

**Guidelines for Appointment, Reappointment, and Promotion of Fixed Term Faculty and
Annual Expectations
Department of Epidemiology
University of North Carolina at Chapel Hill**
(Department will revise in upcoming year)

Introduction

Fixed term faculty include appointments with the prefix-qualifier of “Lecturer”, “**Clinical**”, “**Research**”, and “**Professor of the Practice**” (**Appendix A**). Fixed term faculty members are absolutely vital to the success of the UNC Department of Epidemiology. As the number of fixed term faculty in the department has increased, so has the need to form policies and department culture around these appointments. It is the culture in the Department of Epidemiology to appreciate the contributions of all faculty, students and staff to the mission of the Department. It is fully recognized that the combined work of individuals with different roles and talents is needed to obtain the excellence we seek. Specifications of different levels of prestige are not meaningful and are discouraged.

This document is intended to provide guidance on practices in the Department of Epidemiology relative to fixed term faculty. It is the intention that this collection and recording of norms, examples, precedent and oral history will further communication and understanding, increase transparency in departmental actions and promote career development and the fair and equitable treatment of faculty. It is often difficult to capture issues concerning academic mission, performance and achievement in concrete terms. This guidance will be adjusted and modified and should not be viewed as static or as a legal contract. This document does not supersede University or School Policies. Faculty are strongly encouraged to review the School’s Appointments, Promotions, and Tenure (APT) Manual http://www2.sph.unc.edu/images/stories/faculty_staff/acad_affairs/documents/apt_manual.pdf

A. Criteria for Appointments and Promotion for Fixed Term Faculty Ranks

Fixed-term faculty may be appointed in one of two types of positions, Clinical or Research. Faculty members with research appointments provide important research services to the departments and to the School. Faculty members with clinical appointments serve the departments and the School through teaching and/or public health practice. Appointments and reappointments of Research Assistant Professors, Clinical Assistant Professors, or Lecturers are not reviewed by the School of Public Health Appointments, Promotions and Tenure Committee, but instead receive administrative review at the Department and School level and by the Provost’s Office. Appointments at the rank of Research Associate Professor and above are reviewed both at the Department and by the School of Public Health Appointments and Promotions Committee. Decisions about employment, including initial appointment and reappointment, remain the sole responsibility and prerogative of the Chair, in consultation with the assembled Full Professors in the department.

A. 1. Research Appointments

Education and Salary Support

Research Instructors hold a doctoral or other professional degree and typically do not have any postdoctoral experience. The expectation is that all salary funds are obtained from grant or other sources of support, and no salary support is provided by the Department.

Research Track Assistant Professors hold a doctoral or other professional degree and may have completed some postdoctoral experience. The expectation is that all salary funds are obtained from grant or other sources of support, and no salary support is provided by the Department.

Roles

Research track faculty in the department can assume varying roles. Research faculty have the ability to direct their own research programs: they write their own grant proposals; they are the principal investigators of their projects; they involve (and support) graduate students in their projects; and they produce scholarly products of their PI-led research. In such cases, the criteria for appointment or promotion to the higher ranks are very similar to those for a tenure-track faculty. This level of productivity in a lead role is required of an Research Associate Professor for promotion to the Research Professor rank. Research Associate and Full Professors are expected to contribute to the department by mentoring the students in their projects including serving as chair of their committee or serving as a member on other student committees within the department and across departments in the school.

Research track faculty can also provide important research services to the department and/or the School. Such services include, but are not limited to: functioning as a lead scientific administrator for research projects, assisting in writing grant proposals, assisting department faculty in carrying out funded research projects, assisting department faculty in producing scholarly research products such as journal articles, book chapters and presentations at professional meetings. In such cases to be appointed or promoted to the higher ranks, a faculty member in the research track must demonstrate a consistent record of having provided sustained research contributions (that include publications) with documented impact of their role.

