

1.5.b. Matrix for Departmental Expectations for Promotion and Tenure

Expectations for Promotion (Fixed Term): Assistant to Associate

		Research		Teaching		Service		Other	
		Scholarly Productivity	Grants/Funding	Teaching	Mentoring/Advising	Department/School/UNC	Profession	Community/Public Service	
BIOS	Research	<ul style="list-style-type: none"> * 25-30 publications * At least 5 statistical methods papers * At least 5-10 health science publications * At least 3 top-tier publications * At least 3-5 first-authored (or equivalent = student first author and faculty senior author) publications * The required number of papers can be lower, provided the impact is higher 	<ul style="list-style-type: none"> * Well funded on grants (90%+ unless have teaching buy-in), but do not need to be PI on any 	<ul style="list-style-type: none"> * None required 	<ul style="list-style-type: none"> * Expected to serve on doctoral committees in BIOS or other departments and to mentor graduate research assistants on projects in public health science 	<ul style="list-style-type: none"> * Must make a solid contribution in departmental service; good departmental citizen 	<ul style="list-style-type: none"> 8 Some service to the larger scientific and professional community 	<ul style="list-style-type: none"> * None expected 	
BIOS	Clinical - Teaching	<ul style="list-style-type: none"> * Documentation of excellence in practice of teaching or research through at least 10 publications and/or scholarly products (minimum of 6 must be peer-reviewed publications in journals) 	<ul style="list-style-type: none"> * No major expectations, though grants related to teaching are possible and viewed positively 	<ul style="list-style-type: none"> * Demonstrated excellence in teaching and curriculum development (through multiple peer evaluations, student evaluations and/or teaching awards) * At least six years of teaching experience at the level of instructor, clinical assistant professor, or the equivalent, with minimum average teaching load of 4 courses/year (3 courses/year if grant funding exceeds 25%; serving as the Director of Undergraduate Studies is counted as 1 course/year) 	<ul style="list-style-type: none"> * Demonstrated excellence in mentoring of undergraduate (and, optionally, graduate) students 	<ul style="list-style-type: none"> * Sustained service on educational committees and/or task forces at the departmental, school, or university level; good departmental citizen 	<ul style="list-style-type: none"> * Service in promoting the practice of teaching or other professional service as relevant 	<ul style="list-style-type: none"> * None expected 	<ul style="list-style-type: none"> * Continued faculty development activities related to educational and leadership skills * Documentation of excellence in practice of teaching or research through (a) peer-reviewed publications in journals in biostatistics, health sciences, or statistical education and (b) creation of top-quality peer-reviewed scholarly products relevant to teaching of biostatistics, e.g., book chapters, electronic educational resources, or textbooks
BIOS	Clinical - Practice	<ul style="list-style-type: none"> * Demonstrated excellence in biostatistical collaboration as evidenced by funding and publication record * Record of service as lead biostatistician on at least 2 large-scale trials or studies or 4 small to moderate-scale projects * 25-30 scholarly products (with at least 15 peer-reviewed publications); scholarly products include peer-reviewed published manuscripts as well as study protocols, training manuals, manuals of operating procedures, white papers, supervised undergraduate honors theses, and other written evidence of impact of leadership in collaborative health science. 	<ul style="list-style-type: none"> * Excellent funding on grants (>95%), but does not need to be PI * Demonstrated excellence in biostatistical collaboration as evidenced by funding and publication record * Submission of at least 2 grant and/or contract proposals for studies of moderate to large size or complexity as lead biostatistician, biostatistical core leader, or equivalent 	<ul style="list-style-type: none"> 8 None expected 	<ul style="list-style-type: none"> * Demonstrated excellence in mentoring of undergraduate and graduate students, e.g., as supervisor of graduate research assistants, advising undergraduate students on honors theses and summer research projects, and/or formal classroom instruction 	<ul style="list-style-type: none"> * Must make a solid contribution in departmental service; good departmental citizen 	<ul style="list-style-type: none"> * Record of service to collaborative biostatistics community 	<ul style="list-style-type: none"> * None expected 	

