if applicable)					◆

**Required Documents
for Connect Carolina Actions
Non-Salaried Fixed Term Appointments**

Non-Salaried Fixed Term (for Research/Clinical/Adjunct)	New Appointment	Reappointment	Promotion	Initial Secondary (Joint) Appointment	Successive Secondary (Joint) Appt
1. AP-2	◆		◆	◆	
2. AP-2a	◆				
3. Full Curriculum Vitae	◆		◆	◆	
4. Recommendation letter from the Dean to the EVC&P or from Chair/Division Head to the Dean outlining duties and responsibilities.	◆	◆	◆	◆	◆
5. School/Department report (<i>if applicable</i>)	◆	◆	◆	◆	◆
6. Contract letter from dept. to employee	◆	◆	◆	◆	◆
7. Transcript - Certified Official Copy	◆				
8. Recommendation for Joint Appointment (<i>if applicable</i>)				◆	
9. OP-1: Remains in the Department	◆				

Other Actions Required Documents	Ltr to/from Employee	Ltr of Justification from Dept Chair/Dean	AP2	CV	EPAWeb Action	Cmte. Report (if appl)	EPA Faculty Out of Cycle Salary Inc Form	BOT	BOG
Tenure Track									
Deferral (probationary assoc profs)		◆		◆		◆			
Decision Not to Promote		◆		◆		◆			
Nonrenewal of Probationary Appt	◆ to	◆	◆	◆	◆	◆			
Tenure Track Change in FTE	◆ from	◆			◆				
Tenure Track Faculty Dept Transfer		◆	◆	◆	◆	◆			
Extension of Probationary Appt	◆ from	◆			◆				
Designation/Reappointment to Named Professorship		◆	◆	◆	◆	◆	◆ (not required at ARP)	◆	
All EPA Faculty									
Adding Secondary Administrative Title		◆			◆				
Conversion from 12-Month to 9-Month Appt		◆			◆				
End of Employment <i>[attach T.I.M. Accrual Summary Report & highlighting sick leave balance.] Faculty payout only to estate in event of their death</i>	◆ from				◆				
Out-of-Cycle Salary Increase of 10% or greater of Previous June 30 Salary		◆			◆		◆	◆	
Out-of-Cycle Salary Increase of 10% or greater of Previous June 30 Salary		◆			◆		◆	◆	◆
Removal of Contingency Clause (all)		◆			◆			◆	
Dean Appt or Reappt			◆	◆	◆				
Dept Chair Appt or Reappt*		◆	◆	◆	◆	◆		◆	
Interim/Acting Department Chair *		◆	◆	◆	◆	◆		◆	

Revised 11/7/13

* CAN BE APPROVED BY BOT WITHIN 3 MONTHS OF EFFECTIVE DATE, INCLUDING RETROACTIVE DATE.

Post-tenure review

Post-tenure review	Required Documents
CV	*
Teaching Portfolio	*
Reflective self-evaluation of preceding five-year period	*
Plan of action for next five years	*
Recommendation letter from Chair to Full Professors	*

HSAC: things to look for in faculty dossiers
(HSAC = Health Sciences Advisory Committee)

Full professors and tenure decisions (to associate level)

1. Promotion to full Professor and tenure decisions are scrutinized most closely by HSAC. The goal of HSAC is to not have dossiers sent back from University APT.
2. However, there can be serious hang-ups on faculty titles, especially when faculty are recruited from elsewhere and it's unclear what kind of promotion process they have already been through. This is especially true if the other institution may not be considered a peer institution.
3. For Full Professor and tenure promotions, the letters are extremely important and HSAC is sensitive to the details of wording, especially language even hinting at concern or something negative. It is important that:
 - a) the Chair's letter always needs to address anything strange or something that could be construed in a negative/questionable light.
 - b) the outside letters are from individuals that have no conflicts whatsoever, especially co-publishing. conflicts are okay in "additional letters".
 - c) two outside letters chosen by the chair and two letters chosen by the candidate are needed. But it's good to have more because if issues arise these can often be moved into "additional letters" (addressed in chair's letter?). However, too many additional letters can raise suspicion.
 - d) the wording can be very important
 - e) HSAC is not so much looking for glowing praise, but rather for any verbiage in the letters indicating doubt or sub-par performance.
4. If timing is weird, or if faculty is going up for early tenure, this is definitely noticed and discussed (see "face page" below).