Research faculty are often asked to contribute to the teaching mission of their department and/or the School. This may include serving as a co-instructor or lecturing in a course. Where a research faculty member teaches his or her own course, high-quality teaching must be achieved. Evidence of high quality teaching should be demonstrated through student evaluations of courses, peer review of teaching, and a teaching portfolio. This contribution to teaching is greatly appreciated by the department. In cases when the faculty member serves as a lead instructor for a course, as funding allows, a portion of their salary will be supported.

A.1.1. Description of the Process of Appointment and Re-Appointment of Research Track Faculty

Generally Research Assistant Professors are recruited by other faculty in the department to serve a designated role in a funded research program. A position must be posted and approved prior to recruitment efforts, except in cases where the Department receives permission to waive search requirements from the Equal Opportunity Office. The faculty member who is planning to support the Research Assistant Professor constitutes a search committee.

In some instances fixed term faculty in the research track who have their own independent research program are recruited. In those instances there is no “funding faculty member” responsible for their support and the search committee is appointed by the Department Chair.

The Department Chair is presented with information on the candidate including a CV, career focus statement, and two letters of reference which are obtained according specific guidelines and meet the specifications of the Appointments, Promotion, and Tenure (APT) manual. The new faculty candidate should consult with the Department’s HR Specialist to review procedures prior to developing materials. If the new faculty member is to be funded by a faculty member in the Department, a letter from the faculty member guaranteeing salary support for at least one year and providing a summary of the candidate’s skills should also be provided. If the Department Chair decides to support the nomination, she/he will call for a vote from the Department’s assembled tenured Full Professors. This vote is a recommendation; the final decision to make the appointment is that of the Department Chair.

Generally, Department of Epidemiology appointments and re-appointments are for three years for fixed term faculty whose funding profiles indicate stable funding; otherwise 1 or 2 year reappointments will be made. Re-appointments are made by the Department Chair in consultation with the assembled Full Professors. A cover memo describing accomplishments and future plans and an updated CV are required. Contracts must always be contingent on the continued availability of funds to the Department of Epidemiology from sources other than continuing state budget or permanent trust funds.

A.2. Clinical Appointments

In addition to fixed term research appointments, fixed term faculty appointments can be made for faculty members whose focus is teaching, practice or other teaching-related activities (Appendix A). This includes the ranks of lecturer, clinical appointments and Professor of the Practice appointments. These individuals make major contributions to the teaching or practice mission of the Department of Epidemiology. They may or may not also construct a research program. These faculty will have at least a masters degree and will have the specific skills needed to meet instructional or practice needs of the department.

B. Process for the Promotion of Fixed Term Faculty

Promotions to the rank of Research or Clinical Associate Professor and above are reviewed both at the Department and by the School of Public Health Appointments and Promotions Committee. It is important to emphasize that decisions regarding the promotion of fixed term faculty members are separate from decisions regarding the initial employment of such individuals.

Each faculty member is expected to develop a promotion portfolio using the APT manual and by contact the Department’s HR specialist for the most current materials and formats for

appointments and promotions. The Chair and Associate Chair will provide guidance on developing this portfolio.

The review process for promotion of fixed term faculty runs, as much as possible, in parallel with the process for tenure track faculty. Negative decisions on promotion may occur at the department level or at the School level.

After consultation with the assembled tenured Full Professors, the Chair forwards his/her recommendation to the Dean (via the Department of Epidemiology Human Resources Office). After review and approval by the appropriate university offices and committees, the Office of the Executive Vice Chancellor and Provost will send the faculty member a formal appointment letter.

B.1. Preparation of materials for promotion of fixed term faculty

The promotion of a research track faculty requires demonstrated evidence of both excellence and productivity in research. Promotion of clinical track faculty requires demonstrated evidence of both excellence and productivity in teaching or practice. If the promotion is based on practice, candidates must document that their activities exceed what most faculty members do in their routine professional capacity. If the promotion is based on teaching both the quality and quantity of the teaching contributions should be described in the promotion packet.

