

University of North Carolina at Chapel Hill School of Medicine

**Guidelines for Appointment, Reappointment, and Promotion
(Revised March 2023)**

I. Introduction & Scope

Faculty appointments, reappointments, and promotions in the School of Medicine (SOM) are recommended in accordance with *The Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*, which can be found [online](#). The UNC School of Medicine Guidelines for Appointment, Reappointment, and Promotion (this document) outlines specific requirements for faculty appointments in the School of Medicine. A copy of these guidelines can be found on the Office of Faculty Affairs and Leadership Development [website](#).

Faculty can be appointed to School of Medicine at the rank of Assistant Professor and higher (regardless of track) upon completion of their terminal degree (e.g. M.D., D.O., Ph.D., M.D./Ph.D., etc.). Faculty in the School of Medicine may be appointed to the variable track (which is a temporary track) or appointed, reappointed, and/or promoted in one of two separate permanent tracks: the tenure track or the fixed-term track. The track to which new faculty members are recruited must be established and known at the time of their recruitment and must be clearly described in the offer letter. With newly hired faculty, the Department Chair should review the differences among the three tracks, explaining the criteria they are expected to meet to qualify for reappointment or promotion. In addition, the Department Chair should emphasize to newly hired faculty that track appointment is largely invisible except for certain administrative situations including formal appointment or promotion letters. The Executive Vice Chancellor and Provost's formal letter for permanent faculty appointment will state the track of appointment.

Individuals without a terminal degree can be appointed as a faculty member at the Instructor level. There is no defined pathway for promotion from Instructor to Assistant Professor. There are limited circumstances in which it would be appropriate for a faculty member with a Master's degree rather than a doctorate to be appointed as an Assistant Professor to the fixed term track. In these circumstances, it is the responsibility of the Department Chair to document the reasons for such an appointment in their letter requesting the appointment, and appointment requires the approval of the Dean's office. Department Chairs should contact the Senior Associate Dean for Faculty Affairs to discuss appointment of a faculty member without a terminal degree to the fixed term track as an Assistant Professor.

Faculty are eligible for promotion in the School of Medicine when they have demonstrated scholarship in their designated permanent track, as described below. Faculty are also expected to contribute to the academic environment by supporting the teaching mission in their interactions with learners, and engaging in professional service.

Regardless of track, rank, or focus area, all faculty are expected to conduct themselves in a professional manner in all circumstances and interactions. Professionalism is defined as conduct in the work environment, which includes creating an environment free from mistreatment or inappropriate behavior; working respectfully with others; maintaining morality and ethics in dealing with colleagues, learners, and patients; maintaining confidentiality, and acting with integrity, honesty, and trustworthiness. Faculty members who provide direct patient care are expected to do so in an exemplary manner, employing current, state-of-the-art methods respected by patients and peers within the University and in the professional community.

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

SOM APT policies and procedures enabling them to provide additional support and guidance regarding the timeline and submission of materials.

Every faculty member deserves regular access to formative feedback about their teaching, research, and professional service. Thus, in addition to providing faculty with information regarding SOM APT policies and procedures, Department Chairs, Division Chiefs, and/or another specifically designated senior faculty should provide faculty mentoring toward promotion and tenure, if applicable.

Department Chairs, Division Chiefs, and/or another specifically designated senior faculty should provide information about the mentoring resources on campus, within the SOM, and within their department. It is expected that departmental faculty receive education and resources about how to be effective mentors. Faculty should have a mentor or mentor committee assigned or selected either within or outside the department that specifically provide guidance on promotion processes and strategies to maximize chance for successful promotion. Faculty should have a choice about who will serve as their mentor(s). The Department Chair, Division Chiefs, and/or another specifically designated senior faculty are responsible for ensuring that mentoring plans are created for all faculty, and that they or their designee are accountable for the success of faculty in their department. Part of the mentoring process should include a mechanism for the mentee to evaluate their mentor(s). Departmental faculty mentoring performance should be considered in the Dean's annual review of the Department Chair. Core elements of the UNC SOM Faculty Mentoring Program are described in Appendix 5.

The School of Medicine will facilitate the process by developing a centralized and automated process to follow dossier submission and review, and by which letters can be requested and tracked.

II. Required Common Criteria for Appointment, Reappointment, and Promotion for Variable, Fixed-Term, and Tenure Track, All Areas of Excellence

Appointment to the variable or tenure track requires a national search. Executive Vice Chancellor and Provost approval is required to proceed following national searches that result in fewer than five applicants. While national searches are critical to promote equal opportunity for employment and hiring, Department Chairs can request a waiver of the requirement for national search to hire a faculty member on the variable or tenure track. Those circumstances are limited under University policy. It is expected that national search waivers are the exception rather than the norm. Requests for a waiver of a national search for an initial appointment are reviewed by the Equal Opportunity Office, and if approved, must then be approved by the Executive Vice Chancellor and Provost. Questions about requests for a waiver of a national search should be directed to the Senior Associate Dean for Faculty Affairs.

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

The degree to which faculty participate in the required elements will vary based on rank and track; however, all faculty are expected to contribute to the teaching, research, and professional service missions of the UNC School of Medicine. The faculty member's contributions in the required areas should be documented in the Department Chair's letter and the Curriculum Vitae (C.V.). These required elements will be evaluated as part of promotion and tenure requests.

- A. Positive contribution to the UNC SOM teaching mission of preparing "tomorrow's health care professionals and biomedical researchers by facilitating learning within innovative and integrated curricula and team oriented interprofessional education." Clinical learners will be developed

with the capacity and knowledge needed to personalize health care according to individual patient needs and backgrounds.

- B. Examples of teaching include but are not limited to course or curriculum development, bedside clinical teaching, teaching research methods at the bench, lectures, seminars, community engagement, departmental conferences, national or international invited talks, participation in predoctoral student programs or mentoring (e.g., Summer Science Enrichment Program, student or resident-led advocacy working to increase interest in STEM careers). Faculty can contribute to teaching at all learner types and levels (student, resident, fellow, post-doc, faculty, nurse, etc.).
- C. Research accomplishments: Faculty on all tracks, except adjunct appointments, in all areas of excellence are expected to generate and disseminate new knowledge through their academic work and scholarship. Degree of this participation will vary based on track and area of excellence. Examples of research accomplishments include but are not limited to original research (with or without external funding), publication of book chapters or reviews, creation and/or dissemination of protocols describing up-to-date clinical care, and/or faculty research presentations in symposia or conferences (locally, nationally, or internationally).
- D. Professional Service: All faculty members are expected to demonstrate good citizenship consistent with their faculty appointments through professional service activities for their department, the School of Medicine, the University, and outside of UNC. Examples of professional service include SOM or UNC Hospital committee participation, editorial positions, journal reviewer, and/or grant reviewer.
- E. Teaching and Research statements: A statement for each area is required as part of the C.V. Statements should describe accomplishments and outcomes in each area, including but not limited to impact of work, philosophy and style, team-based projects, and mentee interactions. Statements should also describe in detail how the faculty member has contributed to the School of Medicine mission to “improve the health and wellbeing of North Carolinians and others whom we serve” by:
 - a Promoting health and providing superb clinical care while maintaining our strong tradition of reaching defined underserved populations in North Carolina and reducing health disparities across North Carolina and beyond.
 - b Preparing tomorrow’s health care professionals and biomedical researchers from all backgrounds by facilitating learning within innovative and integrated curricula and team oriented interprofessional education to ensure a highly skilled workforce. Faculty involved in clinical teaching should detail the strategies they use to develop learners with the capacity and knowledge needed to personalize health care according to individual patient needs and backgrounds.
 - c Leading programs and discovery in the areas of basic, translational, mechanistic, and population research with attention to the health needs of underserved populations and reducing health disparities. Leveraging the School of Medicine’s rich array of outstanding health sciences research programs, centers, and resources, to foster collaboration amongst disciplines throughout and beyond our University.

The degree to which faculty participate in the above noted areas will vary based on rank and track but all faculty should describe how their work contributes to the SOM mission. Please see A-D above for examples of how faculty can contribute to the SOM mission.

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

Faculty promotion requires achievement of ‘Meet-the-Mark’ criteria, as outlined in this document. 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”. Though faculty can seek promotion if they ‘Meet-the-Mark’ after three consecutive years in rank, this would be considered to be unusual. ‘Meet-the-Mark’ applies to both the granting of tenure and promotion to Associate and Full Professor on both the fixed-term track and the tenure track. Time served in a comparable position on the non-tenure track, in another department, or at another institution may be taken into consideration at the time of appointment request, if described in the offer letter.

UNC SOM ‘Meet-the-Mark’ criteria are minimum required criteria for promotion and/or tenure requests and are expected to be applied across all departments. However, each department/division may establish additional criteria to define ‘Meet-the-Mark’; these additional criteria must be reviewed and approved by the SOM Dean and made widely available to departmental faculty and to the review committees responsible for evaluation promotion and tenure requests.

III. Variable Track

Preamble

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

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

IV. Tenure Track

Preamble

Newly hired faculty on the tenure track can be appointed as an Assistant Professor, as an Associate Professor, as an Associate Professor with tenure, or as a Professor with tenure. Rank and tenure are conferred based on presence of required elements and ‘Meet-the-Mark’ criteria. Promotion of faculty members on the tenure track in the School of Medicine requires significant evidence of current and

commitment to future scholarship in one of three areas: **clinical scholarship, educational scholarship, or research**. The School of Medicine embraces the expanded definition of scholarship developed by Ernest L. Boyer in a Special Report titled “Scholarship Reimagined: Priorities of the Professoriate”, which includes the scholarship of discovery, integration, application, and teaching.¹

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

Teaching and Mentorship

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

Professional Service

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

Examples of professional service to UNC include, in part:

- Service on peer review and curriculum committees at local, national, and/or international level
- Participation in the committees (e.g., search committees, DEI committees, climate committees, etc.) of the faculty member's Department, School of Medicine, Health Care System, and/or the University
- Substantial contributions as a faculty member in the operation, development, and improvement of the Department and/or School of Medicine

¹ Boyer EL. 1990. Scholarship Reconsidered: Priorities of the Professoriate. 1st ed. The Carnegie Foundation for the Advancement of Teaching. New York.

Examples of professional service to the field include, in part:

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

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

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

UNC School of Medicine 'Meet-the-Mark' Criteria for Promotion to Associate Professor or Professor

Faculty on the tenure track, may seek promotion in three areas of excellence—**clinical scholarship, research, and/or educational scholarship**. Specific criteria for promotion to Associate or Professor on the tenure track for the different areas of excellence are shown in Table 1.

Table 1. UNC School of Medicine ‘Meet-the-Mark’ Criteria for Promotion to Associate Professor or Professor with Tenure by Area of Excellence

Required Elements for Promotion and Tenure Requests Common to All Areas of Scholarship	
Documentation of significant positive contributions to teaching and professional service.	
<p>Department Chair’s letter documenting area of scholarship, years at rank, departmental ‘Meet-the-Mark’ criteria (if appropriate), and faculty accomplishments that support promotion including teaching, and professional service. The Department Chair’s letter should explicitly state that the faculty member has achieved the ‘Meet-the-Mark’ criteria for requested promotion and area of focus. The Department Chair’s letter should also confirm that external reference letter writers have no conflict of interest in providing a candid and unbiased view of the faculty member. If relevant, the Department Chair’s letter should address the faculty member’s funding record within the context of the amount of time devoted to research. A Department Chair letter template and checklist can be found on the Office of Faculty Affairs and Leadership Development website; a completed checklist must accompany the dossier.</p>	
<p>C.V. in UNC SOM format, including a Research Statement, Teaching Statement. The template can be found on the Office of Faculty Affairs and Leadership Development website.</p>	
<p>Request letter for external letters of reference. The departmental template of the letter sent to individuals external to the SOM requesting a letter of reference.</p>	
<p>Official external letters of reference. A minimum of four (up to a maximum of six) external letters of reference are required; two suggested by the Department Chair and two suggested by the faculty member. If more than four letters are submitted the additional letters should be suggested by the Chair. The letter writer can have no personal or working relationship with faculty. Perceived or real conflict of interest in letter writers may delay dossier review. Dossiers with more than six letters may not be accepted by the Health Sciences Advisory Committee and thus delay dossier review and promotion or tenure decisions.</p>	
Clinical Scholarship	
Assistant Professor to Associate Professor* with Tenure	Associate Professor to Professor with Tenure
<p>Documentation from letters of reference that the faculty member is an excellent clinician</p> <p>Demonstration of scholarly productivity since the faculty member became as Assistant Professor including:</p> <ul style="list-style-type: none"> • A minimum of five publications as first or senior/corresponding author is expected** • Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms can be reviewed as additional indicators of clinical scholarship • Team science and interdisciplinary research should denote faculty member’s role in the work 	<p>Documentation from letters of reference that the faculty member is an excellent clinician</p> <p>Demonstration of substantial clinical scholarship since the faculty member became an Associate Professor including:</p> <ul style="list-style-type: none"> • A minimum of five publications as first or senior/corresponding author is expected** • Authorship of important review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms can be reviewed as additional indicators of clinical scholarship • Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities

<p>Demonstration that faculty member is recognized at an emerging national level for their professional contributions by:</p> <ul style="list-style-type: none"> • Emerging national reputation and success in clinical trials or new drug discoveries • Record of external grant support • Membership and participation in leading regional/national or international educational societies and boards of the faculty member's field • Participation in national boards and leadership groups (e.g., ACGME, LCME, NBME, AAMC) • Invitations to present at national conferences or symposia • Invited professorships at other academic institutions • Participation in grant review panels, membership on the editorial boards of prominent journals • Editorship of medical education journals • Awards from professional organizations 	<p>Evidence that faculty member is recognized at a national level for their professional contributions by:</p> <ul style="list-style-type: none"> • National reputation and success in clinical trials or new drug discoveries • Record of external grant support • Membership and participation in leading national or international educational societies and boards of the faculty member's field • Participation in national boards and leadership groups (e.g., ACGME, LCME, NBME, AAMC) • Invitations to present at national or international conferences or symposia • Invited professorships at other academic institutions • Participation in grant review panels, membership on the editorial boards of prominent journals • Editorship of medical education journals • Awards from professional organizations
Educational Scholarship	
Assistant Professor to Associate Professor* with Tenure	Associate Professor to Professor with Tenure
<p>Documentation from letters of reference that the faculty member is an excellent educator. Teaching responsibilities and contributions are expected to be exemplary.</p> <p>Demonstration of scholarly productivity since faculty member became an Assistant Professor including:</p> <ul style="list-style-type: none"> • A minimum of five publications as first or senior/corresponding author is expected** <p>Additional indicators of educational scholarship include:</p> <ul style="list-style-type: none"> • Workshop presentations as first or senior author at national meetings requiring competitive submission and peer-reviewed acceptance • Publication or dissemination of curricula in MedEd Portal, on-line educational resource development, or other peer-reviewed venues • Attainment of grant support for educational programs or educational research • Poster or abstract presentations as first or senior author at regional or national meetings requiring competitive submission and peer-reviewed acceptance • Evidence of mentorship of trainees (students, residents, fellows, allied health, graduate students, postdocs) and evidence of outcomes of mentorship (scholarship, job placement, training outcomes) 	<p>Documentation from letters of reference that the faculty member is an excellent educator. Teaching responsibilities and contributions are expected to be exemplary.</p> <p>Demonstration of scholarly productivity since faculty member became an Assistant Professor including:</p> <ul style="list-style-type: none"> • A minimum of five publications as first or senior/corresponding author is expected** <p>Additional indicators of educational scholarship include:</p> <ul style="list-style-type: none"> • Workshop presentations as first or senior author at national meetings requiring competitive submission and peer-reviewed acceptance • Publication or dissemination of curricula in MedEd Portal, on-line educational resource development, or other peer-reviewed venues • Attainment of grant support for educational programs or educational research • Poster or abstract presentations as first or senior author at regional or national meetings requiring competitive submission and peer-reviewed acceptance

<ul style="list-style-type: none"> • Evidence of successful administration of an educational program or course (e. g., residency program, required course, training program) • Development of original and innovative educational program methods or educational materials • Authorship of review articles, chapters, books <p>Demonstration that faculty member is recognized at an emerging national level for their professional contributions by:</p> <ul style="list-style-type: none"> • Membership and participation in leading regional/national or international educational societies and boards of the faculty member's field • Participation in national boards and leadership groups (e. g., ACGME, LCME, NBME, AAMC) • Invitations to present at national conferences or symposia • Invited professorships at other academic institutions • Participation in grant review panels, membership on the editorial boards of prominent journals • Editorship of medical education journals • Awards from professional organizations 	<ul style="list-style-type: none"> • Evidence of mentorship of trainees (students, residents, fellows, allied health, graduate students, postdocs) and evidence of outcomes of mentorship (scholarship, job placement, training outcomes) • Evidence of successful administration of an educational program or course (e.g., residency program, required course, training program) • Development of original and innovative educational program methods or educational materials • Authorship of review articles, chapters, books <p>Evidence that faculty member is recognized at a national level for their professional contributions by:</p> <ul style="list-style-type: none"> • Membership and participation in leading national or international educational societies and boards of the faculty member's field • Participation in national boards and leadership groups (e.g., ACGME, LCME, NBME, AAMC) • Invitations to present at national or international conferences or symposia • Invited professorships at other academic institutions • Participation in grant review panels, membership on the editorial boards of prominent journals • Editorship of medical education journals • Awards from professional organizations
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Research	
Assistant Professor to Associate Professor* with Tenure	Associate Professor to Professor with Tenure
<p>Documentation from letters of reference that the faculty member is an excellent researcher</p> <p>Demonstration of scholarly productivity since the faculty member became an Assistant Professor:</p> <ul style="list-style-type: none"> • A minimum of five original, peer-reviewed research papers as first or senior/corresponding author in refereed journals is expected** • Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms • Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities <p>Demonstration that faculty is recognized at a national level for their professional contributions by:</p> <ul style="list-style-type: none"> • Invitations to present research results at prestigious national conferences or symposia • Election to office in national academic and/or professional societies • Participation in NIH study sections or grant review panels • Membership on the editorial boards of prominent journals • Serving as a reviewer for major journals in the faculty members' field • Editorship of prominent journals • Participation in government or foundation scientific advisory committees <p>A record of <i>independent</i> external grant funding such as:</p> <ul style="list-style-type: none"> • Federal funding (e.g., NIH, NSF, DOD) or its equivalent on which the faculty member is the principal investigator, co-Principal Investigator • Significant alternative funding sources (e.g., industry, foundation) • Demonstration of co-PI or co-I status, and/or Core, Project, or Center leadership in team science where the faculty member is responsible for a significant contribution to scientific content 	<p>Documentation from letters of reference that the faculty member is an excellent researcher</p> <p>Demonstration of substantial research scholarship since faculty member became an Associate Professor:</p> <ul style="list-style-type: none"> • A minimum of five original, peer-reviewed research papers as first or senior/corresponding author in refereed journals is expected** • Authorship of review articles, chapters, books, and other forms of enduring scholarly work and communication including electronic forms • Exact role of the faculty member if significantly involved in interdisciplinary research and/or team science activities <p>Evidence faculty member is recognized at an international level for their professional contributions such as:</p> <ul style="list-style-type: none"> • Invitations to present research results at prestigious international conferences or symposia • Election to office in national and international academic and/or professional societies • Participation in or chairing NIH study sections or grant review panels <ul style="list-style-type: none"> • Editorship of prominent journals • Participation in government or foundation scientific advisory committees • National or international scientific awards <p>Record of <i>continued external grant support</i> as an independent researcher, evidenced by a history of maintaining at least one active investigator-initiated grant</p> <ul style="list-style-type: none"> • Federal funding (e.g., NIH, NSF, DOD) or its equivalent on which the faculty member is the principal investigator • Significant alternative funding sources (e.g., industry, foundation) • Demonstration of co-PI or co-I status, and/or Core, Project, or Center leadership in team science where the faculty member is responsible for a significant contribution to scientific content • Evidence of potential for continued future funding

¶ Unofficial letters of reference such as peer-review letters can also be submitted. Unofficial letters should be clearly labeled as such.

* Faculty initially appointed as Associate Professor/Tenure Track are typically appointed for a term of 5 years. Faculty appointed as an Associate Professor/Tenure Track have the option, i.e., it is possible but considered unusual to request tenure after a minimum of three years in rank and when 'Meet-the-Mark' criteria for Associate Professor with tenure have been achieved, as outlined in the column describing promotion from Assistant Professor to Associate Professor with Tenure and on page 12.

** Consideration will be given to the type of research, the impact of the research, and to faculty whose work is primarily part of team research. In this latter instance, the candidate may not be the first or senior author on the publications, but their contributions should be clearly described in the research statement and the Department Chair's letter.

A. Timing of Appointments and Reappointments for Tenure Track

The School of Medicine has three ranks in the tenure track: Assistant Professor, Associate Professor, and Professor. Each rank builds on the experience of the previous rank and progresses toward conferral of tenure, which occurs when an individual is promoted from Assistant Professor to Associate Professor. Prior time in rank and accomplishments at other institutions may be counted in the timeline for appointment and promotion recommendations at UNC SOM, if stipulated in the hiring offer letter.

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

Assistant Professor

When initially appointed as an Assistant Professor on the tenure track, the faculty member is in a probationary period of up to four years. After the first probationary period, the faculty member is typically reappointed for a second probationary period of three years at the same rank. However, the faculty member can request promotion to Associate Professor with Tenure after three years in rank if the faculty member meets the required elements, demonstrates progressive scholarship, and achieves 'Meet-the-Mark' criteria, or after completing the first probationary period and the dossier will go through the review process. As noted previously, it is possible but considered unusual to request promotion after a minimum of three years in rank. After completing either or both probationary period(s), a faculty member wishing to change from tenure track to fixed-term track is required to submit a written request with the understanding that they relinquish any/all tenure-associated rights. The request is reviewed through the APT review process.

If a department does not wish to reappoint a faculty member on the tenure track after the probationary period(s), a full review involving relevant campus units is conducted. A faculty member must be notified of the decision not to reappoint at least 12 months in advance of their probationary end date.

The earliest that a faculty member can request promotion from Assistant to Associate Professor with Tenure is after completion of three consecutive years in rank, if the faculty member meets the required elements and 'Meet-the-Mark' criteria. The [*Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*](#) require that the latest final approval of both reappointment to the second probationary term and promotion to Associate Professor after the second probationary term must occur a full year before the end of the preceding term. Therefore, the latest that a review for reappointment to a second probationary term must start at the beginning of the third year of the initial probationary term. Review for promotion to Associate Professor must start at the beginning of the second year of the second probationary term. These reviews are initiated by the Department Chair, in consultation with the assembled Full Professors of the Department.

The possibility of a negative decision is the reason the review and outcome concerning promotion must be completed a full year before the end of the probationary term(s). Two options exist in the event a faculty member is not promoted to Associate Professor after their sixth or seventh year as an Assistant Professor. In certain instances, the faculty member may be considered for a position in the fixed-term track. More typically, however, the faculty member will seek employment elsewhere.

Associate Professor

Probationary Associate Professor. A faculty member **initially hired** at the Associate Professor rank in the tenure track is given a five-year appointment at the rank of probationary Associate Professor without tenure. Their review for promotion to Associate Professor with tenure could be initiated after three years of time in rank (time at another institution can be used if stipulated in hiring offer letter) and when ‘Meet-the-Mark’ criteria have been satisfied but must begin no later than the beginning of the fourth year of the probationary term. As noted previously, it is possible but considered unusual to request tenure after a minimum of three years in rank. The appointment as Associate Professor with tenure must be approved by the UNC Board of Trustees and may be effective as early as the beginning of the fourth year but no later than the beginning of the sixth year depending on the timing of all levels of review.

Deferring review is not an option for a probationary Associate Professor unless extenuating circumstances exist. If illness, requirements of childbirth or childcare, or other compelling circumstances such as a natural disaster or pandemic delay the faculty member’s career advancement, the individual holding a probationary appointment at the rank of Associate Professor may request a written *memorandum of amendment* (not to exceed 12 months) to extend the term of the current appointment and thereby the maximum probationary period with no resulting change in normal employment obligations. When a faculty member is given an initial appointment at the rank of Associate Professor without tenure and is subsequently appointed as Associate Professor with tenure, they must be reviewed at the beginning of the tenth year as Associate Professor (i.e., at the beginning of the fifth year after reappointment with tenure) and then not less frequently than every fifth year thereafter to determine their qualifications for promotion to the rank of Professor.

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

After probationary period(s), if a department does not wish to reappoint a faculty member on the tenure track, the relevant campus units conduct a full review. A faculty member must be notified of the decision not to reappoint at least 12 months in advance of their probationary end date. Options following a negative decision are to change to fixed-term track or separation from UNC SOM.

Tenured Associate Professor. The review of an Associate Professor with tenure for promotion to Professor (with tenure) is initiated no earlier than three years in rank when ‘Meet-the-Mark’ criteria have been met or by the beginning of the fifth year in rank as an Associate Professor. As noted previously, it is possible but considered unusual to request promotion after a minimum of three years in rank. This review is initiated by the Department Chair, in consultation with the assembled Full Professors of the Department. This review, which takes place during the fifth year may, but need not include consultation with reviewers external to the University. However,

letters from at least four external reviewers must accompany any recommendation for promotion.

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

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

Professor

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

Post-Tenure Review

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

B. Process for Reappointment and Promotion of Tenure Track Faculty

Preamble

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

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

The Department Chair must make available to each faculty member copies of the University, School, and Departmental criteria and process for the promotion of tenure track faculty. Materials must be presented to and discussed with each faculty member before their initial employment, and at the beginning of the year in which subsequent reviews are scheduled. A

record of the discussions must be maintained in the departmental personnel file where a faculty member's primary appointment is held.