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EPID	Research	<ul style="list-style-type: none"> * Demonstrate evidence of both excellence and productivity in research. This should include 2 papers per year as first or last author or a leadership role in a high impact paper. * At least three papers per year as co-author * In evaluating productivity, consideration will be given to faculty rank and the overall balance of the total portfolio 	<ul style="list-style-type: none"> * All salary funds are obtained from grant or other sources of support; no salary support provided by the Department * If serving as lead instructor for a course, the department may fund a portion of their salary * PI-led grant funding is one criterion * Documentation of leadership roles in major grants or contracts (beyond project management) is required 	<ul style="list-style-type: none"> * Encouraged to contribute to the teaching mission of the department/school * Not expected to teach a course, but encouraged to give lectures and/or serve as co-instructor * Encouraged to participate in the development and grading of qualifying exams * May also serve as supervisor of student in the lab or of student's teaching or research practicum 	<ul style="list-style-type: none"> * Engagement with student advising * At Associate Professor level, encouraged to mentor one graduate student/year and serve on committees of other students as needed; may also serve as chair of a committee 	<ul style="list-style-type: none"> * Not expected to serve on department committees * Encouraged to serve on School, University committees 	<ul style="list-style-type: none"> * Encouraged to serve on national organizations committees 	<ul style="list-style-type: none"> * Faculty engagement with the public outside the transitional scholarly community is valued 	
EPID	Clinical (Teaching / Practice)	<ul style="list-style-type: none"> * May or may not construct a research program 		<ul style="list-style-type: none"> * Make major contributions to the teaching, practice, or service mission of the department * Demonstrated evidence of both excellence and productivity in teaching, practice, or service * If promotion based on practice: must document that their activities exceed what most faculty members do in their routine professional capacity * If promotion based on teaching: must document quality and quantity of teaching contributions, including a teaching portfolio 					
ESE	Research	<ul style="list-style-type: none"> * Evidence of independence; senior or first author publications 	<ul style="list-style-type: none"> * Evidence of independence; PI or co-PI; expected that salary is covered on grants 	<ul style="list-style-type: none"> * Occasional lectures in courses in their areas of expertise 	<ul style="list-style-type: none"> * Advise or co-advise students or serve on dissertation committees 	<ul style="list-style-type: none"> * Attend faculty meetings 	<ul style="list-style-type: none"> * Professional society participation encouraged 	<ul style="list-style-type: none"> * Public service is encouraged 	
HB		<ul style="list-style-type: none"> * Expected to publish in professional scientific literature (particularly those in research track); specific expectations negotiated with Chair * Recognition for the excellence of their work * Documented service in central or critical roles within his/her funded projects 	<ul style="list-style-type: none"> * For those on research track, expected to apply for grants as PI or co-investigator * Specific amount of funding required is negotiated with Chair * General expectation is to cover 90-95% of salary from outside sources (buyout of effort for teaching or performing significant departmental service) 	<ul style="list-style-type: none"> * Give occasional lectures in courses in their areas of expertise * Negotiated with Chair 	<ul style="list-style-type: none"> * Mentor students and more junior faculty in their areas, etc. 	<ul style="list-style-type: none"> * Attend faculty meetings 			<ul style="list-style-type: none"> * Because of the variety of appointment types and the possibility of differing job expectations it is hard to specify criteria for promotion of fixed-term faculty. In general, however, criteria entail scholarly contributions to the field and gaining support for one's research or other work.