See the APT Manual (May 2013) for the main contents of an appointment package for a fixed-term position. Acceptable documentation for evidence of excellence and productivity that can be used to support a recommendation for promotion to Research Associate Professor or to Research Professor in the fixed term track is presented in the APT Manual.

Only those faculty members in the fixed term track whose promotion is based on excellence in teaching are required to prepare a Teaching Portfolio in which they **must fully document not only their contribution to teaching, but also its excellence. For all others, documentation of any teaching contributions (classroom, advising) should still be included to document their contribution to the Department's and School's teaching mission.**

C. Timing of promotion reviews for fixed term faculty

The timeline for promotion review within the fixed term research track is similar to that described for tenure track faculty (see Section V.B. of the SPH APT Manual). However, 1-year advance notice of reappointment or promotion is not required for fixed-term faculty members. Research Assistant Professors typically are considered for promotion to Research Associate Professor at the beginning of the 6th year as Research Assistant Professor. However, different from the tenure track, Research Assistant Professors are not obligated to be reviewed for promotion, but can remain at the Research Assistant Professor rank indefinitely. Research Associate Professors generally are considered for promotion to Research Professor at the beginning of the 5th year as Research Associate Professor. As with the tenure track, truly outstanding individuals may be considered for early promotion. In addition, prior time in rank at outside institutions may be considered in the timeline for appointment and promotion recommendations. As in the tenure track, fixed term Research Professors are reviewed every 5 years. However, the Research Professors reviews take place only at the departmental level.

D. Funds for salary support

Appointments and reappointments are made to the fixed-term research track only when funds to support salary have been identified for the length of the term. Occasionally it may happen that salary support is not available as planned. When only partial funding is available, the faculty member may continue to work at the level of effort for which funding is available, only after permission to do so has been obtained from the Department Chair. Shortfalls in support of fixed-term research track faculty will not result in supplementation of salary with Department funds.

E. Annual Departmental Expectations

The Department of Epidemiology has established specific benchmarks that represent annual expectations to advance in the research track in a fashion similar to tenure-track faculty. Because research track faculty in epidemiology do not typically undertake significant teaching and advising (e.g., lead instructor and student committee chair) the emphasis is on research products. However, to be considered engaged faculty members, minimal participation in classroom and student mentoring is required. These are described below.

E.1. Research Support

As indicated above, fixed-term research track are funded by sources outside of the department State funds. For promotion in the research track acquisition of PI-led grant funding is one criterion and this goal will be annually reviewed with research track faculty. Consideration will also be given to leadership roles in the scientific administration of major grant or contracts. Documentation of leadership roles beyond usual project management is required.

Where possible, research projects should help support graduate students through Graduate Research Assistantships. Support for staff is also highly desirable. In preparing grant budgets faculty should consult with the Department's fiscal manager to consider appropriate staff support. Although not mandatory priority consideration should be given to submitting the grant through the department.

E.2. Scholarly Publications

Each member of the research track faculty is expected to publish **at least two** papers per year as first author or senior author in the peer-reviewed scientific literature, excluding book chapters, letters, and symposium proceedings. It is important that a notation is included for the senior author-led articles (not listed as first author) to inform those reading your annual report or curriculum vitae. Scholarly products that may take form of patents, software, databases, and digital media that are peer-reviewed and represent a major contribution to the field can also be considered in the evaluation of scholarship.

Research track faculty are also expected to publish **at least three** papers as co-author in the peer-reviewed scientific literature. Thus, a total of at least five papers per year is expected.

In evaluating the yearly publication output, consideration will be given to faculty rank and the overall balance of the total portfolio. For example, new Research Assistant Professors may have an initial period of lesser productivity until a research base is established, while Research Associate and Full professors would have a larger research base and would be expected to exceed the benchmarks. Evaluation for faculty in leadership roles in project administration,

applied, or practice activities will still require demonstration of scholarly products but the targets may be adjusted to meet specific faculty goals.

