POLICY FOR ESTABLISHING AND MONITORING FACULTY WORKLOAD
UNC Chapel Hill School of Dentistry
5 September 2014

Establishing Workload

When new, full-time faculty are employed, a letter of "Terms and Conditions" (T&C) is developed by the Dean with consultation from the appropriate Department Chair (see attached example). Each faculty member must have an appointment in one of the nine School of Dentistry departments. The T&C letter provides the contractual basis of the employee/employer relationship and includes the type of appointment, effective dates, compensation, the duties and responsibilities of the position, and other miscellaneous performance expectations for the employer and employee. It is tailored to the type of appointment- tenure/tenure track or fixed term (clinical, or research). Although the T & C letter covers the entire appointment period, it is written to convey the expectations required annually. Each T & C letter gives the weekly quantity of time to be devoted by the faculty member to the various areas (instruction, research/scholarship, patient care, service, and administration) In addition to specific time allotments for these activities, faculty are expected to contribute to the four missions--teaching, patient care, research/scholarship and service-- of the Dental School. These contributions can occur in various ways. For example, presentation of continuing education courses and participation in state, national, and international professional organizations as officers or committee members are viewed as service activities; mentoring graduate students and serving on thesis committees are viewed as teaching activities as well as didactic, clinical and laboratory teaching. Generally, patient care relates to providing dental and craniofacial care through the Dental Faculty Practice and involves the majority of our faculty. Acceptance of the Terms and Conditions is indicated by the signature of the faculty member.

- **Tenure/tenure track**-the number of half-days to be spent in research and direct patient care (Dental Faculty Practice) is specifically identified. Typically, DDS clinical faculty are expected to participate in the Dental Faculty Practice two half-day sessions/week. Teaching commitments are identified by the Department Chair based on the expertise and experience of the faculty member and the semester teaching needs of the department. Since the School of Dentistry has educational programs at the certificate, undergraduate, predoctoral, and graduate levels, teaching commitments are distributed across programs as needed. Administrative and service commitments (e.g., department chairs, graduate program directors, committee members, etc.) are assigned by the Dean in consultation with the Department Chair, as appropriate. For junior faculty, efforts are made to allow adequate time to meet the requirements for promotion and tenure and to work with their mentoring committee. Other less time-demanding service activities are assumed by faculty as needs require. Research, scholarly, and creative activities (RSCAs) are a necessary and important aspect of tenure/tenure track faculty activities. Time allocated for RSCAs is directly related to time identified on grants and contracts. For junior faculty, time commitments are respected (and monitored by the Mentoring Committee) to help them accomplish the requirements for promotion and tenure in a timely manner. External funding is expected along with publications in refereed journals. The quantity of publications is not as important as the quality
of the manuscripts and the journals in which they are published.

- **Clinical track**—the number of half days to be spent in direct patient care (Dental Faculty Practice) is specifically identified. Typically, clinical faculty are expected to participate in the Dental Faculty Practice two half-day sessions per week. Clinical, preclinical, laboratory, and other teaching commitments are identified by the Department Chair based on the expertise and experience of the faculty member and the semester teaching needs of the department. Specific service commitments (e.g., graduate program directors, committee members, etc.) are assigned by the Dean in consultation with the Department Chair and other Associate Deans as needed. Clinical track faculty determine individually the extent to which they become involved in research and additional service activities. As stated in the School of Dentistry's Promotion and Tenure Manual, Section 1.2.3.1, participation in research, scholarly, and creative activities defined in the broadest senses is expected.

- **Research track**—the number of half-days to be spent in research is related to the commitment identified by specific grant(s). Participation in teaching and service activities is determined by the expertise and time available respectively. Teaching roles that involve activities as a research mentor, thesis advisor and committee work, and graduate level teaching may be more compatible with their prime source of salary support than clinical, preclinical, and didactic teaching of pre-doctoral dental students.

**Performance Evaluation and Documentation**

Department chairs are responsible for monitoring faculty workloads. Annually, each department chair meets with the Dean and Associate Deans to discuss the annual performance of each full-time faculty member in his/her department. Prior to these meetings, each faculty member self-evaluates performance in the four areas of teaching, patient care (if applicable), research/scholarship, service, and administration (if applicable), and provides this self-assessment to the Chair, who reviews the self-assessments and arrives at a score for each area. In the meeting with the deans, the department chair discusses his/her evaluation of each departmental full-time faculty member and assigns an evaluation rating of 1 (lowest) to 5 (highest). Based on the information available, the deans might (and often do) suggest adjustments to the chair's ratings. The self-evaluation process varies from department to department and is based on individual department protocol. Some chairs meet with faculty members before and after the review with administration, some meet before the review and provide the results to the faculty member, and some meet with the faculty member after the review with administration and go over the final review. A letter for each faculty member is placed in the respective personnel file.

Changes to the annual workload distribution will depend on the needs of the department to meet the four missions of the Dental School—teaching, patient care, research/scholarship, service, and the needs of the faculty to be successful in their academic career.
Faculty with Administrative Appointments

Administrative appointments are made by the Dean and include associate deans, assistant deans, department chairs and unit directors and are specific to the unit involved. Performance expectations are identified at the time of the appointment. In addition to formal administrative reappointment reviews, these administrators meet individually with the Dean to discuss their annual performance and evaluation and receive written evaluations. The Dean seeks input from other administrators for this formal evaluation. A letter for each administrator is placed in the respective personnel file.