New tenure-track hires

5. For new tenure-track hires, sometimes the nature of the job search can become a question or issue.
6. There's a bias against hiring research level faculty into tenure track positions nowadays.

Additional points

7. Other Health Sciences schools have separate P&T committees to vet these CVs. They need to be read REALLY carefully or else are in danger of getting sent back by HSAC and hence seriously delayed.
8. For ESOP Full Professors' meetings, dossiers should include the **face page** for full professors' meeting. that way we can see titles more clearly, as well as other factors that HSAC will see (early/on time/late promotion, spouse at UNC, etc.)

Tenure Track and Tenured Faculty Timelines

Assistant Professor Reappointment (2nd probationary term)

Timing	Action	Responsible Party
18 months prior to end date	Send email reminder to Chair of appointment decision date	HR Consultant
To be submitted/completed following the dossier submission calendar (https://academicpersonnel.unc.edu/hr-resources/toolkit/schedules/)*	Prepare dossier based on standard order table (see appendix G)	Faculty
	Prepare reappointment materials (based on tenure track faculty standard order table in appendix G), combine dossier, and submit to School FP for review	Division Chair/EA
	Present faculty dossier to School FP for review and approval	Division Chair
	Send HR Consultant letter to the Provost with updated vote from FP committee	Division EA
	Submit reappointment materials to APO, HSAC, APT and BOG committees for review and approval	HR Consultant
8 to 10 weeks	HSAC, APT and BOG committees review and approvals	HSAC, APT, and BOT
1 day	Notify Chair of reappointment approval	HR Consultant
7-10 business days	Process reappointment to 2 nd probationary term in ConnectCarolina	HR Consultant
10-30 days after reappointment processes in ConnectCarolina	Send letter of reappointment to faculty	Provost's Office

Promotion to Associate Professor w/ Tenure

Timing	Action	Responsible Party
18 months before decision is due	Send email reminder to Chair of appointment decision date	HR Consultant
To be submitted/completed following the dossier submission calendar (https://academicpersonnel.unc.edu/hr-resources/toolkit/schedules/)	Prepare dossier based on standard order table (see appendix G)	Faculty
	Prepare reappointment materials (based on tenure track faculty standard order table in appendix G) including <i>at least 4 external letters of recommendation</i> , combine dossier, and submit to School FP for review	Division Chair/EA
	Present faculty dossier to School FP for review and approval	Division Chair
	Send HR Consultant letter to the Provost with updated vote from FP committee	Division EA
	Submit promotion materials to APO, HSAC, APT and BOG committees for review and approval	HR Consultant
8 to 10 weeks	HSAC, APT and BOG committees review and approvals	HSAC, APT, and BOG
1 day	Notify Chair of reappointment approval	HR Consultant
7-10 business days	Process promotion w/ tenure/promotion in ConnectCarolina	HR Consultant
10-30 days after reappointment processes in ConnectCarolina	Send letter of promotion to faculty	Provost's Office

* **NOTE:** Decisions on reappointments at assistant rank or for any tenure-track promotions are due 1 year prior to the end date.

Promotion from Associate Professor w/ Tenure to Full Professor (FP)

Timing	Action	Responsible Party
After the Division Chair and faculty member determine faculty is ready for promotion to FP NOTE: <i>It should be considered a rare event for an associate professor with tenure to be considered for promotion to full professor with a submitted dossier with less than four years in rank at UNC-Chapel Hill.</i>	Prepare dossier based on standard order table (see appendix G)	Faculty
	Prepare reappointment materials (based on tenure track faculty standard order table in appendix G) including <i>at least 4 external letters of recommendation</i> , combine dossier, and submit to School FP for review	Division Chair/EA
	Present faculty dossier to School FP for review and approval	Division Chair
	Send HR Consultant letter to the Provost with updated vote from FP committee	Division EA
	Submit promotion materials to APO, HSAC, APT and BOG committees for review and approval	HR Consultant
8 to 10 weeks	HSAC, APT and BOG committees review and approvals	HSAC, APT, and BOG
1 day	Notify Chair of reappointment approval	HR Consultant
7-10 business days	Process promotion w/ tenure/promotion in ConnectCarolina	HR Consultant
10-30 days after reappointment processes in ConnectCarolina	Send letter of promotion to faculty	Provost's Office