Faculty member responsibilities

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

1. **Curriculum Vitae.** The *Curriculum Vitae* must be current, prepared in the standard format developed by the School of Medicine (found on the Office of Faculty Affairs and Leadership Development [website](#)), and include a Research Statement, and Teaching Statement. (see 2, and 3 below, respectively)
2. **Research Statement.** A one-half to full page document summarizing the faculty member's research accomplishments; should include impact of research and highlight faculty member's role in areas of team or collaborative science. Statements should also describe in detail how the faculty member has contributed to the School of Medicine mission to "improve the health and wellbeing of North Carolinians and others whom we serve" by leading programs and discovery in the areas of basic, translational, mechanistic, and population research with attention to reaching underserved populations and reducing health disparities. Manuscripts that result from team science where the faculty member contributed substantially to the work but is not the first or senior/corresponding author, may be used for publication requirement. The faculty member's role/contribution to that work should be described in the Department Chair's letter and the research statement.
3. **Teaching Statement.** Document summarizes the faculty member's educational accomplishments and impact and can include a summary of evaluations from learners and trainees, an assessment of teaching from a colleague or supervisor, or other evaluations separate from the Department Chair's letter. Statements should also describe in detail how the faculty member has contributed to the School of Medicine mission to "improve the health and wellbeing of North Carolinians and others whom we serve" by preparing tomorrow's health care professionals and biomedical researchers from all backgrounds by facilitating learning within innovative and integrated curricula and team oriented interprofessional education to ensure a highly skilled workforce. Faculty involved in clinical teaching should detail the strategies they use to develop learners with the capacity and knowledge needed to personalize health care according to individual patient needs and backgrounds.

4.

Departmental responsibilities

In addition to the items mentioned above, the contents of the dossier as submitted by the department are:

1. **A letter of support from the Department Chair to the Dean** documenting area of scholarship, years at rank, departmental 'Meet-the-Mark' criteria (if appropriate), and faculty accomplishments that support promotion including teaching, and professional service. The Department Chair's letter should confirm that the faculty member has the required elements and the 'Meet-the-Mark' criteria for the requested promotion/tenure action and that external reference letter writers have no conflict of interest in providing a candid and unbiased view of the faculty member. If relevant, the Department Chair's letter should address the faculty member's funding record within the context of the amount of time devoted to research. A completed Chair letter checklist must accompany each dossier.

2. **Four official letters of reference from *external reviewers*.** The four external reviewers who prepare and submit letters are expected to be individuals familiar with the faculty member under review through their academic productivity and scholarship. None of the four external reviewers should have a current or prior academic and/or professional affiliation with the faculty member who is being reviewed. Two letters should come from individuals who have been identified by the faculty member under review, and two letters should come from individuals selected by the faculty member's Department Chair and/or mentor. Each official letter of reference must be specifically identified in the promotion dossier. In addition, the promotion dossier must indicate these individuals the faculty member identified, and which were selected by the Department Chair. No more than six official letters of reference should be provided. Additional official letters beyond four required may be suggested by the Chair. If more than six official letters are provided the dossier review may be delayed.
3. **Additional unofficial letters of reference.** Additional letters of reference for the recommended personnel action may be solicited from individuals either within or outside of the University. Unlike the official letters described above, these letters may come from individuals who have a current or a prior academic and/or professional affiliation with the faculty member who is being reviewed. *All letters received on behalf of any recommended personnel action must be submitted as a part of the promotion dossier.* University policy does not allow a submission of a selected subset of the letters received on behalf of a given individual.

Departmental review and approval process

The Department Chair reviews the dossier submitted by the faculty member and sends it to the Departmental Full Professors (fixed-term and tenured). After consultation and review, the assembled Full Professors vote in favor of, opposed to, or abstain. The dossier must receive a majority vote in favor, and any negative votes or abstentions must be explained in the Department Chair's letter. A negative vote along with reasons for the outcome is returned to the Department Chair. If a majority of the Full Professors oppose the promotion request, the Department Chair should discuss with the faculty member the outcome, provide feedback on reasons for opposition, and work with the faculty member and their mentor(s) to develop a strategy to engage in activities that would result in a favorable vote and a timeline for resubmission. Faculty appeal processes are described below. If the majority vote in favor of promotion, the Department Chair then writes a **letter of support to the Dean** that includes: 1) the specific area of scholarship upon which the reappointment or promotion is being based (i.e., research, clinical scholarship, or educational scholarship), 2) results of votes of the Full Professors, 3) specific contributions made by the individual to the teaching mission of the School, and 4) faculty member's service contributions. Department Chair's letters must contain an explanation of "no" votes or abstentions by voting Full Professors. If applicable, the Department Chair's letter should describe faculty member's research accomplishments in the context of the time devoted to research. The Department Chair then forwards the recommendation and complete dossier to the Dean via the School of Medicine Human Resources Office. Once the dossier leaves the department, members on the SOM APT committees from the department in which the faculty member has their primary or secondary appointment recuse themselves due to conflict of interest and do not vote on that particular dossier.

Post-departmental review and approval

Before final approval, each appointment, reappointment, and/or promotion in the tenure track is reviewed at both the School of Medicine and University levels. The number of committees reviewing the dossier depends on whether the action being proposed is for a probationary appointment, to confer tenure, or to promote an individual who has already been granted tenure. In each case, the process must be initiated with sufficient lead-time to be completed before the effective date required for the specific action under consideration.

School of Medicine APT Committees

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

Per the University of North Carolina SOM [Constitution and Bylaws](#), the Associate Professor APT Committee consists of nine elected tenured faculty members at the rank of either Associate or Full Professor and the Professor APT Committee consists of nine elected tenured faculty members at the rank of Professor. Each committee includes individuals with scientific, clinical, and teaching expertise. Faculty can self-nominate or be nominated to stand for election to these committees. Each member is elected for a three-year term. Annually, the Dean appoints a new Chair for the two committees from among the experienced members on each of the two APT committees.

School of Medicine review and approval

The SOM Dean sends the faculty member's dossier (containing the Department Chair's letter of support, C.V. with the required statements, external letters of reference, and internal peer review of teaching/educational effort), to the appropriate Appointment, Promotion, and Tenure Committee for its review, vote and subsequent affirmative or negative decision. Following its review, the APT Committee compiles its report and sends it along with the complete dossier to the Dean's Advisory Committee (DAC) for review and vote. Options for dossiers with negative decisions are explained in below. Assuming approval by a majority of DAC members, the complete dossier, including the DAC's recommendations moves to the University level.

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

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

University level review and approval

At the University level, the complete dossier is reviewed by the Health Services Advisory Committee (HSAC). Dossiers receiving a negative decision by the HSAC are returned to the Department for appropriate action. If approved, the dossier and recommendations of the HSAC are sent to the campus APT committee. Again, dossiers with negative decisions are returned to

the Department for follow-up action. Approved packets are sent to the UNC Board of Trustees for final approval, and then to the Chancellor's office for generation of a formal letter of promotion or reappointment. Dossiers with negative decisions are returned to SOM and then to the Department for follow-up action.

C. Negative Decisions for Faculty in the Tenure Track

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

The faculty member may appeal a negative departmental decision. The Senior Associate Dean for Faculty Affairs selects an external reviewer, typically a Department Chair from another department, for this role. The faculty member is given the opportunity to submit written materials to the external reviewer. In conducting the review, the external reviewer is authorized to consider both the merits of the decision itself and the procedures that were employed in reaching the decision. The external reviewer may recommend to the Dean that the appointing department reconsider the decision not to reappoint or promote under such instructions as may be appropriate. If the appointing department and the Dean cannot reach agreement, the Dean will make the final decision. Negative decisions made at the departmental level are provided to the Dean's Advisory Committee for informational purposes only.

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

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

A negative decision at any point in the process is immediately communicated to the Department Chair, who is given a reasonable opportunity to provide further information to School of Medicine Human Resource Office, who will provide it to the relevant committee or person for reconsideration. In addition, the Department Chair must immediately notify the individual faculty member of the decision. The Dean provides the Executive Vice Chancellor and Provost with appropriate documentation and justification of the decision. This documentation includes 1) a copy of the letter from the Department Chair to the Dean, 2) a copy of the letter from the Department Chair to the faculty member, and 3) a copy of the faculty member's current C.V. In the case of a negative departmental decision, letters from external reviewers are not required to accompany the materials submitted from the Department Chair to the Dean and from the Dean to the Executive Vice Chancellor and Provost.

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

V. Fixed-Term Track

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

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

Fixed-term faculty members whose focus is research make major contributions to the research mission of the School of Medicine. In some cases, these individuals go on to obtain their own, independent, peer-reviewed grant support, and may thus become logical candidates for tenure track positions if/when such positions become available. In other cases, however, they remain as permanent members of the fixed-term track, often filling important institutional roles either by directing institution-wide core laboratory facilities or serving as key members of them. Recommendations for promotion of fixed-term faculty at 50% effort or more include review not only at the departmental level but also at the School of Medicine level. The Department Chair or the Chair’s designee initiates all recommendations for appointment, reappointment, or promotion of fixed-term faculty. For fixed-term faculty, hiring and reappointment decisions are separate from promotion decisions. For hiring, the Department Full Professors review and approve hiring actions for terms greater than one year. Annually, (or at the end of contract term) the Department Chair reviews the faculty member and makes decision for reappointment. For progression to higher rank, the dossier is reviewed by the Department Full Professors, the UNC SOM Fixed Term Committee (FTC), and the Dean’s Advisory Committee.

Promotion of fixed-term faculty with FTE < 0.5 (temporary faculty) will be based on the criteria specified in this document for fixed-term faculty including the “Meet-the-Mark” expectations and service. Initiation of the promotion request will originate within the faculty member’s primary department with review and approval of the request by the Dean’s Office. With rare exception, the titles of fixed-term faculty members should not have any adjective/qualifier associated with them. Thus, these individuals are referred to as “*Instructor*”, “*Assistant Professor*”, “*Associate Professor*,” or “*Professor*” everywhere titles are used. The only exception is for official appointment letters and personnel action forms that must be completed to process appointments, reappointments, and promotions.

Fixed-term appointments range from one to five years. Faculty members who have successfully completed an initial appointment or have otherwise demonstrated their effectiveness and contribution to the various missions of the School of Medicine may be offered renewable employment contracts ranging from one to five years in length, with every effort made to make contracts longer than one year whenever possible. Fixed-term faculty who have served five

years may receive a renewal contract of 3-5 years. Renewable contracts, however, must always be contingent on the continued availability of funds, including funds generated by the individual's own productivity. Fixed-term faculty members on contracts longer than one year should receive at least a six-month notice of non-reappointment, while those on one-year contracts should receive at least a 60-day notice of non-reappointment. Formal notification of non-reappointment will be provided via email to the faculty member's preferred email address with the term's expiration date clearly noted.

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

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

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

In addition to 'Meet-the-Mark' criteria, all faculty on the fixed-term track are expected to positively contribute to the teaching mission of the SOM; and document service to the department, School, University, and/or community.

The School of Medicine does not mandate that fixed-term faculty achieve national reputations in their given area(s). However, scholarship is required for promotion in the fixed-term track. Scholarship may take the form of peer reviewed articles, chapters, or books; peer reviewed or invited workshops, platform/podium or poster presentations, or digital scholarship; the development, publication, and dissemination of curriculum, and other enduring forms of scholarly work and communication. For promotion consideration, Invited or peer reviewed presentations can only be counted once unless impact of multiple presentations of same topic can be demonstrated.

Teaching

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

Service

All faculty members are expected to demonstrate good citizenship through service activities for their department, the School of Medicine, or the University. The traditional scholarly community typically encompasses a faculty member's discipline, department, and school as

well as the broader University. For clinical faculty, faculty members are expected to demonstrate fulfillment of the School of Medicine's clinical mission to promote health and provide superb clinical care while maintaining our strong tradition of reaching underserved populations and reducing health disparities across North Carolina and beyond.

