

1 Expectations for Promotion and Tenure in Health Policy and Management (Approved by the faculty on March 5, 2018)

The purpose of this document is to describe HPM-specific performance expectations within the context of the APT manual of the SPH. This document does not pre-empt the APT manual but rather provides additional guidance that is specific to HPM faculty members.

It is important to note that this document sets forth the expectations for promotion and tenure; other documents outline other departmental policies and procedures, such as annual workload expectations and contractual terms of employment for fixed-term faculty (e.g. reappointment).

Tenure Track Performance Expectations

This first section describes performance expectations of tenure track faculty members. **While not every expectation must be met, the expectations as a whole set the standard for promotion.**

By time of promotion, all faculty are expected to have 100% coverage, from a combination of external funding, and state funds to support teaching (typically valued at 20% salary coverage per class) and administrative responsibilities. We recognize that there may be time-limited periods when external funding falls short. **Individual situations that influence promotion expectations will be addressed in the chair's letter in the promotion package.**

Tenure Track Performance Expectations for Promotion from Assistant to Associate

- **Scholarship**
 - **Publications/Scholarly Products**
 - 20 peer-reviewed publications by time of promotion review
 - At least six are first or senior author
 - At least several are in high quality, high impact journals judged by discipline standards
 - Authorship on five presentations that reflect state-wide, national, or international visibility, since joining HPM
 - Demonstrated productivity after joining the HPM faculty
 - Other evidence of scholarship is not required, but valued
 - **Grants**
 - One grant or contract as PI or site/project PI in a center grant or multi-site study by time of review
 - Federal, other government grant, foundation grant, contract or K-award or other career development award
 - At least 50% salary coverage from external funding by time of review (unless candidate has disproportionate teaching and/or administrative role in the department or school)
- **Teaching**

- Teach one or more HPM courses per year (usually after first year of appointment) at a standard that meets the Department's quality expectations
- Meet the Department's quality expectations
- **Service**
 - **Mentoring/Advising**
 - Chair one or more doctoral committees (completed or in-process)
 - Average at least 2 advising points annually for the first three years on faculty, and 5 points annually on average in years four onward. Advising points are composed of a combination of the following specific activities:
 - Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)
 - Member of doctoral committee (1 point per year)
 - First reader on Masters Paper (1 point)
 - Second reader on Masters Paper (.5 point)
 - BSPH Honors paper advisor (1 point)
 - Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
 - Lead Coach for case competition team (.5 points)

Each of the above roles is distinct. If an individual served in multiple roles for the same student, they would receive all points (for example, academic advisor and also first reader on a Masters' paper=1.25 points)
 - **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.

Tenure Track Performance Expectations for Promotion from Associate to Full

- **Scholarship**
 - **Publications/Scholarly Products**
 - 25 peer-reviewed publications since promotion to Associate Professor at UNC*, with demonstrated productivity after joining the HPM faculty
 - At least eight first or senior author
 - Several in high quality, high impact journals as judged by HPM,

**Credit for work conducted at other universities during time in rank is to be negotiated with the chair.*
 - Authorship on ten presentations that reflect state-wide, national, or international visibility, since promotion to Associate Professor
 - Other evidence of scholarship is not required, but valued
 - **Grants**

- Annual average of at least 50% salary coverage from external funding since promotion to Associate Professor (unless candidate has disproportionate teaching and/or administrative role in the department or school)
- One grant or contract as PI or site/project-PI in a center grant or multi-site study since promotion to Associate Professor
- Federal grant, other government grant, foundation grant, or contract
- **Teaching**
 - Teach one or more HPM courses per year
 - Meet the Department's quality expectations
- **Service**
 - **Mentoring/Advising**
 - Chair three or more doctoral committees at time of review (completed or in-process)
 - Average at least 7 advising points per year. Advising points are composed of a combination of the following specific activities:
 - Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)
 - Member of doctoral committee (1 point per year)
 - First reader on Masters Paper (1 point)
 - Second reader on Masters Paper (.5 point)
 - BSPH Honors paper advisor (1 point)
 - Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
 - Lead Coach for case competition team (.5 points)
 - **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.