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HPM	Clinical (Teaching)	<ul style="list-style-type: none"> * At least 5 scholarly publications or other scholarly work dealing with teaching, research, or public health * At least 5 presentations dealing with teaching, research, or public health 	<ul style="list-style-type: none"> * 1 grant or contract as PI or site/project PI in a center grant or multi-site study by time of review * 50% salary coverage from grants/contracts 	<ul style="list-style-type: none"> * Teach one or more HPM courses per year * Receive consistently outstanding peer and student evaluations * Use innovative teaching techniques 	<ul style="list-style-type: none"> * Chair one or more doctoral committees, either completed or in process * Chair one or more MSPH paper committees or one BSPH honor's papers * Serve as a member of two or more doctoral committees (HPM or other) * Advise two or more undergraduate and/or Master's students and/or research assistants and/or trainees per year 	<ul style="list-style-type: none"> * Consistent with overall School expectations, participation in professional service and faculty engagement activities are encouraged and will be favorably considered in the promotion process 	<ul style="list-style-type: none"> * Consistent with overall School expectations, participation in professional service and faculty engagement activities are encouraged and will be favorably considered in the promotion process 	<ul style="list-style-type: none"> * Consistent with overall School expectations, participation in professional service and faculty engagement activities are encouraged and will be favorably considered in the promotion process 	<ul style="list-style-type: none"> * These performance expectations encompass the time period prior to date of review for promotion to Clinical Associate Professor
HPM	Research	<ul style="list-style-type: none"> * 20 publications by time of review * 30% first or senior author or equivalent * High quality, high impact journals judged by discipline standards * 5 presentations (oral or poster) by time of review 	<ul style="list-style-type: none"> * 1 grant or contract as PI or site/project PI in a center grant or multi-site study by time of review (Federal R-series grant, government grant, foundation grant, contract, or K-award) * Full salary coverage by combining teaching and external funding (60% – 100% from grants, contracts) 	<ul style="list-style-type: none"> * Contribute to Department teaching mission through teaching one or more HPM courses, or, at a minimum, organizing a one credit seminar, teaching a course module, or providing multiple guest lectures annually 	<ul style="list-style-type: none"> * Chair 1 or more doctoral committees (completed or in-process) * Chair 1 or more MSPH paper committees or one or more BSPH honor's papers * Serve as member of 2 or more doctoral committees (HPM or other) * Advise 2 or more undergraduate and/or Master's students and/or RAs and/or trainees per year 	<ul style="list-style-type: none"> * Serve on at least 1 committee (department, school, and/or University) 	<ul style="list-style-type: none"> * Involvement in other activities as listed in IV.D.1 of the APT manual 	<ul style="list-style-type: none"> * Involvement in other activities as listed in IV.D.1 of the APT manual 	<ul style="list-style-type: none"> * These expectations encompass the time period prior to date of review for promotion to Research Associate Professor
MCH	Research	<ul style="list-style-type: none"> * An annual average of 4 or more scholarly products * For approximately half of these products, the faculty member should be first or lead author (note: supervision of a student lead author counts as first authorship) 	<ul style="list-style-type: none"> * Generally support 80% or more of his/her salary * Demonstrate a history of funding for his/her projects and have a high probability of continued funding in the future * Currently serve as PI, Investigator, Evaluator, or in some other responsible capacity on one or more multi-year grants/contracts 	<ul style="list-style-type: none"> * Contribute to Department teaching mission through teaching one or more HPM courses, or, at a minimum, organizing a one credit seminar, teaching a course module, or providing multiple guest lectures annually. 	<ul style="list-style-type: none"> * Chair 1 or more doctoral committees (completed or in-process) * Chair 1 or more MSPH paper committees or one or more BSPH honor's papers * Serve as member of 2 or more doctoral committees (HPM or other) * Advise 2 or more undergraduate and/or Master's students and/or RAs and/or trainees per year 	<ul style="list-style-type: none"> * Serve on at least 1 committee (department, school, and/or University) 	<ul style="list-style-type: none"> * Involvement in other activities as listed in IV.D.1 of the APT manual 	<ul style="list-style-type: none"> * Involvement in other activities as listed in IV.D.1 of the APT manual 	<ul style="list-style-type: none"> * These expectations encompass the time period prior to date of review for promotion to Research Associate Professor