Table 2. UNC School of Medicine ‘Meet-the-Mark’ Criteria for Promotion to Associate Professor or Professor on Fixed-Term Track by Area of Excellence

Required Elements Common to All Areas of Excellence	
Documentation of positive contributions to teaching and professional service.	
<p>Department Chair’s letter documenting area of scholarship, years at rank, departmental ‘Meet-the-Mark’ criteria (if appropriate), and faculty accomplishments that support promotion including teaching, professional service. The Department Chair’s letter should explicitly state that the faculty member has achieved the ‘meet-the mark’ criteria for requested promotion and area of focus. The Department Chair’s letter should also confirm that external reference letter writers have no conflict of interest in providing a candid and unbiased view of the faculty member. If relevant, the Department Chair’s letter should address the faculty member’s funding record within the context of the amount of time devoted to research. A Department Chair letter template and checklist can be found on the Office of Faculty Affairs and Leadership Development website; a completed checklist must accompany the dossier.</p>	
<p>C.V. in UNC SOM format, including a Research Statement and Teaching Statement. The template can be found on the Office of Faculty Affairs and Leadership Development website.</p>	
<p>Request letter for external letters of reference. The template of the letter sent to individuals external to the SOM department requesting a letter of reference</p>	
<p>Official¹ external letters of reference. A minimum of 2 official letters of reference external to the department are required.</p>	
<p>Promotion from Associate Professor to Professor based on truly exceptional local reputation is rare and requires documentation in the Department Chair’s letter that achievement of a regional or national reputation is not attainable.</p>	
Administration	
Assistant Professor to Associate Professor	Associate Professor to Professor
<ul style="list-style-type: none"> • Documentation of substantial administrative activity and productivity • Excellent local reputation as an administrator documented in letters of reference external to the department • Scholarly contributions to the administrative discipline since the faculty member became an Assistant Professor including: a minimum of five examples of peer reviewed or invited scholarship is expected* • Record of at least one of the following demonstrating progressive achievement: <ul style="list-style-type: none"> ➤ Novel and/or innovative program development ➤ A leadership role in a department or a center ➤ External funding for program(s) 	<ul style="list-style-type: none"> • Documentation of substantial administrative activity and productivity • Excellent regional or truly exceptional local reputation as an administrator documented in letters of reference external to the department. • Sustained record of scholarship related to primary administrative area since the faculty member became an Associate Professor including: a minimum of five examples of peer-reviewed or invited scholarship is expected* • Sustained record of at least one of the following: <ul style="list-style-type: none"> ➤ Evidence of novel and/or innovative program development and implementation ➤ Funding for support of programs

Clinical	
Assistant Professor to Associate Professor	Associate Professor to Professor
<ul style="list-style-type: none"> • Documentation of substantial clinical activity and productivity, including activity and productivity metrics (e.g., wRVUs with applicable benchmarks) • Evidence of excellence in outcomes of clinical activity, including peer review of clinical skills • Excellent local reputation as a clinician documented in letters of reference external to the department • Scholarship related to clinical activity since the faculty member became an Assistant Professor: a minimum of five examples of peer-reviewed or invited scholarship is expected* • Record of at least one of the following demonstrating progressive achievement: ➤ <ul style="list-style-type: none"> ➤ Innovation in clinical activity ➤ Excellent teaching of clinical activity ➤ Funding for support of clinical programs ➤ Leadership in development of clinical programs 	<ul style="list-style-type: none"> • Documentation of substantial clinical activity and productivity (e. g. wRVSS with applicable benchmarks) • Evidence of sustained excellence in outcomes of clinical activity, including peer review of clinical skills. • Excellent regional or truly exceptional local reputation as a clinician documented in letters of reference external to the department. • Sustained record of scholarship related to primary clinical area since the faculty member became an Associate Professor including: a minimum of five examples of scholarship is expected* • Sustained record of at least one of the following: <ul style="list-style-type: none"> ➤ Innovation in clinical activity ➤ Excellent teaching of clinical activity ➤ Funding for support of clinical programs ➤ Major leadership role in development of clinical programs

Community Professional Service	
Assistant Professor to Associate Professor	Associate Professor to Professor
<ul style="list-style-type: none"> • Documentation candidate has had significant interaction and positive engagement with communities outside traditional scholarly community • Documentation of community professional service that makes a substantial contribution to the health of the community over and above what most faculty do in their professional capacity • Excellent local reputation for community professional service documented in letters of reference external to the department • Scholarship related to community professional service since the faculty member became an Assistant Professor including: a minimum of five examples of scholarship is expected* • Record of at least one of the following demonstrating progressive achievement: <ul style="list-style-type: none"> ➤ Innovation in community professional service ➤ Funding for support of service programs 	<ul style="list-style-type: none"> • Documentation that candidate has had significant interaction and positive engagement with communities outside traditional scholarly community • Documentation of community professional service that makes a substantial contribution to the health of the community over and above what most faculty do in their professional capacity. • Excellent regional or truly exceptional local reputation for community professional service documented in letters of reference external to the department • Sustained record of scholarship related to community professional service since the faculty member became an Associate Professor including: a minimum of five examples of scholarship is expected* • Sustained record of at least one of the following: <ul style="list-style-type: none"> ➤ Evidence of novel and/or innovative service program development and implementation

➤ Leadership in development of service programs	➤ Acquisition of external funding in support of service programs
Education	
Assistant Professor to Associate Professor	Associate Professor to Professor
<ul style="list-style-type: none"> • Documentation of substantial and consistent teaching activity and productivity (e.g., lectures, courses, small group sessions) • Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications) • Excellent local reputation as an educator documented in letters of reference external to the department • Scholarship of teaching since the faculty member became an Assistant Professor: a minimum of five examples of scholarship is expected* • Record of at least one of the following demonstrating progressive achievement: <ul style="list-style-type: none"> • Innovation in educational activity • Funding for support of educational programs <p>Leadership role in developing teaching programs; experience as course, program, or fellowship director, graduate education, or allied health professions</p>	<ul style="list-style-type: none"> • Documentation of substantial and consistent teaching activity and productivity (e.g., lectures, courses, small group sessions) • Evidence of superior effectiveness as a teacher, as judged by learners and peers and/or evidence of achievements of learners (scores, awards, projects, publications) • Excellent regional or truly exceptional local reputation as an educator documented in letters of reference external to the department • Sustained record of scholarship of teaching since the faculty member became an Associate Professor: a minimum of five examples of scholarship is expected* • Sustained record of at least one of the following: <ul style="list-style-type: none"> • Innovation in education - development of course within department or institution • Funding for support of educational programs • Major leadership role in development of educational program(s); Program Director, Course Director

Research	
Assistant Professor to Associate Professor	Associate Professor to Professor
<ul style="list-style-type: none"> • Documentation of substantial research activity and productivity • Excellent local reputation as a researcher documented in letters of reference external to the department • Scholarship related to primary research area since the faculty member became an Assistant Professor: a minimum of five examples of scholarship is expected* • Record of at least one of the following demonstrating progressive achievement: <ul style="list-style-type: none"> • Successful operation of a core/service facility • External funding for research program • Key role in facilitating research activity of a department or a center 	<ul style="list-style-type: none"> • Documentation of substantial research activity and productivity • Excellent regional or truly exceptional local reputation as a researcher documented in letters of reference external to the departmental • Sustained record of scholarship related to primary research area since the faculty member became an Associate Professor: a minimum of five examples of scholarship is expected* • Sustained record of at least one of the following: <ul style="list-style-type: none"> • Successful operation of a core/service facility • External funding in support of research program

	<ul style="list-style-type: none"> • Major leadership role in facilitating research activity of a department or center
<p>¶ Unofficial letters of reference such as peer-review letters can also be submitted. Unofficial letters should be clearly labeled as such.</p>	
<p>* Consideration will be given to the type of research, the impact of the research, and to faculty whose work is primarily part of team research. In this latter instance, the candidate may not be the first or senior author on the publications, but their contributions should be clearly described in the research statement and the Department Chair's letter.</p>	

B. Timing of Promotion Reviews for Fixed-Term Faculty

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

Recommendations for promotion to the rank of Associate Professor or Professor go to the School of Medicine level for further review. As noted previously, it is possible but considered unusual to request promotion after a minimum of three years in rank.

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

C. Process for Promotion of Fixed-Term Faculty

Preamble

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

The Department Chair or the Chair's designee initiates all recommendations for promotion of fixed-term faculty. Where a secondary appointment exists, the secondary department is consulted and invited to concur in the action. Departments may define a role for a departmental promotion committee.

Departmental review will include both quantitative and qualitative data. Quantitative data include but are not limited number of annual outpatient visits; work RVUs with benchmarks; service statistics for inpatient units; number of publications; number of lectures, seminars, and/or tutorials; and/or number of service functions (e.g., assays or assessments) completed. Qualitative data include but are not limited to external evaluations of publications, ratings of teaching or training activities when compared with departmental norms, and/or peer evaluation of clinical performance.

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

Faculty member responsibilities

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

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

2. **Research Statement.** A one-half to full page document summarizing the faculty member's research accomplishments; should include impact of research and highlight faculty member's role in areas of team or collaborative science. . Statements should also describe in detail how the faculty member has contributed to the School of Medicine mission to "improve the health and wellbeing of North Carolinians and others whom we serve" by leading programs and discovery in the areas of basic, translational, mechanistic, and population research with attention to reaching underserved populations and reducing health disparities. Manuscripts that result from team science where the faculty member contributed substantially to the work but is not the first or senior/corresponding author, may be used for publication requirement. The faculty member's role/contribution to that work should be described in the Department Chair's letter and the research statement.
3. **Teaching Statement.** Document summarizes the faculty member's educational accomplishments and impact and can include a summary of evaluations from learners and trainees, an assessment of teaching from a colleague or supervisor, or other evaluations separate from the Department Chair's letter. Statement must also contain a summary of faculty member's various activities as an educator, impact of these activities, and reflection on their overall teaching philosophy, as well as a summary of how faculty member is making specific contributions to the School of Medicine's education mission by preparing trainees from all backgrounds to ensure a highly skilled workforce. Faculty involved in clinical teaching should detail the strategies they use to develop learners with the capacity and knowledge needed to personalize health care according to individual patient needs and backgrounds.

Departmental responsibilities

In addition to the items mentioned above, the contents of the dossier as submitted by the department are:

1. **A letter of support from the Department Chair to the Dean** documenting area of scholarship, years at rank, departmental 'Meet-the-Mark' criteria (if appropriate), and faculty accomplishments that support promotion including teaching and professional service. The Department Chair's letter should confirm that the faculty member has the required elements and the 'Meet-the-Mark' criteria for the requested promotion/tenure action and that external reference letter writers have no conflict of interest in providing a candid and unbiased view of the faculty member. If relevant, the Department Chair's letter should address the faculty member's funding record within the context of the amount of time devoted to research. A completed Chair letter checklist must accompany the dossier.
2. **A minimum of two letters of reference.** Since fixed-term faculty members are not required to have a national reputation, letters of reference can be requested from either internal or external sources. Internal letters must come from reviewers external to the department in which the faculty member has their primary or joint appointment. External letters are letters from reviewers external to UNC and may come from individuals who have a current or a prior academic and/or professional affiliation with the faculty member being reviewed. For promotion to Professor on the fixed term track external letters should document that the faculty member has achieved a regional reputation. The University requires all letters received on behalf of any recommended personnel be submitted as a part of the promotion dossier University policy prohibits submission of a selected subset of letters received on behalf of a given individual.

Departmental review and approval

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

School of Medicine review and approval

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

Assuming approval by a majority of DAC members and the Dean’s final decision is approval of the promotion recommendation, the School of Medicine Human Resources Office reviews the appropriate paperwork for each promotion and transmits the information to the Office of the Executive Vice Chancellor and Provost for concurrence. The Dean sends a formal letter of appointment which becomes effective at the earliest appropriate date following completion of the review by the Dean’s Advisory Committee.

Composition of Fixed-Term Committee (FTC)

The FTC considers recommendations for promotion of fixed-term faculty to both Associate Professor and Professor. It consists of twelve faculty members and includes individuals with scientific, clinical, and teaching expertise elected from among the basic science and clinical departments. Faculty members of the School of Medicine (both tenure track and fixed-term) at the rank of Associate Professor or higher are eligible to serve. Associate Professors who serve on this committee may neither review nor vote on promotion recommendations to the level of Professor. Therefore, at least half of the Committee members must be Professors. Each member will have a term of three years. Annually, the Dean appoints a new Chair from among the experienced members on the committee.

D. Negative Decisions for Fixed-Term Faculty

Negative decisions on fixed-term faculty promotions may occur at the department level or at the School level. Two types of promotion are subject to review at the department level:

- Promotion from Assistant Professor to Associate Professor
- Promotion from Associate Professor to Professor

In the case of a recommendation not to promote by the assembled Full Professors in the department, the Department Chair informs the faculty member and the Dean. The Department Chair may elect to proceed with the promotion recommendation despite a “no” of the Full Professors. A decision not to promote may be appealed to the Dean or their designee, whereupon an external reviewer is selected. The external reviewer is typically a Department Chair from another department selected for this role by the Senior Associate Dean for Faculty Affairs. The faculty member in question is given a reasonable opportunity to submit any written materials to the external reviewer. Reviewer(s) are free to consider both the merits of the decision and the procedures employed in making it.

The Dean’s Advisory Committee has the authority to override negative recommendations from the FTC. However, the ultimate decision rests with the Dean, who has the authority to override recommendations from both the FTC and the Dean’s Advisory Committee. In the case of a recommendation against promotion by the FTC, the Department Chair has two options: 1) follow the recommendation of the FTC, or 2) bring the proposal to the Dean and Dean’s Advisory Committee as submitted by the department.

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

Non-reappointment of fixed-term faculty members may be eligible for review by the UNC Faculty Grievance Committee.

1. E. Track Change Requests

Faculty may request a change in permanent track from tenure track to fixed-term or vice versa. Procedures for change from tenure track to fixed-term include Department Chair approval followed by UNC School of Medicine Human Resources Office action. Requests for a change from fixed term to tenure track require creation of a tenure track position and a national search to fill that position. Procedures then follow those for initial appointment to the tenure track as described previously. Department Chairs may request a waiver of a national search, although there are very limited circumstances under which a waiver may be granted. Requests for a waiver of a national search are reviewed by the Equal Opportunity & Compliance (EOC) Office and if approved, must then be approved by the Executive Vice Chancellor and Provost. Questions about requests for a waiver of a national search for a track change should be directed to the Senior Associate Dean for Faculty Affairs.

Requests for a waiver of a national search are reviewed by the Equal Opportunity Office and if approved, must then be approved by the Executive Vice Chancellor and Provost. Questions about requests for a waiver of a national search for a track change should be directed to the Senior Associate Dean for Faculty Affairs.