Post Tenure Review (5 year review)

Timing	Action	Responsible Party
6 months before post tenure review date	Send email reminder to Chair of post tenure review date	HR Consultant
Between 6 months notification and 2 months prior to decision due date	Prepare post tenure review dossier based on standard order table (see appendix G)	Faculty
	Prepare post tenure review materials, combine post tenure review dossier, and submit to School FP for review	Division Chair/EA
	Present faculty dossier to School FP for review and approval	Division Chair
1 – 2 weeks after FP committee meeting	After School FP committee approves, send letter of post tenure review letter to faculty	FP Committee Chair
7-20 business days	Process post tenure review update in ConnectCarolina	HR Consultant

Fixed Term Faculty Timelines

1 Year Reappointment (at the same rank)

Timing/Duration	Action	Responsible Party
45 - 60 days prior to appointment end date	Create fixed-term faculty reappointment recommendation letter form the Division Chair to the Provost, and a fixed-term faculty reappointment letter from the Division Chair to the employee using the HR letter template found on the Manager Toolkit webpage.	Division Chair/EA
No less than 1 month prior to appointment end date	Submit IP request using "Reappointment" request type & select "Employee Action" for corresponding Division. Attach reappointment letters and update funding if necessary.	Division EA
5-7 business days	HR Consultant sends to Dean's Office for signature on letters and sends reappointment letter to employee for signature.	HR Consultant
7-10 business days	Process reappointment in ConnectCarolina	HR Consultant
10-30 business days	Send letter of reappointment to faculty	Provost's Office

2+ Year Reappointment (at the same rank)

Timing/Duration	Action	Responsible Party
60 – 90 days prior to appointment end date	Create fixed-term faculty reappointment recommendation letter form the Division Chair to the Full Professors. Collect division vote of appropriately ranked faculty for the letter to the Full Professors.	Division Chair/EA
The month prior to appointment end date	Present multi-year reappointment to School FP committee for review and approval	Division Chair
No less than 1 month prior to appointment end date	Modify letter to Full Professors to be sent to the Provost, and create fixed-term faculty reappointment letter from the Division Chair to the employee using the HR letter template found on the Manager Toolkit webpage.	Division Chair/EA
No less than 1 month prior to appointment end date	Submit IP request using "Reappointment" request type & select "Employee Action" for corresponding Division. Attach reappointment letters and update funding if necessary.	Division EA
5-7 business days	HR Consultant sends to Dean's Office for signature on letters and sends reappointment letter to employee for signature.	HR Consultant
7-10 business days	Process multi-year reappointment in ConnectCarolina	HR Consultant
10-30 business days	Send letter of reappointment to faculty	Provost's Office

Promotion

Timing/Duration	Action	Responsible Party
4 months prior to appointment end date	Prepare dossier based on fixed term faculty standard order table (see appendix G)	Faculty
	Prepare promotion materials (based on fixed term faculty standard order table in appendix G), including <i>at least 2 external letters of recommendation</i> , combine dossier, and submit to School FP for review	Division Chair/EA
	Present faculty dossier to School FP for review and approval	Division Chair
No less than 1 month prior to appointment end date	Submit IP request using "Promotion" request type & select "Employee Action" for corresponding Division. Attach letter to Provost with updated vote from FP committee and letter to employee.	Division EA
5-7 business days	HR Consultant sends to Dean's Office for signature on letters and sends reappointment letter to employee for signature.	HR Consultant
7-10 business days	Process promotion in ConnectCarolina	HR Consultant
10-30 business days	Send letter of promotion to faculty	Provost's Office