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MCH	Clinical (Teaching / Practice)	<ul style="list-style-type: none"> * An annual average of 4 or more scholarly products * For approximately half of these products, the faculty member should be first or lead author (note: supervision of a student lead author counts as first authorship) 	<ul style="list-style-type: none"> * Generally expected to support 80% or more of his/her salary through practice or other activities (less if significant teaching responsibilities) * Demonstrate a history of funding for their teaching or practice projects and have a high probability of continued funding in the future * Currently serve as PI, Investigator, Evaluator or in some other responsible capacity on one or more multi-year projects 	<p>For faculty members emphasizing teaching:</p> <ul style="list-style-type: none"> * Leading three 3-credit courses per year or the equivalent combination of courses led or co-instructed (note: teaching may vary depending on research, practice, or administrative loads) <p>For faculty members emphasizing practice:</p> <ul style="list-style-type: none"> * Engage in classroom teaching, but to a lesser extent (determined by Chair) 	<p>For faculty members emphasizing teaching:</p> <ul style="list-style-type: none"> * Advising an average of 7 – 8 Masters' students annually, or 5 – 6 Master's students and one doctoral student annually, or 3 – 4 Master's students and 2 doctoral students annually, etc. * Mentoring at least some students whom they do not advise by serving as readers for master's papers and/or serving on doctoral committees <p>For faculty members emphasizing practice:</p> <ul style="list-style-type: none"> * Engage in student mentoring, but to a lesser extent (determined by Chair) 	<ul style="list-style-type: none"> * Expected to engaged in service activities 	<ul style="list-style-type: none"> * Expected to engaged in service activities 	<ul style="list-style-type: none"> * Engagement with the public outside of UNC-CH is valued and encouraged 	<ul style="list-style-type: none"> * Encouraged to mentor other MCH faculty members who are junior to themselves
NUT R	Research	<ul style="list-style-type: none"> * 2 first or senior authored publications per year expected as Assistant Research Professor * Additional publications as co-author also expected * These publications must establish a national reputation for the faculty member * Journal impact factors are considered 	<ul style="list-style-type: none"> * 100% salary support from research expected * Substantial contributions to a collaborative research program, including significant and high quality contributions to scholarly reports and grant proposals 	<ul style="list-style-type: none"> * Strongly encouraged to teach at least 1-credit hour per academic year 	<ul style="list-style-type: none"> * Mentoring of students is expected * Both formal and non-formal teaching/mentoring can occur at all three levels (bachelors, Master's, and doctoral). * Student awards, publications, and presentations considered 	<ul style="list-style-type: none"> * Member of 1 department committee * Member of 1 School/University committee * Chair of department committee, as needed 	<ul style="list-style-type: none"> * Member of 1 professional organization * Appointment to a national committee/panel/board 	<ul style="list-style-type: none"> * Service to both the scholarly community and local community is required (public service may occur within communities, governments, or organizations at the local, state, national, and international levels) 	<ul style="list-style-type: none"> * Contributions to the research program need to be documented by peer and mentor evaluations that will be given considerable weight * Evidence that research has stimulated work of other researchers and is able to support salary * Demonstrates leadership and recognition
NUT R	Clinical (Teaching / Practice)	<ul style="list-style-type: none"> * Research is not a requirement for promotion within the clinical track, but will be recognized * At least one scholarly publication or other scholarly work dealing with teaching, practice or nutritionally related public health issues per year * At least one presentation per year at local, state, national or international forum dealing with teaching practice, or public health * Documentation of practice/clinical activity 		<ul style="list-style-type: none"> * Primarily responsible for the preparation of documentation necessary for program accreditation * Major role in designing curriculum and ensuring content meets professional knowledge and performance requirements established by designated accrediting agencies * Demonstrated teaching excellence 	<ul style="list-style-type: none"> * Expected to advise and mentor students and be capable of serving as Chair for program papers 	<ul style="list-style-type: none"> * Service is expected * Service as member of one of department's degree committees 	<ul style="list-style-type: none"> * Service to the academic or scholarly community is expected 	<ul style="list-style-type: none"> * Public service is encouraged and may occur within local communities, governmental branches, or organizations at the local, state, national, and international levels 	<ul style="list-style-type: none"> * Sustained, demonstrated excellence in practice and teaching as well as documented service * Show how their work has led, or is likely to lead to, improvement in the public health field, and/or the clinical practice of nutrition * Exhibit leadership at state and local organizational levels with potential to become national leaders in their discipline
PHL P		Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process	Determined through individual goal setting process