IV. Other Faculty

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

Faculty members who are based at the six UNC-affiliated Area Health Education Center (AHEC) sites are critical to the educational mission of the School of Medicine. Given the heavy emphasis on teaching

it is anticipated that many AHEC faculty will hold adjunct faculty appointments. AHEC faculty members may receive fixed-term track or the tenure track appointments according to SOM and University policies. However, it is important to emphasize that these individuals shall be judged by the same criteria of scholarship as all UNC-Chapel Hill-based faculty (i.e., a record of progressive academic productivity).

V. Adjunct Faculty

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

Individuals who hold a primary faculty appointment at another academic institution or research entity may be appointed as Adjunct Faculty based on their expected contributions to the UNC School of Medicine's educational, service/clinical and research mission(s).

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

The titles of these faculty shall contain the modifier "Adjunct" preceding the name of the rank.

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

Adjunct Faculty are typically appointed for one to five-year terms on recommendation by the Chair of the Department and approval by the Dean or Dean's designee. **Initial rank shall be based on the recommendation of the chair and approval of the dean or dean's designee.** The Department Chair may solicit the opinion of the Full Professors of the department (fixed-term and tenured) prior to submitting a recommendation to the Dean. Individuals who hold a primary faculty appointment at another academic institution or research entity are typically appointed at the faculty rank (or equivalent) held at their primary institution, provided the rank is consistent with criteria for UNC SOM rank. Adjunct faculty may be reappointed after the initial term of appointment based on review and recommendation by the Department Chair and approval by the Dean or Dean's designee. These reappointments may range in length from one to five years, with efforts made to make contracts longer than one year, whenever possible. In fact, for faculty who have served five or more years consideration should be given to offering appointments that are at least three years in duration.

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

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

Qualifications for Specific Ranks for Adjunct Faculty

Adjunct Instructor

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

Adjunct Assistant Professor

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

Adjunct Associate Professor

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

Adjunct Professor

- The individual must have a record of continued teaching, and/or service, and/or research success, including a record of successful direction of the work of students or post-doctoral fellows where applicable. Documentation (qualitative and/or quantitative) of the continued record should be gathered for a time period of three years or the amount of time the faculty member has served in their current appointment, whichever is longer.
- They must have an established record of professional productivity. Scholarship may help satisfy this requirement but is not required.
- Individuals involved in the care of patients should have and maintain a relevant state license.
- The term of appointment is one to five years. Reappointment is not automatic but requires departmental review of the faculty member's performance and a recommendation based upon the member's performance in teaching, and/or service, and/or research.

B. Process of Promotion of Adjunct Faculty

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

1. A current C.V.
2. Copies of any teaching evaluations
3. Documentation of teaching, and/or service, and/or research activity and productivity should be gathered for a time period of two to three years or the amount of time the faculty member has served in their current appointment, whichever is longer. This time requirement is specific to rank e.g. two years for an adjunct instructor and three years for the adjunct assistant, adjunct associate and adjunct professor ranks. .
4. Letters of reference may be provided but are not required. The process should include, at a minimum:
 1. Review of the dossier by the Department Chair and Dean's Office
 2. Written recommendation and rationale by the Department Chair to the Dean or Dean's designee
 3. Notification sent to the applicant sharing the result of the review

C. Timing of Promotion

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

D. Negative Promotion Decisions for Adjunct Faculty

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

E. Reappointment

Reappointment or termination of adjunct or adjunct clinical faculty is required before the end of the current appointment (usually June 30, each year). In the case of a decision not to reappoint by the Department Chair, the Department Chair informs the faculty member and the Dean (via the School of Medicine Human Resources Office). Adjunct or adjunct clinical faculty on contracts longer than one year should receive at least a six-month notice of non-reappointment, while those on one-year contracts should receive at least a 60-

day notice of non-reappointment. Formal notification will be provided via email to the faculty member's preferred email address with the term's expiration date

VI. Additional Resources

1. School of Medicine Policy for Post-Tenure Review
 - https://www.med.unc.edu/facultyaffairs/wpcontent/uploads/sites/427/2017/10/PTPOLICY-Final_revised-5-2015.pdf
2. [UNC Standardized C.V.](#)
3. [UNC Promotion/Tenure Dossier Guidelines](#)
4. Academic Personnel Office
 - <https://academicpersonnel.unc.edu/>
5. Trustee Policies and Regulations Governing Academic Tenure in The University of North Carolina at Chapel Hill
 - <https://academicpersonnel.unc.edu/wp-content/uploads/sites/1069/2020/02/UNC-ChapelHill-Tenure-Policies-and-Procedures.pdf>
6. The Faculty Code of University Government, The University of North Carolina at Chapel Hill
 - <https://facultygov.unc.edu/faculty-code/>
7. Faculty Handbook, The University of North Carolina at Chapel Hill
 - <https://facultyhandbook.unc.edu/>
8. The Code of the University of North Carolina Board of Governors
 - <https://www.northcarolina.edu/apps/policy/index.php>

APPENDICES

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

Appendix 2. 2020 Summary of APT Guideline Revisions

Appendix 3: Department/School Expectations for APT Actions

Appendix 4: Core Elements of Faculty Mentor Program

Appendix 1. Definitions Used in UNC SOM Appointment, Promotions, and Tenure Guidelines

Definitions	
Appointment, Promotions, and Tenure (APT) Committees	School of Medicine APT Committees are made up of tenured faculty peers to review appointment, promotion, and tenure dossiers for faculty seeking tenure. Two SOM committees review dossiers for faculty promotion on the tenure track: one reviews appointment/promotion to Associate Professor on tenure track or with tenure, and one reviews appointment/promotion to Professor with tenure.
Curriculum vitae (C.V.)	Detailed document containing relevant information about academic and professional history and accomplishments; includes a Teaching Statement and Research Statement. The UNC SOM <i>curriculum vitae</i> <u>required format</u> can be found on the Office of Faculty Affairs and Leadership Development <u>website</u> .
Department Chair's Letter of Support	Letter stating requested action, result of Departmental Full Professor vote (for, against, abstention) and explanation for votes against or abstained; detail on faculty member accomplishments and impact and that faculty has achieved 'Meet-the-Mark' criteria for requested action; information on letters of reference; detail on the faculty member's teaching, research, and additional information important for SOM APT or FTC review.

Faculty dossier	<p>For faculty on the tenure track, a dossier includes:</p> <ul style="list-style-type: none"> • Curriculum vitae (C.V.) which includes a Teaching Statement and Research Statement • Department Chair’s letter • At least four and up to six official external letters of reference from outside of UNC • Copy of letter soliciting external references from outside UNC • All teaching evaluations including learner comments or comprehensive summary • Additional, unofficial letters (labeled as such) at the discretion of the Department Chair <p>For faculty on the fixed-term track, a dossier includes:</p> <ul style="list-style-type: none"> • Curriculum vitae (C.V.) which includes a Teaching Statement and Research Statement • Department Chair’s letter • At least two letters of reference (can be internal to UNC but must be external to the faculty member’s appointing or joint department) • Copy of letter soliciting references • All teaching evaluations including learner comments • Professional service statement (if applicable based on area of excellence) • Additional, unofficial letters (labeled as such) at the discretion of the Department Chair
Fixed-term Committee (FTC)	School of Medicine FTC is made up of tenured and fixed-term faculty peers to review appointment and promotion dossiers for faculty on the fixed-term track.
Fixed-term Track	Academic appointment made for a specific term length designated at the time of hire and subject to nonrenewal at the end of the term. Reappointment can occur and is subject to positive performance evaluations, need, and availability of funds.
Health Sciences Advisory Committee (HSAC)	A committee composed of faculty members from each Health Affairs School and chaired by the Executive Associate Provost. HSAC advises the Executive Vice Chancellor and Provost for EHRA (exempt from state human resources act) tenure and tenure track appointments, reappointments, and promotion decisions.
Official letters of reference	<p>Letters included in the dossier that outlines the faculty member’s academic and scholarly accomplishments and contributions that support the requested reappointment, promotion, and/or tenure action.</p> <p><u>Tenure track dossiers</u> require a minimum of 4 <i>external</i> official letters of reference written by faculty at an outside institution at same or higher rank than being sought. The letter writer can have no prior personal history with faculty member seeking requested action, including but not limited to previous mentor, teacher, professor, or prior personal or working relationship. No more than 6 official letters should be submitted.</p> <p><u>Fixed-term track dossiers</u> require 2 letters of reference that can be written by faculty either <i>external</i> to UNC or <i>internal</i> to UNC but outside the faculty member’s department.</p>
‘Meet-the-Mark’ Criteria	UNC School of Medicine standards for promotion; may also include additional department-specific criteria. ‘Meet-the-Mark’ criteria are the standards by which APT Committee members review faculty requests for appointment, reappointment, promotion, and tenure.

Probationary Period	Only applies to initial appointment on the tenure track: Period of time that allows both faculty and Department to determine whether they are a good fit. At the end of a probationary period, the faculty member may elect (with departmental approval) to move to the fixed-term track, submit dossier for promotion, or either the faculty member or the Department can terminate the employment contract.
Teaching statement	A one-half to full page summary documenting faculty member's area(s) of expertise, accomplishments, and vision for the future as related to their teaching activities. Statement must also contain a summary of faculty member's various activities as an educator, impact of these activities, and reflection on their overall teaching philosophy, as well as a summary of how faculty member is making specific contributions to the School of Medicine's education mission by preparing trainees from all backgrounds to ensure a highly skilled workforce. Faculty involved in clinical teaching should detail the strategies they use to develop learners with the capacity and knowledge needed to personalize health care according to individual patient needs and backgrounds.
Tenure	Permanent appointment; termination of a tenured position cannot occur without cause.
Tenure Track	Academic appointment expected to culminate with the granting of tenure
Research statement	A one-half to full page summary documenting faculty member's area(s) of expertise, accomplishments, and vision for the future as related to their scholarly activities. . Statements should also describe in detail how the faculty member has contributed to the School of Medicine mission to "improve the health and wellbeing of North Carolinians and others whom we serve" by leading programs and discovery in the areas of basic, translational, mechanistic, and population research with attention to reaching underserved populations and reducing health disparities.
Variable Track	Academic appointment for a period of up to three years before the decision is made regarding appointment to either the tenure or fixed-term track

Appendix 2. 2020 Summary of APT Guideline Revisions

1. Revisions to improve clarity and transparency to process
 - a. Creation of summary tables and flow diagrams to streamline dossier preparation
 - b. Revision of APT Guideline Cheat Sheets, located at <https://www.med.unc.edu/facultyaffairs/career-navigation>
2. Emphasize value of all faculty on all tracks. Elimination of labels or monikers that distinguish among variable, fixed-term or tenure track. Faculty should be identified by their rank (Instructor, Assistant Professor, Associate Professor, or Professor), without qualifiers such "Research" or "Clinical", or "Teaching".
3. Creation of a variable track for hiring faculty for whom their career trajectory is not yet defined. Hiring processes mirror those for tenure track, and at the end of variable track period faculty member will switch to either tenure track or fixed-term track.
4. Elimination of need for requests for 'early promotion' by establishing 'Meet-the-Mark' criteria for promotion unique for each track (fixed-term and tenure track) and each area of excellence. After 3 years of sustained scholarship faculty can request promotion and/or tenure decisions when they have achieved 'Meet-the-Mark' criteria. Achievements at other institutions and time on the variable track can be used to justify readiness for promotion. Faculty can submit up to one promotion and/or tenure action per academic calendar year. For example, if after 3 years in the variable track a faculty member requests to move to their permanent track and they also 'Meet-

the-Mark’ for promotion, their request for promotion on the permanent track can be made as early as the following calendar year.

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

Appendix 3: Department/School Expectations for APT Actions

1. Department Chairs, administrators, and HR representatives should be oriented and educated on UNC SOM APT Guidelines and processes so that accurate, timely advice and feedback can be provided to faculty seeking appointment, reappointment, promotion, or tenure.
2. Offer letters must state track (variable, fixed-term, or tenure track) and rank (Instructor, Assistant Professor, Associate Professor, or Professor) that the faculty member is being hired and the duration of the appointment, if appropriate. If appropriate, offer letters should include provision that prior time in rank and accomplishments at other institutions may be counted in the timeline for appointment and promotion recommendations at UNC.
3. At hiring, faculty should receive orientation to and education on UNC SOM APT Guidelines and processes. Progress and readiness for promotion should be reviewed at the annual review meeting with the Department Chair.
4. Department voting processes should be transparent and equitable. Department Full Professors should meet in person or electronically to vote on departmental dossiers being considered for appointment, reappointment, promotion, or tenure decisions. The vote result should be documented and communicated in the Department Chair’s letter. Explanations for ‘no’ votes and abstentions should be included.
5. Annually, reappointment, promotion, and tenure denials should be reported the Office of Faculty Affairs and Leadership Development.