Appeals

If a faculty member disagrees with workload assignments, an appeal can be made to their department chair without concern for discriminatory actions. If the concern cannot be resolved, the matter is forwarded to the Dean’s Office for final resolution.
TERMS & CONDITIONS OF APPOINTMENT
Name of Faculty Member

Appointment: Assistant Professor, tenure track
Department of XXXXXX
Member, Center for XXXXXX Disorder
Adjunct Assistant Professor, XXXXXXX School

Effective Dates: 1 August 2014 – 31 July 2017

Compensation: $XXXXXX Annual Salary

Annual Salary is divided into two primary categories: core salary and salary supplements. Core Salary is the total of the X and Y components and for faculty members without a Z component it is the same as the Annual Salary. Core salary ($XXXXXX) is comprised of the base or X component ($XXXXXX), which is the school’s annual commitment to salary, and the Faculty Expectation or Y component ($XXXXXX), which is a percentage (XX%) of core salary a faculty member is expected to generate from approved sources such as Dental Faculty Practice income or contracts and grants. Salary supplements or Z components, are in addition to core salary. Some supplements are based on named professorships, some are position based, such as Administrative supplements and other supplements are productivity based and earned through DFP or funded research activity. (Salary may increase or decrease annually based on productivity, scholarship, teaching, and other factors determined by the Dean)

Core Salary Components
$ XXXXX Base (X)

$ XXXXX Faculty Expectation XX% (Y)

The first four months of the Faculty Expectation are guaranteed from School of Dentistry and Departmental funds. Faculty member is expected to generate XX% of core salary beginning the 5th month of employment.
**Benefits:**
Standard UNC benefit package, which is calculated on salary from state and non-state sources. Benefits generally amount to 22% of salary plus health insurance (currently $5285). Benefits overview: [https://hr.unc.edu/files/2012/11/benefits-summary-2013.pdf](https://hr.unc.edu/files/2012/11/benefits-summary-2013.pdf)

Additional Level 1 benefits may be available as part of Dental Faculty Practice participation, Level II and Level III benefits tied to personal and departmental performance in Dental Faculty Practice, depending on performance. See link for full range of benefits: [http://www.dentistry.unc.edu/wp-content/uploads/2014/08/dfpmanual2014.pdf](http://www.dentistry.unc.edu/wp-content/uploads/2014/08/dfpmanual2014.pdf) (p. 110 to 113)
The average value of supplemental benefits for XXXXXX DFP participants in the Department of XXXXXX for 2013-2014 was $XXXX.

**Duties & Responsibilities:** (May vary by semester and year, depending on outside funding)

**Teaching:**
Will be allocated 4 half-days per week for didactic and clinical teaching and mentoring as determined by Department Chair.

**Scholarship:**
Time allocation for research and scholarship to be 3 half-days per week. Expected to participate in research and scholarly activities that lead to publication (and funded grants for research intensive faculty).

**Patient Care:**
Expected to become an active DFP participant within 45 days after arrival. Expected to obtain an instructor’s permit prior to arrival or shortly thereafter. Expected to participate in private practice associated with the Department of XXXXXXX Dental Faculty Practice (DFP) for 2 half-days per week.

Expected to become an active DFP participant within 45 days after arrival in order to obtain an instructor’s permit. Practice group to assist in developing a patient base

**Administration/Service:**
Institutional service will be devoted to participation in community service, continuing dental education and AHEC program offerings. Time allocation will be up to 1 half-day per week. In addition, expected to participate in processional at spring School of Dentistry Commencement and other school-related events such as Dental Research in Review Day and serve on Dental School and University Committees.

**Other Considerations:**

**Compliance requirements:**
Prior to being able to teach in the patient care areas, all School of Dentistry compliance training/testing (HIPAA) must be satisfactorily completed.

**NOTE:** Before patient care responsibilities can become effective, you must have a valid and current North Carolina dental license. If necessary, an Instructor License may be obtained from the North Carolina State Board of Dental Examiners. Application for the Instructor License requires that you have a valid and current dental license in at least one state, territory, country, or other jurisdiction.

External activities for pay:

External activities for pay, including consultation, are permitted with concurrence of the Department Chair and Dean, and if consistent with University policies enclosed as the External Professional Activities Policy ([http://www.unc.edu/campus/policies/external_activities.html](http://www.unc.edu/campus/policies/external_activities.html)) and the Conflict of Interest Policy ([http://coi.unc.edu/](http://coi.unc.edu/)).

Patents and copyrights:

Faculty may take advantage of patent and copyright opportunities as provided under the University Patent and Copyright Procedures policies stated in the Research section at the following Webpage link: [http://www.unc.edu/campus/policies.html](http://www.unc.edu/campus/policies.html). Assistance in developing Intellectual property may be sought from the University’s Office of Technology Development.

Faculty development: Faculty development opportunities are described in University regulations.

Annual Evaluation: Will receive a formal and written performance evaluation based on the school’s missions of education, research, patient care, professional and community service, as well as overall professionalism. Annual salary adjustments (increases or decreases) will be based on annual performance reviews and determined by the Dean in consultation with the Department Chair.

Moving Expenses: Reimbursement of allowable moving expenses up to one month’s gross annual salary (see Dental School moving policy at [http://www.dentistry.unc.edu/wp-content/uploads/2015/01/MovingPolicy.pdf](http://www.dentistry.unc.edu/wp-content/uploads/2015/01/MovingPolicy.pdf))

Office and Laboratory Space: Will be provided by the Department of XXXXXX and the Associate Dean for Research.

Start-up Funds: Start-up funds in the amount of $XXXXXX will be provided through the Dean’s and Provost’s offices. These must be used within the first 2 years of employment for needed personnel, supplies (including a computer), and equipment for supporting research endeavors as well as travel to professional meetings. It is also our policy
to consider requests to extend the time in response to a justification letter from the faculty member.

I agree with the Terms and Conditions stipulated above.

_______________________________  ______________________________
Faculty Member’s Name                        Date

C: Department Chair
    Financial Affairs
    Human Resources