E.3. Teaching

Research track faculty are not expected to teach a course. However it is recognized that lecturing and perhaps serving as a co-instructor would benefit not only the department but also the faculty member for their future professional development. Research track faculty are expected to give at least two guest lectures per year and to participate in the development and grading of qualifying exams in the department. They may also demonstrate teaching by serving as the supervisor of a student in the lab, or of a student's teaching or research practicum.

E.4. Advising and Mentoring

To be considered as a faculty member contributing to the mission of the department some engagement with student advising is desirable; for higher rank faculty and for advancement in the research track it is required. For Research Assistant Professors, student mentoring and serving on student committees is discussed with the Department Chair and balanced with the overall role of the individual faculty. For Research Associate and Research Full Professors, mentoring of one graduate student per year is expected and serving on the committees of other students as needed. Research faculty at the level of Associate and Full Professors may serve as the chair of a committee if they meet the criteria developed by the Graduate Studies Committee (Appendix B).

E.5. Service to Department, School, and Discipline

Research track faculty are not required to serve on department committees but they are encouraged to serve on School, University and national organizations committees to enhance their professional careers. In addition, faculty engagement with the public outside the traditional scholarly community is be valued. Faculty "engagement" refers to scholarly, creative or pedagogical activities and includes services to the public (usually with and through communities, governments, NGOs, other organizations and the private sector) outside the formal scholarly community. Examples of faculty engagement can be found in the SPH APT manual (page 17):
(http://www2.sph.unc.edu/images/stories/faculty_staff/acad_affairs/documents/apt_manual.pdf).

E.6 Mentoring, Faculty Development, and Yearly Review

Faculty mentoring and development is an important goal of the Department. The Department is greatly invested in the success of its faculty, both tenure and fixed-term, to meet its responsibility to the members of its community and as a means to achieving its mission. For the development of its faculty the Department draws on its own resources and on those of the School and the University. The primary responsibility for mentoring and the facilitation of the career development of faculty rests with the Chair, supported by senior faculty and the department's mentoring program. The Chair is accessible to members of the faculty for advice and consultation at the initiative of faculty. A structured review session of faculty development and performance by the Chair takes place on an annual schedule (or more frequently if required), based on an annual review prepared by faculty. All faculty are expected to participate

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in the annual review meeting with the Chair. Comments are provided by the Chair in response to this review, which also serves as an element for recommendations for salary raises. In addition, all Assistant Professors are expected to identify a specific mentoring committee with at least one senior faculty from the Department of Epidemiology and are expected to meet with this group once a year (before the annual review with the Chair). A designated chair of the mentoring group will be asked to submit a brief report of the meeting to the Department Chair prior to the annual review with the Chair. This report will also be used in the annual review discussion with the Departmental Chair.

APPENDIX A*

Fixed Term Ranks in the School of Public Health

1. *Lecturer*

Appointment to the lecturer rank may be made for a fixed term of one to five years. The following guidelines and policies apply to lecturer appointments:

- a. the individual primarily will be engaged in teaching activities;
- b. appointments may be renewed (i.e. reappointed) for fixed terms of one to five years;
- c. the individual may not acquire tenure by virtue of initial appointment or reappointment to the lecturer rank;
- d. the Individual may not be promoted within this rank, but may receive salary increases;
- e. the amount of time that an individual contributes to university-related activities may vary from 5% to 100% effort.