Appendix 4. Core Elements of the UNC SOM Faculty Mentoring Program

Mentoring is a key component of comprehensive faculty career development for all faculty regardless of track, rank, or focus area of excellence. Departments are expected to provide robust access to mentoring, which is distinct from the annual review process, and mentoring should be tailored to the needs of specific groups (e.g., assistant versus associate professors, women and non-binary faculty, faculty from underrepresented groups). Strong consideration for incentives for mentoring should be made (e.g., departmental and/or school-wide recognition), and faculty should have time made available to them to complete necessary mentor training. Departmental mentoring outcomes should be monitored at least annually by asking faculty to evaluate satisfaction with the program, access to adequate mentoring, and self-efficacy in providing mentorship. Other metrics of departmental mentoring include faculty retention and timely and successful promotion and/or tenure. Details of departmental mentoring programs should include:

Mentor selection/development

- Processes to facilitate mentee selection and/or assignment of mentor(s)
- Formal development of mentorship skills
- Process for reassignment of mentor/ mentee

Mentoring process

- Explicit description of expected timing (duration and frequency) of mentoring

- Orientation to mentoring process and expectations for mentors/mentees
- Inclusive of the following types of mentoring:
 - Personal development
 - Professional development including guidance on promotion
 - Skill development
 - Academic career guidance
 - Research

FIGURES

Figure 1A. Hiring and Initial Appointment Processes for Tenure and Variable Tracks
Figure 1B: Hiring and Initial Appointment Processes for Fixed Term Track
Figure 2. Overview of UNC School of Medicine Reappointment and Promotion Process
Figure 3: Tenure Track Promotion and Reappointment Process
Figure 4: Fixed-term Track Promotion and Reappointment Process

Figure 1A. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Tenure/Variable track)

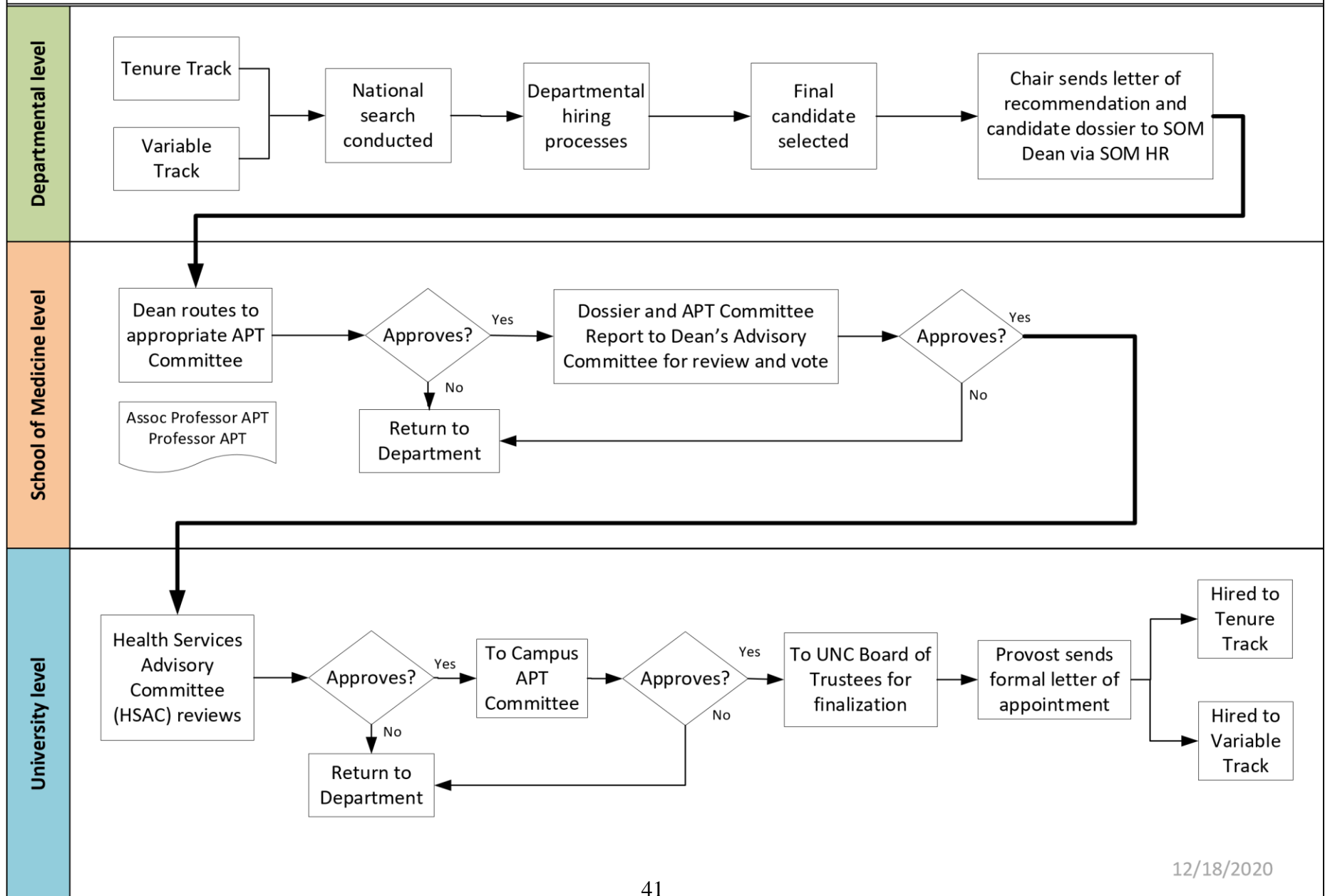
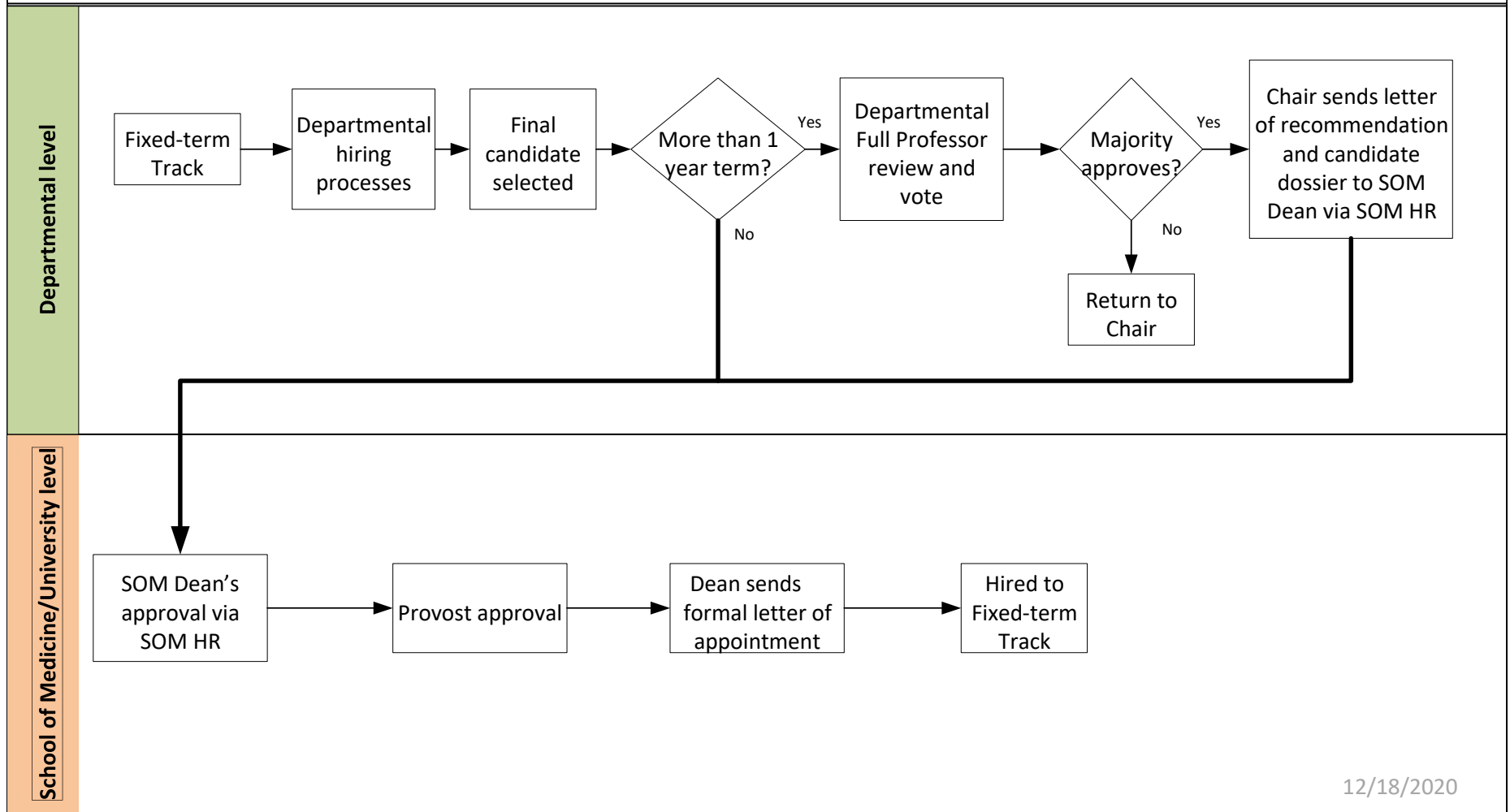
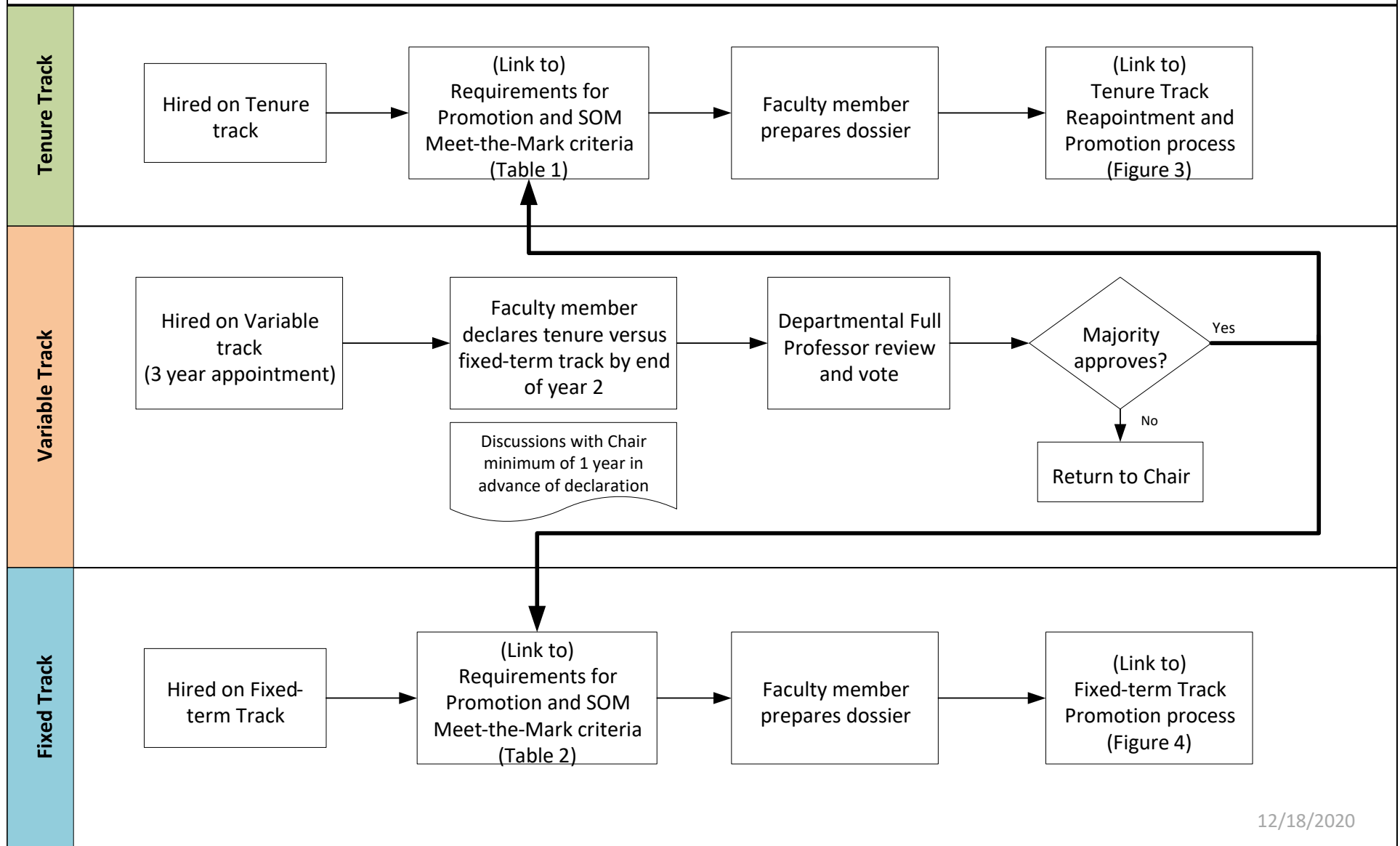


Figure 1B. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Fixed term)