Fixed Term Faculty

The below criteria describe HPM-specific performance expectations within the context of the APT manual of the SPH. This document does not pre-empt the APT manual but rather provides additional guidance specific to HPM fixed term faculty members. **While not every expectation must be met, the expectations as a whole set the standard for promotion.**

Fixed Term faculty will be designated as appointed in one of the following categories: Research, Teaching, or Professor of the Practice. Many appointed in one category will also be engaged in activities from others, such as a faculty member appointed in the category of Teaching who also

is active in scholarship or public health practice. The category(s) for promotion will be identified in the Chair's letter in the promotion package.

By time of promotion, all faculty are expected to have 100% coverage, from a combination of external funding, and state funds to support teaching (typically valued at 20% salary coverage per class) and administrative responsibilities. Faculty on the teaching track will typically achieve this coverage by teaching 15 credit hours per year and those on the research track will typically have 100% funding on external contracts and grants, but some faculty on these tracks will cover 100% of their salary through a combination of teaching and research, and sometimes administrative responsibilities. We recognize that there may be time-limited periods when external funding falls short. **Individual situations that influence promotion expectations will be addressed in the chair's letter in the promotion package.**

Fixed Term Faculty: Research

Fixed Term: Assistant to Associate Professor (Research)

Required promotion categories

- **Scholarship**
 - **Publications/Scholarly Products**
 - 20 peer-reviewed publications by time of promotion review
 - At least six are first or senior author
 - At least several are in high quality, high impact journals judged by discipline standards
 - Authorship on five presentations that reflect state-wide, national, or international visibility, since joining HPM
 - Demonstrated productivity after joining the HPM faculty
 - Other evidence of scholarship is not required, but valued
 - **Grants**
 - One grant or contract as PI or site/project PI in a center grant or multi-site study by time of review
 - Federal, other government grant, foundation grant, contract or K-award or other career development award
 - At least 60% salary coverage from external funding by time of review (unless candidate has disproportionate teaching and/or administrative role in the department or school)
- **Service**
 - **Mentoring/Advising**
 - Average at least 2 advising points annually for the first three years on faculty, and 5 points annually on average in years four onward. Advising points are composed of a combination of the following specific activities:
 - Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)
 - Member of doctoral committee (1 point per year)
 - First reader on Masters Paper (1 point)
 - Second reader on Masters Paper (.5 point)

- BSPH Honors paper advisor (1 point)
- Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
- Lead Coach for case competition team (.5 points)

Each of the above roles is distinct. If an individual served in multiple roles for the same student, they would receive all points (for example, academic advisor and also first reader on a Masters' paper=1.25 points)

- **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.
- **Teaching**
 - 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
 - Meet the Department's quality expectations

Fixed Term: Associate to Full (Research)

- **Scholarship**
 - **Publications/Scholarly Products**
 - 25 peer-reviewed publications since promotion to Associate Professor at UNC*, with demonstrated productivity after joining the HPM faculty
 - At least eight first or senior author
 - Several in high quality, high impact journals as judged by HPM,
 - **Credit for work conducted at other universities during time in rank is to be negotiated with the chair.*
 - Authorship on ten presentations that reflect state-wide, national, or international visibility, since promotion to Associate Professor
 - Other evidence of scholarship is not required, but valued
 - **Grants**
 - Annual average of at least 60% salary coverage from external funding since promotion to Associate Professor (unless candidate has disproportionate teaching and/or administrative role in the department or school)
 - One grant or contract as PI or site/project-PI in a center grant or multi-site study since promotion to Associate Professor
 - Federal grant, other government grant, foundation grant, or contract
- **Service**
 - **Mentoring/Advising**
 - Average at least 7 advising points per year. Advising points are composed of a combination of the following specific activities:

- Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)
 - Member of doctoral committee (1 point per year)
 - First reader on Masters Paper (1 point)
 - Second reader on Masters Paper (.5 point)
 - BSPH Honors paper advisor (1 point)
 - Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
 - Lead Coach for case competition team (.5 points)
- **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.
- **Teaching**
 - 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
 - Meet the Department's quality expectations