Appointment, Reappointment, and Promotions Standard Order Checklists

FIXED TERM: INITIAL APPOINTMENT AND PROMOTION

- AP2 Form** (must use UNC's [AP2 form](#))
- AP2a Form – for initial appointment ONLY** (must use UNC's [AP2a form](#))
- Contract Letter from Chair/Dean to Employee**
 - The Division Chair's Letter should include:
 - States rank, division, term length, effective and ending date, and annual salary
 - An outline of duties and responsibilities and demonstrate why the faculty member is being recommended for reappointment
 - Includes funding contingency as applicable
- Recommendation Letter from Chair/Dean to Provost**
 - The Division Chair's Letter should include:
 - An outline of duties and responsibilities and demonstrate why the faculty member is being recommended for appointment or promotion
 - Recommended appointment date and term length
 - Vote of assembled full professors for terms greater than one year, including number in favor, against and abstained in the following format:
 - *“Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained.”*
 - If promotion, statement of faculty member “meeting the mark” in the summary
 - Evidence supporting designated area of excellence
 - Any other appropriate information about the candidate not already documented
- Curriculum Vitae**
 - In every subheading, **list items in reverse chronological** order with most recent items first
 - Numbered pages
 - Include date
 - Preferred order for CV presentation
 - Personal
 - Education
 - Professional experience
 - Honors
 - Bibliography and products of scholarship (as applicable)
 - Teaching record
 - Grants (role, total direct grant amount, % effort, agency, dates, etc.)
 - Professional service
 - Research statement
 - Teaching statement
 - Service and engagement statement, if applicable
 - Brief DEI Statement (see Section 3, page 8 for details)

- At least TWO letters of recommendation** – outside the base unit
 - **NOTE:** It's recommended to request at least 4 letters & all letters received should be included in the dossier.
- Teaching Documentation – for promotion ONLY**
 - Fixed-term faculty without a portion of effort devoted to teaching are exempt from this requirement.
 - Teaching documentation should include:
 - Reflective statement
 - Teaching activities:
 - Courses taught each semester for the past three years and number of students taught by section.
 - List the names of graduate students supervised, thesis titles and completion dates for degree work since employment at UNC-Chapel Hill.
 - Undergraduate honors projects should be included as well.
 - Teaching evaluations:
 - Summaries should be provided showing quantitative data which evaluates the teaching effectiveness (do not include individual student evaluation sheets or grade sheets). At least 4 evaluations are typically included.
 - Peer evaluations:
 - A **minimum of two** peer evaluations. Ideally, the evaluations should include observation of at least two different class / remote sessions and preferably within different courses, where applicable.
 - The reviews should occur during the year prior to or the year in which the promotion is conducted.
 - Peer evaluations should be completed by faculty members at or above the rank of the faculty member being evaluated.
 - Other evidence of teaching expertise and performance could include:
 - Completion of professional training workshops related to teaching and learning
 - Completion of graduate degrees or certificates in education and/or related fields
 - Publication of peer-reviewed manuscripts demonstrating teaching effectiveness
 - Receipt of teaching awards
 - Receipt of the School's Worthy of Recognition designation
- Transcript, certified official copy – for initial appointments only**
- Background Check – for initial appointments and promotions**

FIXED TERM: REAPPOINTMENT

- Recommendation Letter from Chair/Dean to Provost**
 - The Division Chair's Letter should include:
 - An outline of duties and responsibilities and demonstrate why the faculty member is being recommended for reappointment
 - Recommended appointment date and term length
 - For terms GREATER than ONE year** – vote of assembled full professors:

- “Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained.”
 - Evidence supporting designated area of excellence.
- Contract Letter from Chair/Dean to Employee**
 - The Division Chair’s Letter should include:
 - States rank, division, term length, effective and ending date, and annual salary
 - An outline of duties and responsibilities and demonstrate why the faculty member is being recommended for reappointment
 - Includes funding contingency as applicable

POST TENURE REVIEWS

- Curriculum Vitae**
 - In every subheading, *list items in reverse chronological* order with most recent items first
 - Numbered pages
 - Include date
 - Preferred order for CV presentation
 - Personal
 - Education
 - Professional experience
 - Honors
 - Bibliography and products of scholarship (as applicable)
 - Teaching record
 - Grants (role, total direct grant amount, % effort, agency, dates, etc.)
 - Professional service
- 5-year self-reflection**
- 5-year plan**
- Teaching Portfolio**
 - Teaching documentation should include:
 - Reflective statement
 - Teaching activities:
 - Courses taught each semester for the past three years and number of students taught by section.
 - List the names of graduate students supervised, thesis titles and completion dates for degree work since employment at UNC-Chapel Hill.
 - Undergraduate honors projects should be included as well.
 - Teaching evaluations:
 - Summaries should be provided showing quantitative data which evaluates the teaching effectiveness (do not include individual student evaluation sheets or grade sheets). At least 4 evaluations.
 - [Peer evaluations](#):