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



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

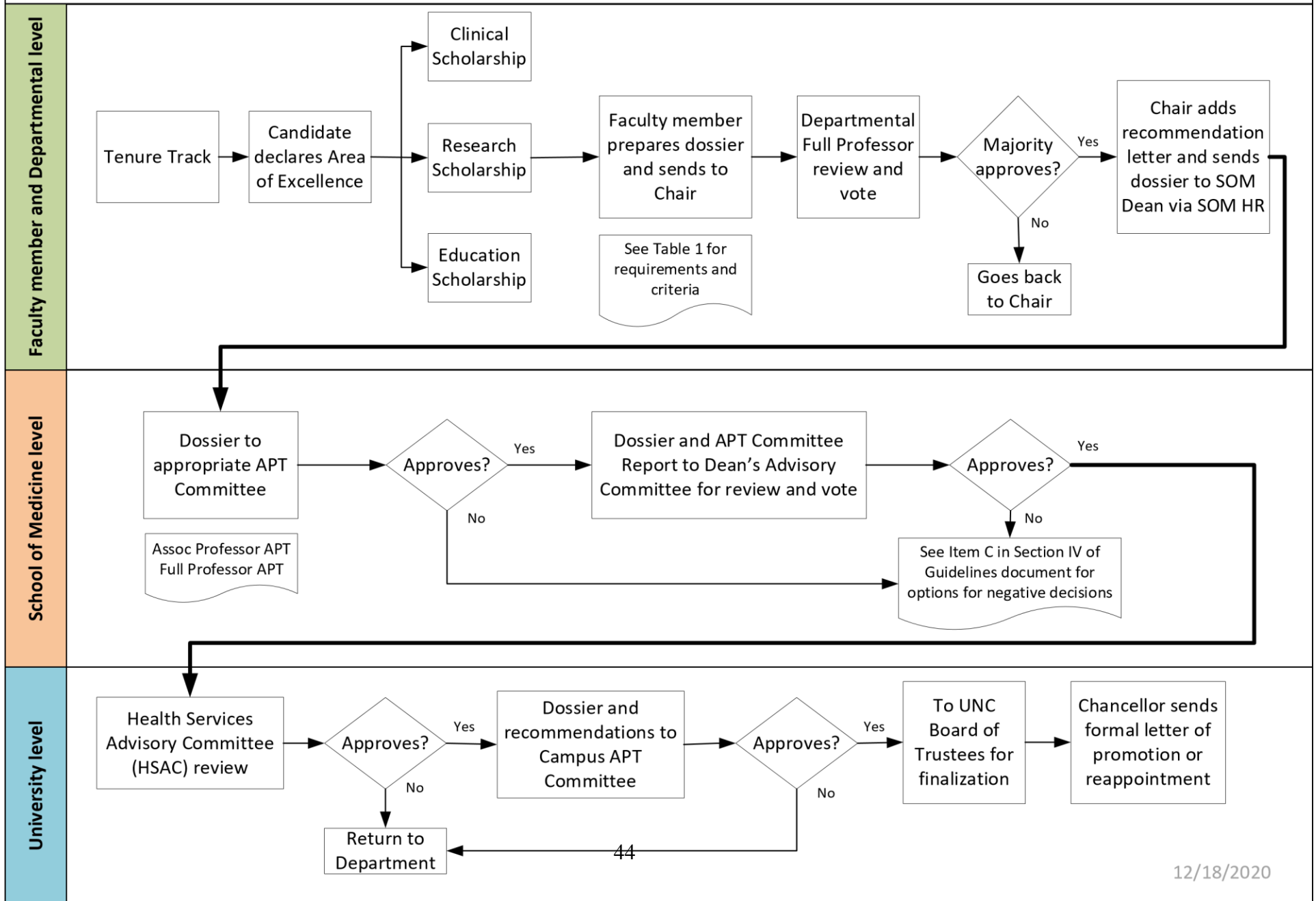
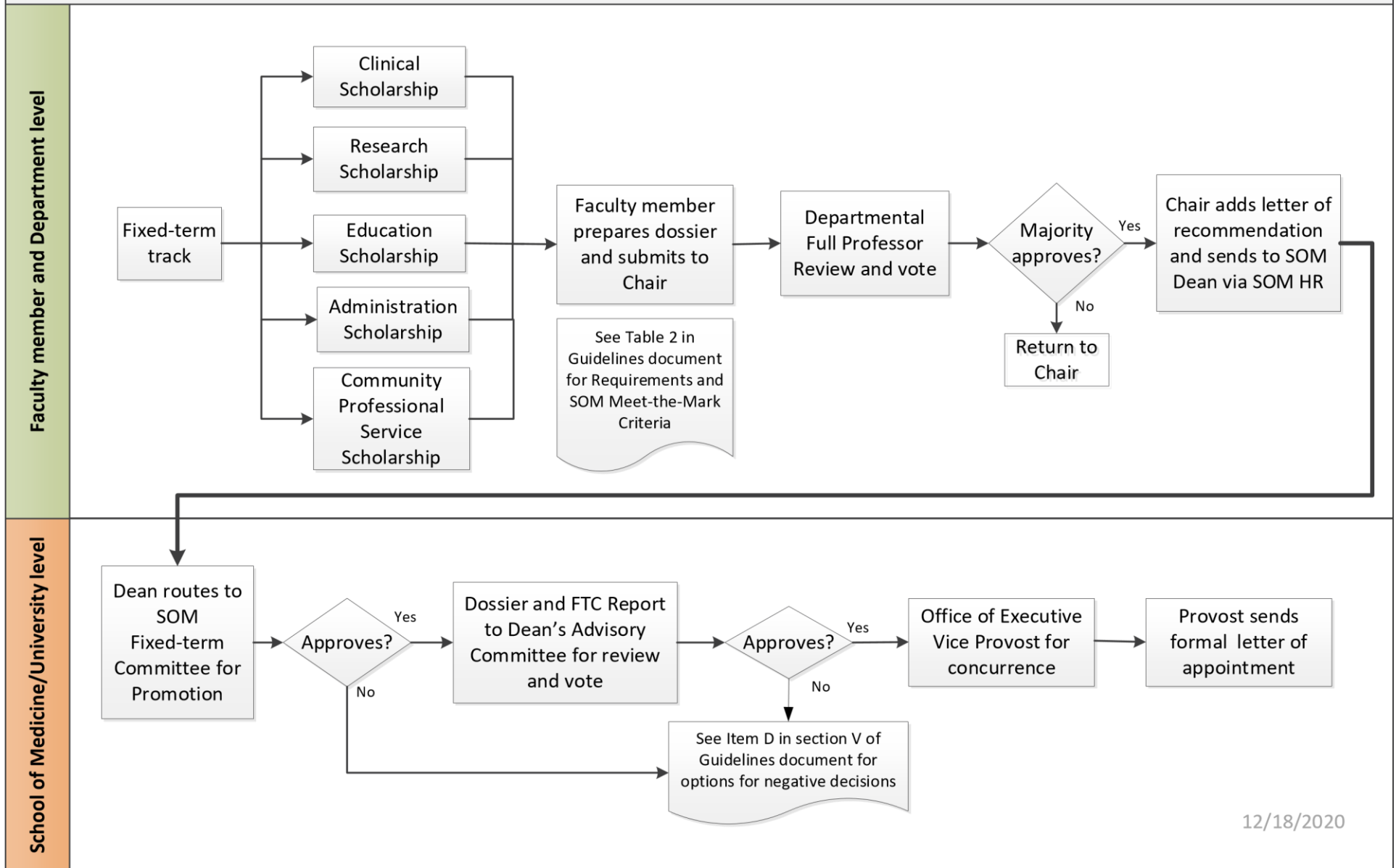


Figure 4. Fixed-term Track Promotion Process for UNC School of Medicine Faculty



12/18/2020

Figure 1A. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Tenure/Variable track)

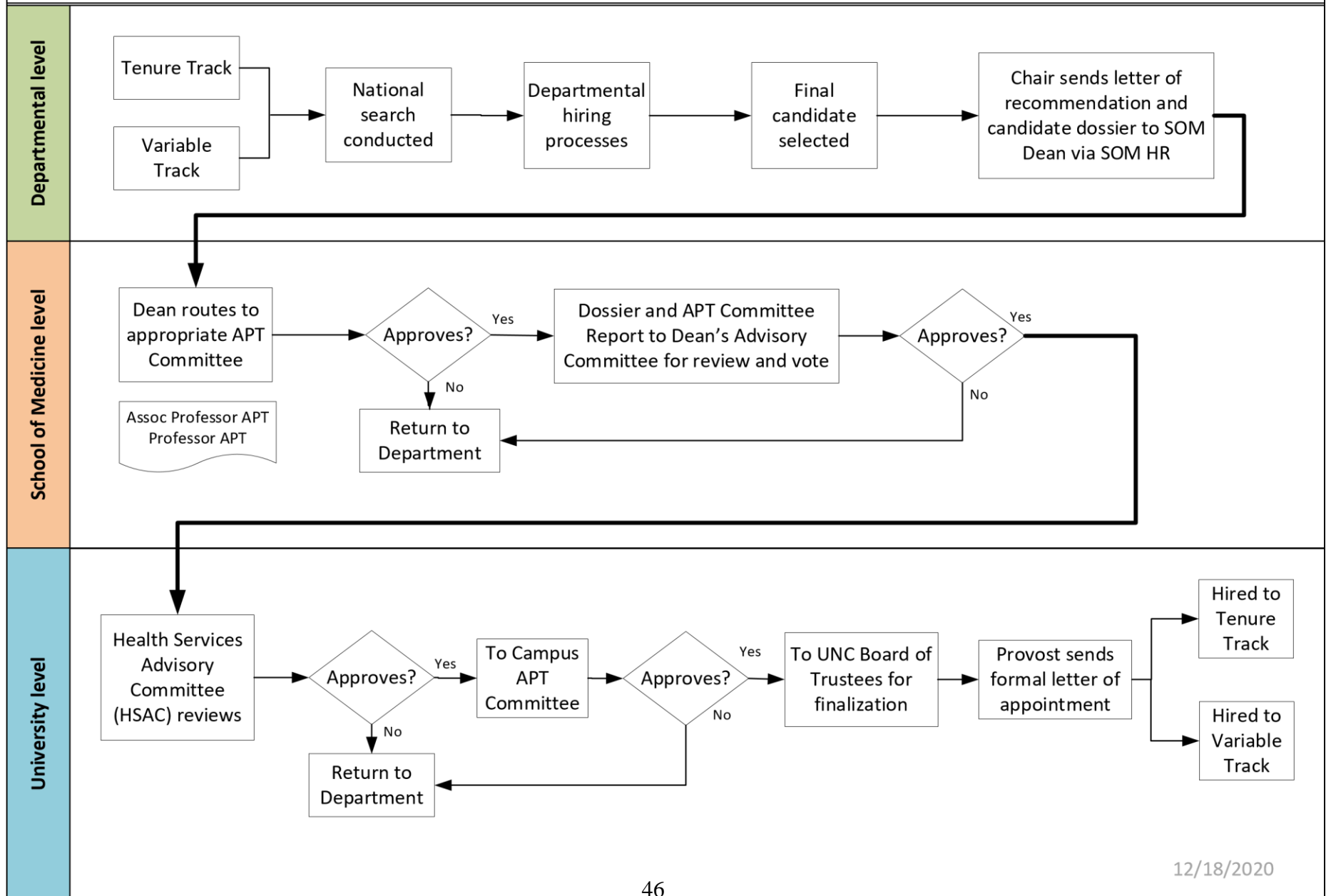
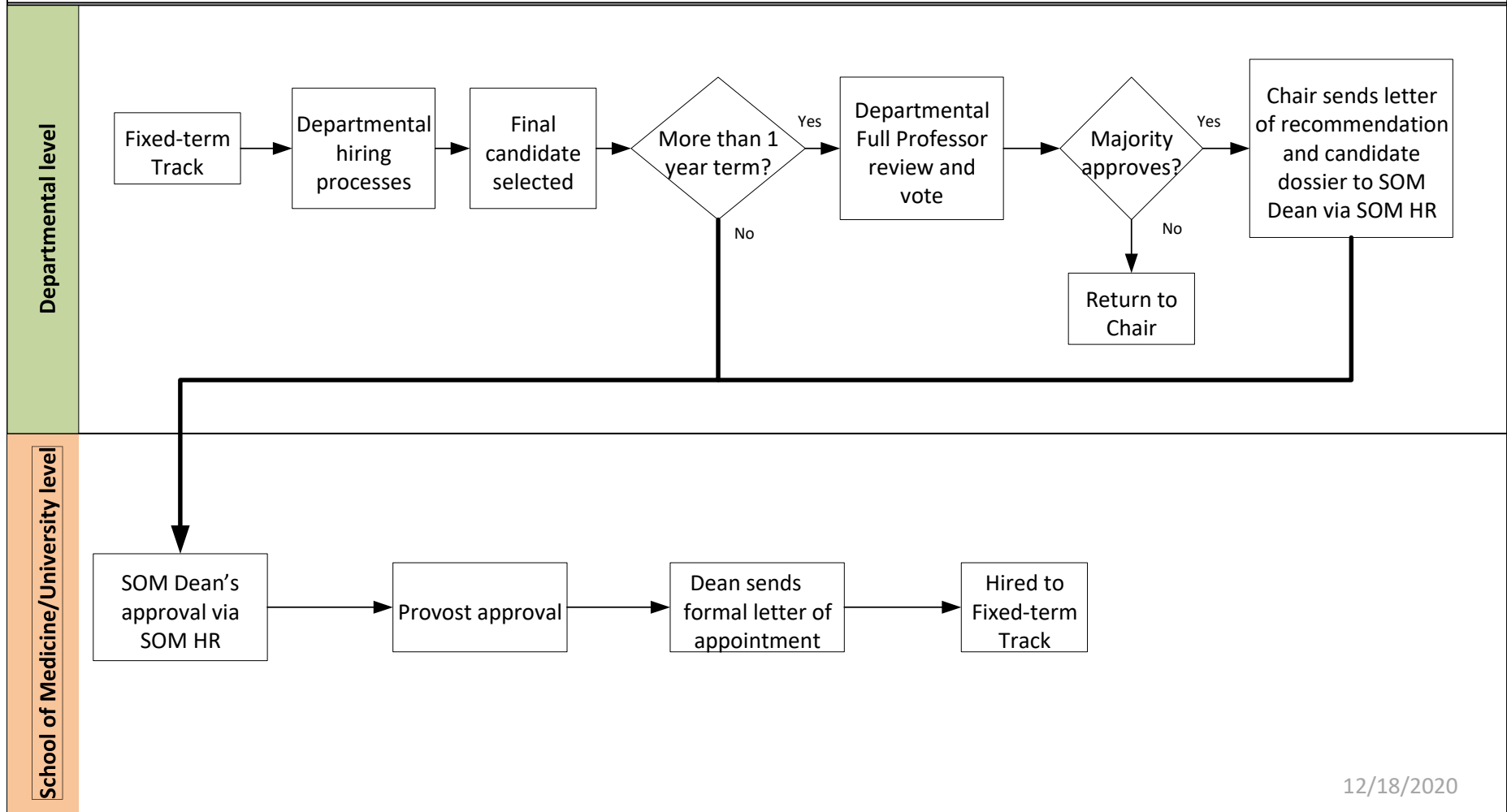
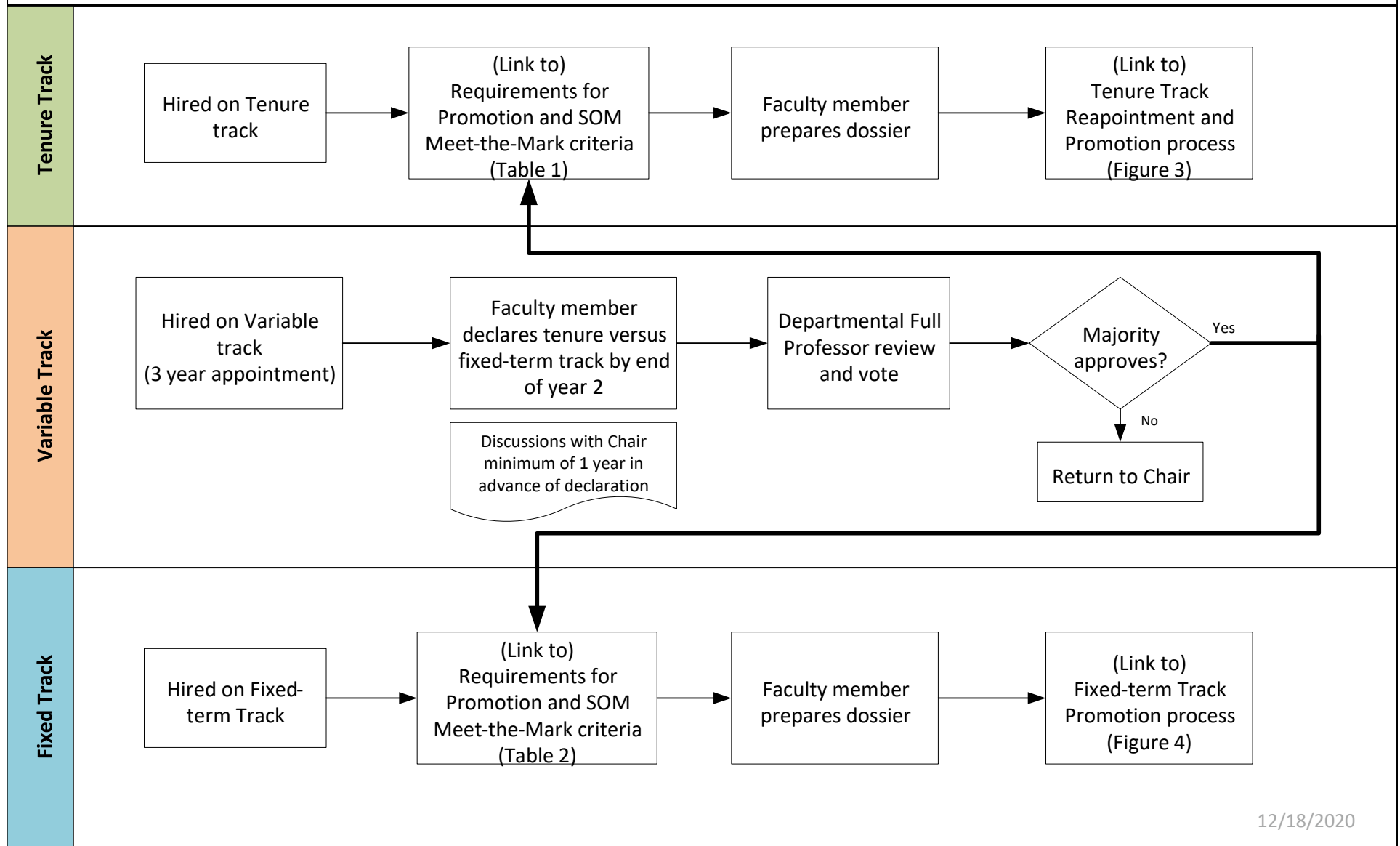