2. *Clinical Appointments*

This category includes: clinical professor, clinical associate professor, clinical assistant professor, and clinical instructor. The following guidelines and policies apply to clinical appointments:

- a. In the clinical track, the individual will be engaged in one or more of the following types of activities:
 - (1) teaching;
 - (2) providing a practice or service activity;
 - (3) supervising students in clinical or field settings.
- b. The individual may be given an initial appointment of one to five years and may be renewed (i.e. reappointed), for fixed terms of one to five years.
- c. The individual does not have, and may not acquire, tenure by virtue of initial appointment or reappointment to a clinical rank.
- d. The individual may be promoted within the clinical ranks based on the appropriate criteria specified in this manual (see Section VI. A., below)
- e. The amount of time that an individual contributes to university-related activities may vary from 5% to 100% effort.
- f. Appointment or promotion to the rank of clinical associate professor or clinical professor must be reviewed and approved by the School's Appointments, Promotions, and Tenure Committee.

3. *Research Appointments*

This category includes: research professor, research associate professor, research assistant professor, and research instructor. The following guidelines and policies apply to research appointments:

- a. The individual will be engaged primarily in research activities. However, he or she may be assigned as the primary instructor of a course, may co-teach a course, or may be invited to give guest lectures in courses.
- b. The individual may be given an initial appointment of one to five years, and maybe reappointed for a fixed term of one to five years.
- c. The individual does not have, and may not acquire, tenure by virtue of initial appointment or reappointment to the research ranks.
- d. The individual may be promoted within the research ranks based on the appropriate criteria specified in this manual (see Section VI. B., below). The steps that a promotion within the research ranks must go through are specified in Section VI of the APT manual.

- e. The amount of time that an individual contributes to university-related activities may vary from 5% to 100% effort.
- f. Appointment or promotion to the rank of research associate professor or research professor must be reviewed and approved by the School's Appointments, Promotions, and Tenure Committee.

4. Professor of the Practice Appointments

This fixed-term category requires prior approval from the Dean. This category is intended to match more accurately than any of the existing fixed-term designations the nature and scope of the mission for senior individuals who are field-specific experts from outside of academia that occasionally are attracted to the campus. Such individuals typically are successful professionals in the given field, whose contribution to teaching, research or service upon joining the university community has its foundation in their prior nonacademic achievements. Hence, the existing fixed-term prefix modifiers (i.e., clinical and research) are either inaccurate as to their qualifications or may fail to capture their duties or the seniority of the position.

The professor of the practice designation generally will have an associated field identifier in the title, such as Professor of the Practice of Public Health or a specific discipline such as Professor of the Practice of Biostatistics. In some cases, the field designator may be crafted to recognize interdisciplinary interests such as a Professor of the Practice of Health Communications. It is intended that the professor of the practice designator be used primarily to facilitate the recruitment of senior individuals to the School for specified periods of time. The individual may be given an initial appointment of one to five years and may be reappointed for fixed terms of one to five years. The professor of the practice category is intended for full-time, salaried appointments, or at the very least, half-time salaried appointments.

The professor of the practice title is not intended to replace existing fixed-term designators. Professor of the practice may not be used for individuals on the tenure track whose basis for promotion or tenure is practice. Appointments as assistant professor of the practice or associate professor of the practice are not authorized.

* From the School's Appointments, Promotions, and Tenure (APT) Manual http://www2.sph.unc.edu/images/stories/faculty_staff/acad_affairs/documents/apt_manual.pdf

APPENDIX B

Criteria for Research Track Faculty to Serve as Student Committee Chair

Recommended criteria to be considered in determining an exceptional appointment of research track faculty to serve as a “regular” member on the Graduate Faculty and be eligible to chair a student committee.

1. Demonstrated ability to serve as a mentor and be an advisor to doctoral students, based on successful advising of at least two students in the Department of Epidemiology, UNC at Chapel Hill. Mentoring includes working on a masters or dissertation project and research preceptorship on other projects.
2. Familiarity with the doctoral training process in the Department, including its administrative and procedural elements.
3. Having served on at least four doctoral committees in the Department, two of which must have completed the doctoral candidate’s dissertation defense.
4. Demonstrated ability to successfully engage, collaborate with and negotiate with peers on the faculty.