- A **minimum of two** peer evaluations. Ideally, the evaluations should include observation of at least two different class / remote sessions and preferably within different courses, where applicable.
- The reviews should occur during the year prior to or the year in which the promotion is conducted.
- Peer evaluations should be completed by faculty members at or above the rank of the faculty member being evaluated.
- Other evidence of teaching expertise and performance could include:
 - Completion of professional training workshops related to teaching and learning
 - Completion of graduate degrees or certificates in education and/or related fields
 - Publication of peer-reviewed manuscripts demonstrating teaching effectiveness
 - Receipt of teaching awards
 - Receipt of the School's Worthy of Recognition designation

Recommendation Letter from Chair to Full Professors Committee

- The Division Chair's Letter should include:
 - The division Chair writes a letter to the Full Professors that outlines the faculty's progress in areas teaching, research/scholarship, and service.
 - The **letter from the Chair should also of state whether the faculty member exceeds, meets or does not meet expectations in each of the areas of the letter, as well as an overall rating.**

TENURE-TRACK FACULTY: APPOINTMENT, REAPPOINTMENT, PROMOTION AND TENURE

AP2 Form (*must use UNC's [AP2 form](#)*)

AP2a Form – for initial appointment ONLY (*must use UNC's [AP2a form](#)*)

Recommendation Letter from Chair/Dean to Provost

- The Division Chair's Letter should include:
 - An outline of duties and responsibilities and demonstrate why the faculty member is being recommended for appointment or promotion
 - Recommended appointment date and term length
 - Vote of assembled full professors for terms greater than one year, including number in favor, against and abstained in the following format:
 - *"Overall, #FP voted on this action: #tenured faculty voting: # tenured faculty approved, # tenured faculty against, # tenure faculty abstained; # fixed-term faculty voting: # approved, #fixed-term faculty against, #fixed-term faculty abstained."*
 - If promotion, statement of faculty member "meeting the mark" in the summary.
 - Evidence supporting designated area of excellence
 - Any other appropriate information about the candidate not already documented

Curriculum Vitae

- In every subheading, **list items in reverse chronological** order with most recent items first
- Numbered pages

- Include date
 - Preferred order for CV presentation
 - Personal
 - Education
 - Professional experience
 - Honors
 - Bibliography and products of scholarship (as applicable)
 - Teaching record
 - Grants (role, total direct grant amount, % effort, agency, dates, etc.)
 - Professional service
 - Research statement (for reappointment, promotion, and tenure only)
 - Teaching statement (for reappointment, promotion, and tenure only)
 - Service and engagement statement, if applicable (for reappointment, promotion, and tenure only)
 - Brief DEI statement (see section D, page 8 for details)

Copy of letter soliciting recommendation – for appointment, promotion, and tenure only

At least FOUR letters of recommendation – for initial appointment, promotion, and tenure ONLY (outside the University)

- Two letters are solicited from a list of names provided by the candidate and two from individuals selected by the Division Chair or Dean, as appropriate
- **NOTE:** It's recommended to request at least 6 letters & all letters received should be included in the dossier.