Figure 1B. Hiring and Initial Appointment Process for UNC School of Medicine Faculty Positions (Fixed term)



12/18/2020

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



12/18/2020

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

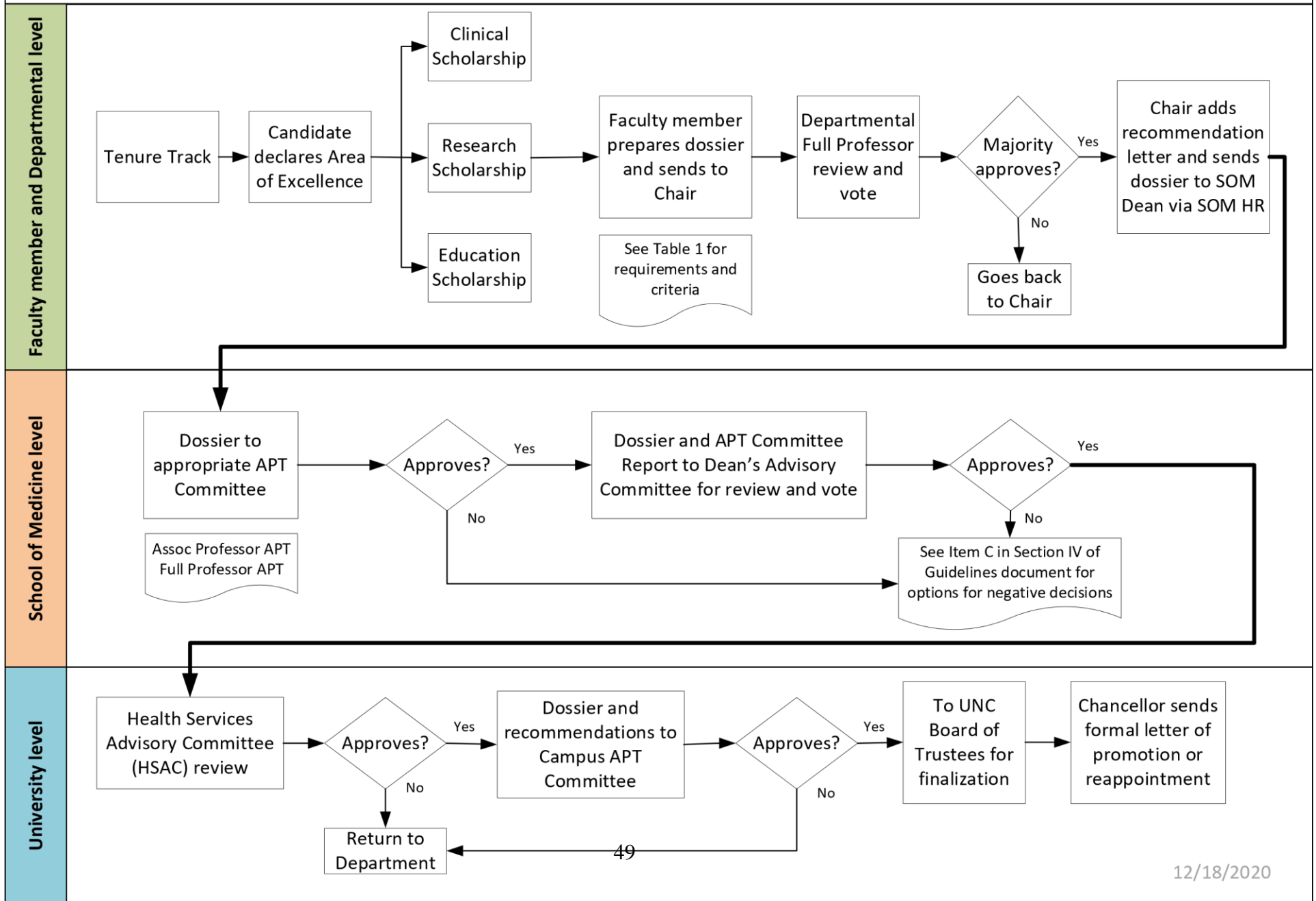
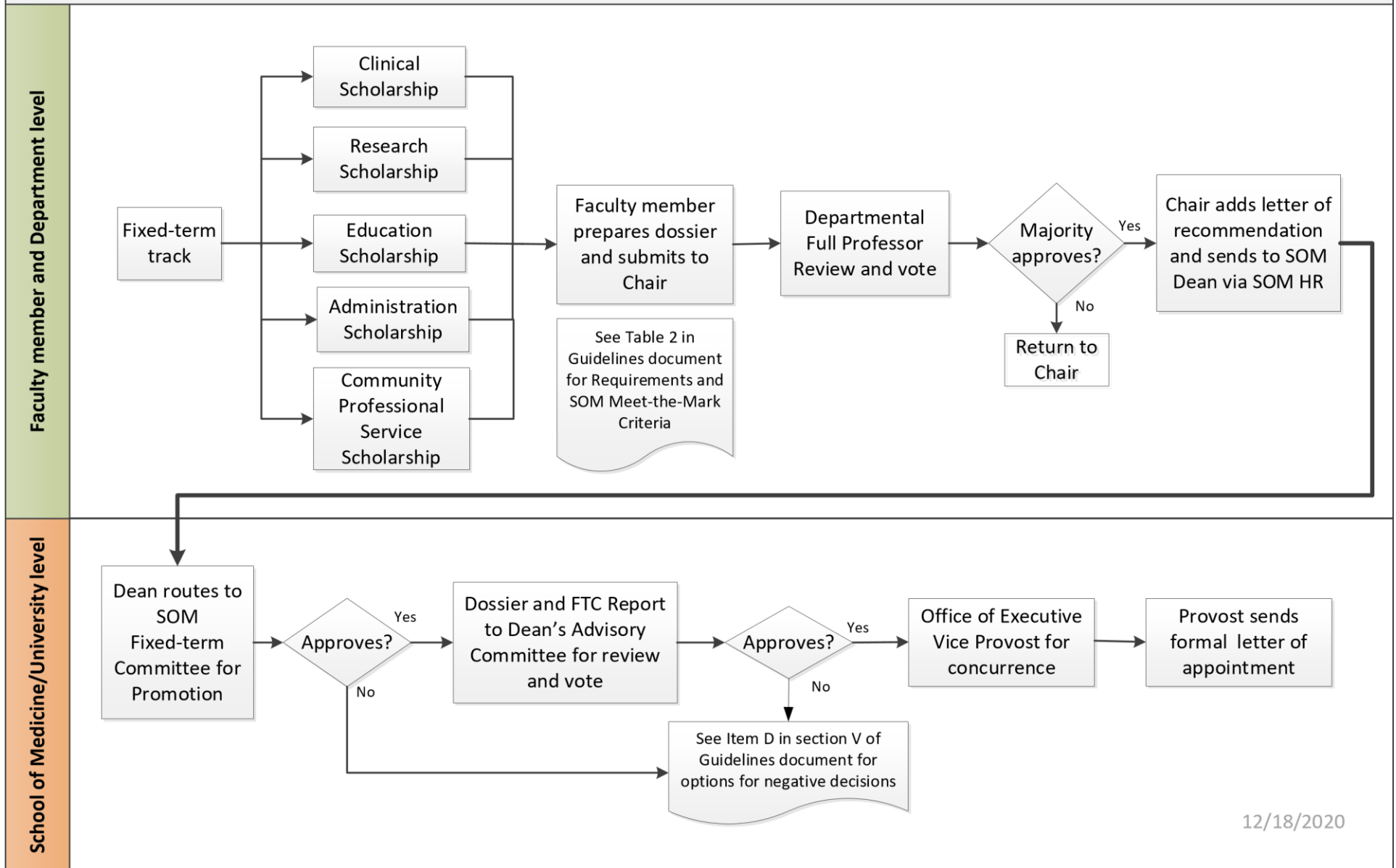


Figure 4. Fixed-term Track Promotion Process for UNC School of Medicine Faculty



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