Fixed Term Faculty: Teaching

Fixed Term: Assistant to Associate (Teaching Track)

Required promotion categories

- **Teaching**
 - Teach 15 credit hours per year, unless time is covered by funding from external sources or administration activities
 - Receive consistently strong peer and student evaluations.
 - Engage in other activities that enhance teaching quality. Examples: adapt teaching to real-time issues in health and healthcare system, reflecting the dynamic nature of the field; maintain contacts with external stakeholders that result in student placement; identify real-world issues and solutions; create student projects that contribute to health and healthcare improvement; use innovative teaching techniques.
- **Service**
 - **Mentoring/Advising**
 - Average at least 2 advising points annually for the first three years on faculty, and 5 points annually on average in years four onward. Advising points are composed of a combination of the following specific activities:
 - Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)

- Member of doctoral committee (1 point per year)
- First reader on Masters Paper (1 point)
- Second reader on Masters Paper (.5 point)
- BSPH Honors paper advisor (1 point)
- Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
- Lead Coach for case competition team (.5 points)

Each of the above roles is distinct. If an individual served in multiple roles for the same student, they would receive all points (for example, academic advisor and also first reader on a Masters' paper=1.25 points)

- **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.
- **Scholarship**
 - **Evidence of Scholarship**
 - Evidence of scholarly work in the subjects taught/areas of expertise, after joining the UNC faculty. Examples include: creation of software, simulation, case studies, and other innovative teaching tools; development of methodologies or processes that are used by practitioners; other types of engagement with practitioners; applied/practice based activities that meld academic focus with solving real world problems; scholarly publications dealing with teaching, research, or public health more broadly; other activities that illustrate expertise is recognized by University and/or the outside community.
 - **Presentations**
 - Participate on five presentations that reflect University, local, state-wide, national, or international visibility, since joining HPM
 - Member or chair of study section
 - Developing products such as patents, software, digital media, teaching innovations (e.g., simulations)

Fixed Term: Associate to Full (Teaching Track)

Required promotion categories

- **Teaching**
 - Teach 15 credit hours per year, unless time is covered by funding from external sources or administration activities
 - Receive consistently strong peer and student evaluations.
 - Engage in other activities that enhance teaching quality. Examples: adapt teaching to real-time issues in health and healthcare system, reflecting the dynamic nature of the field; maintain contacts with external stakeholders

that result in student placement; identify real-world issues and solutions; create student projects that contribute to health and healthcare improvement; use innovative teaching techniques.

○ **Service**

● **Mentoring/Advising**

- Average at least 7 advising points per year. Advising points are composed of a combination of the following specific activities:
 - Chair of doctoral committees (2 points per year, beginning in year 2 for DrPH, year 3 for PhD)
 - Member of doctoral committee (1 point per year)
 - First reader on Masters Paper (1 point)
 - Second reader on Masters Paper (.5 point)
 - BSPH Honors paper advisor (1 point)
 - Academic advisor for undergraduates, Master's, first and second year PhD, and/or RAs/ on research projects, trainees (.25 points)
 - Lead Coach for case competition team (.5 points)

- **Other professional service, faculty engagement, and practice:** All faculty members must share work necessary to maintain the operation of departments, School and University. Furthermore, faculty members are expected to contribute to the School through efforts to improve programs and facilities. Faculty members are also expected to contribute to the maintenance and growth of their profession. Faculty are expected to be involved in other activities as listed in IV.D.1IV.D.2 and IV.D.3 of APT manual.

○ **Scholarship**

● **Evidence of Scholarship**

- Evidence of scholarly work in the subjects taught/areas of expertise, since promotion to Associate Professor*. Examples include: creation of software, simulation, case studies, and other innovative teaching tools; development of methodologies or processes that are used by practitioners; other types of engagement with practitioners; applied/practice based activities that meld academic focus with solving real world problems; scholarly publications dealing with teaching, research, or public health more broadly; other activities that illustrate expertise is recognized by University and/or the outside community.

**Credit for work conducted at other universities during time in rank is to be negotiated with the chair*

● **Presentations**

- Participation on five presentations that reflect University, local, state, national or international visibility since promotion to Associate Professor.