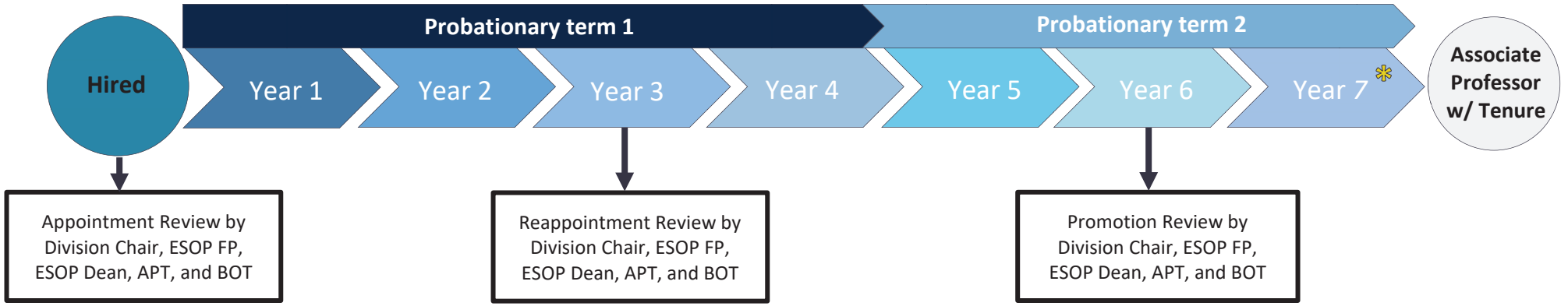
Teaching Documentation – for reappointment, promotion, and tenure ONLY

- Teaching documentation should include:
 - Teaching activities:
 - Courses taught each semester for the past three years and number of students taught by section.
 - List the names of graduate students supervised, thesis titles and completion dates for degree work since employment at UNC-Chapel Hill.
 - Undergraduate honors projects should be included as well.
 - Teaching evaluations
 - Summaries should be provided showing quantitative data which evaluates the teaching effectiveness (do not include individual student evaluation sheets or grade sheets). At least 4 evaluations are typically included.
 - Peer evaluations:
 - A **minimum of two** peer evaluations. Ideally, the evaluations should include observation of at least two different class / remote sessions and preferably within different courses, where applicable.
 - The reviews should occur during the year prior to or the year in which the promotion is conducted.
 - Peer evaluations should be completed by faculty members at or above the rank of the faculty member being evaluated.

- Other evidence of teaching expertise and performance could include:
 - Completion of professional training workshops related to teaching and learning
 - Completion of graduate degrees or certificates in education and/or related fields
 - Publication of peer-reviewed manuscripts demonstrating teaching effectiveness
 - Receipt of teaching awards
 - Receipt of the School's Worthy of Recognition designation
- Certified Official Transcript – for initial appointments ONLY**
- Background Check – for initial appointments and promotions**

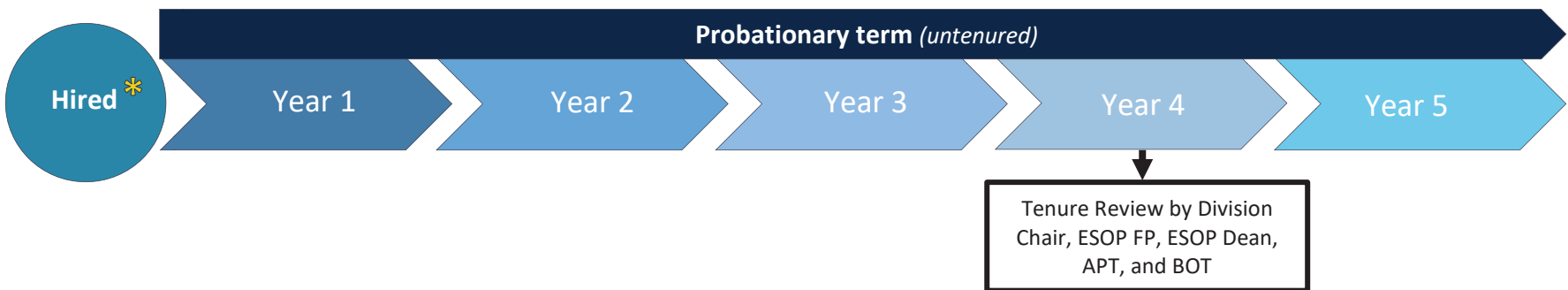
Understanding Tenure Track Probationary Term Lengths

Assistant Professor

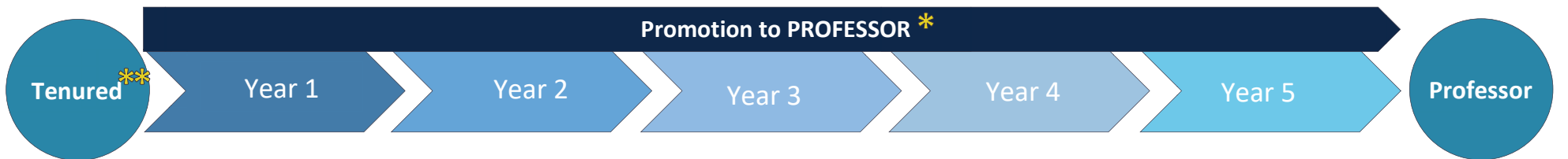


* Typically, Assistant Professors do not serve their 7th year at this rank.

Associate Professor



* If hired at the associate rank.



* It should be considered a rare event for an associate professor with tenure to be considered for promotion to full professor with a submitted dossier in less than four years in rank.

** Once faculty member is tenured, they are subject to a 5-year post-tenure review schedule.

APT Glossary:

Fixed-term: Faculty members who are appointed for a specified period of time of 1-5 years. Consists of the following academic ranks: lecturer, senior lecturer, adjunct, visiting, clinical or research (assistant, associate, full) professor, and professor of the practice. Tenure may not be acquired through fixed-term ranks

Lecturer Equivalent: A group of fixed-term faculty ranks that are not on the tenure track: i.e., lecturer or senior lecturer. May be made on a fixed term of one to five years. Lecturer appointments are provided to individuals that will primarily be engaged in teaching activities. Tenure may not be acquired at the lecturer rank. Subsequent appointments may be made in succession or at intervals, but the individual may not be promoted within this rank; however, may receive salary increases.

Adjunct: Adjunct faculty members are part-time temporary faculty members that are employed outside the University, or have a primary appointment in a University unit different from that making the adjunct appointment. Adjunct faculty members serve in a variety of valuable roles in the School of Pharmacy including: limited responsibilities in the division making the adjunct appointment; may be involved in teaching, research, practice or service. Adjunct appointments are generally processed “at-will” but may be made for fixed terms of one to up to five years in consultation with the Director of HR. Normally, the title of “adjunct” connotes a part-time commitment of the individual to the appointment division; however, in some cases, “adjunct” may be used for full-time employment.

Visiting: Temporary appointments for less than one year. All visiting faculty can be appointed up to one year in length for a maximum of two successive one-year appointments, or two consecutive one-semester appointments up to one year in length

Temporary: An appointment is temporary if it is less than 0.50 FTE or a visiting appointment of one year or less

Permanent: An appointment is permanent if it is 0.50 FTE or greater and one year or greater term

Full-time: Equal to 1.0 FTE. All tenure-track and tenured faculty appointments are expected to be full-time appointments unless a specific circumstance in the interest of the appointment department and the University dictate otherwise

Part-time: Any FTE other than 1.0 FTE. For employee fringe benefit plan participation, part-time status is any FTE below 0.75 and may affect an employee’s eligibility for participation in some benefit plans.

Probationary Period: The maximum period of time at the Assistant Professor or Associate Professor rank that a person may serve prior to reappointment and/or promotion with the award of tenure, and includes a “terminal year” if the decision is negative. Initial appointment of Assistant Professor has a probationary term of four years. Initial appointment of Associate Professor is for a term of five years.

HSAC: Health Sciences Advisory Committee

APT: Appointment, promotion, and Tenure Committee

BOT: Board of Trustees

BOG: Board of Governors

Promotion: Refers to an increase in faculty rank

Post-tenure review: Conducted every five years from the effective date of conferred permanent tenure. The fundamental purpose of post-tenure review in the UNC Eshelman School of Pharmacy is to ensure that all tenured faculty are contributing to achieving the School's mission and maintaining the School's leadership role in scholarship.

Working title: The working title is used to more specifically reflect the duties of the employee beyond what the standard rank or rank modifiers provide. For example, a Professor's working title can be "Kenan Eminent Professor" or an Associate Professor in the Division of Nutrition can have a working title of Associate Professor of Nutrition" to more explicitly reflect the duties of the position.

APT Committee: Appointment, Promotion and Tenure Committee is the third level of faculty review of promotion and tenure decisions.

Joint Appointment: May be made in conjunction with one or more other schools, departments, or units, and may be applicable to any of the foregoing appointment series.

APO: Academic Personnel Office