

**UNIVERSITY OF VIRGINIA**  
**SCHOOL OF NURSING**  
**PROMOTION AND TENURE POLICIES AND PROCEDURES**  
**AND**  
**CRITERIA FOR TEACHING, RESEARCH AND SERVICE**  
**ACCORDING TO PROFESSIONAL RANK**

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promotion prior to December 15, 2010.)

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## **CRITERIA FOR TEACHING, RESEARCH AND COMMUNITY AND PROFESSIONAL SERVICE BY PROFESSORIAL RANK**

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## **POLICIES AND PROCEDURES FOR PROMOTION AND TENURE**

### **Preamble**

The School of Nursing has a threefold obligation: education, research, and service. To carry out the responsibilities of the School of Nursing, the faculty must be representative of diverse skills and functions. The relative importance of teaching, research/scholarly activities, and professional and community service will vary within the School and for individual faculty members. The School of Nursing policies related to appointment, promotion, and tenure are based on three basic assumptions. First, all faculty members hold the highest ethical and professional standards in their efforts to support the tripartite mission of the School of Nursing. Second, criteria for appointment, promotion, and tenure provide a cumulative foundation to guide academic career progression. Third, evaluation is based on the extent to which the faculty member has met the criteria for professorial rank to which the faculty member aspires. Within the criteria shown below, possible sources of evidence are provided for the ranks of full and associate professors; these sources are not all inclusive, and all need not be met. Given that many new faculty members are initially appointed to the rank of assistant professor, a brief description of the criteria for that rank is provided below as a guide for initial appointments. The School of Nursing values multidisciplinary and team work, but documentation of all collaborative contributions must make clear the candidate's contributions to joint products.

Boyer's (1990) typology of scholarship provides the basis for evaluation of professorial rank. The **scholarship of discovery** is original research from a program of research and scholarly work that expands or challenges knowledge. It encompasses the pursuit of phenomena and observations that result in generation of new knowledge. The **scholarship of integration** combines and connects disciplines related to nursing through the process of creative synthesis or analysis that seeks to interpret, draw together, and bring new insight to original research. The scholarship of integration requires innovative thinking to integrate isolated facts and illuminates data by putting these in perspective and fitting these facts into larger intellectual patterns. The **scholarship of teaching** encompasses transmitting, transforming, and extending knowledge to learners. The **scholarship of application** relates to how knowledge is applied to existing problems of consequence.

Ref: Boyer, E.L. (1990). Scholarship reconsidered. The Carnegie Foundation for the Advancement of Teaching; American Association for the College of Nursing, Position Statement on Defining Scholarship for the Discipline of Nursing, March, 1999, Washington, DC (aacn.nche.edu)

### ***Confidentiality***

APT Committee members will not disclose their own personal or other Committee members' opinions outside the Committee, except as may be relevant to the discharge of their responsibilities including with appropriate University officers, such as the Dean or the candidate.

## **1.0 PROCESS FOR FACULTY APPOINTMENT, PROMOTION AND TENURE**

### **1.1 Process for Initial Appointment to Rank**

The Appointment, Promotion and Tenure (APT) Committee uses the established School of Nursing criteria to make recommendations to the Dean related to professorial rank at the initial appointment. The criteria for appointment and promotion are used as baseline criteria in reviewing credentials to recommend rank at the time of appointment.

### **1.2 Process for Promotion and/or Tenure for Current Faculty Members**

Current faculty members who believe they are eligible for promotion and /or tenure should review the criteria for the rank to which they would like to apply, discuss their accomplishments with the Department Chair, and then meet with the APT Committee in the spring, prior to the fall submission deadline, to discuss their intent and receive guidance. If the candidate decides to apply for promotion or tenure, he/she must submit a notice of intent by the third Monday of May and submit all application materials by the third Monday in August. Candidates can submit addendum materials (such as new publication, notice of funded grants, or other relevant updates) to the Dean between December 1<sup>st</sup> (when s/he receives the recommendation from the APT Committee) and February 1<sup>st</sup> (when s/he submits materials to the Provost.)

When considering a candidate for a rank that is not represented on the Committee, an established faculty member at that rank will be invited to consult with the Committee. After reviewing the candidate's materials based on the criteria for rank, the APT Committee makes its recommendation to the Dean of the School of Nursing by December 1. After reviewing the candidate's materials and the Committee's recommendation, the Dean communicates her/his recommendation regarding promotion and/or tenure to the University Provost by early February. The Committee summary, recommendation and vote are included in the communication to the Provost by the Dean. At the time of submission to the Provost, the Dean communicates her/his recommendation to the candidate both orally and in writing, and sends a written notice informing the APT Committee. Following the decision by the Provost, the candidate receives information about the decision in writing usually before the end of spring term. The final decision by the Board of Visitors (BOV) is conveyed in writing, usually during the summer.

Faculty candidates for promotion and/or tenure may appeal the decision of the Dean, by following policies described on the webpage of the Provost of the University, based on issues of procedural irregularity or bias. Another avenue for appeal is the Grievance Committee of the Faculty Senate. The American Association of University Professors has historically provided

guidelines and position statements about promotion and tenure, and is therefore a source of information and support for faculty members.

## **2.0 POLICIES FOR FACULTY PROMOTION AND TENURE**

### **2.1 Promotion Policies for Non-Tenure Track Faculty**

Non-Tenure Track faculty members, who represent a broad range of roles and services to the School of Nursing, for example, clinical faculty and faculty with joint appointments, are faculty holding *appointments with term*. Guidelines for promotion include competence in teaching, research/scholarly activities, and service. In addition to evidence of sustained and substantial contributions in two or more of the three areas (all three for professor level), there must be evidence of scholarship manifested in publications in at least one area of specialty. A faculty member may seek promotion in any year of their employment by submitting a letter of intent to the APT Committee Chair by the third Monday in May.

### **2.2 Promotion and Tenure Policies for Tenure Track Faculty**

The Dean recommends *appointments without term* to the Provost after reviewing recommendations from the Appointment, Promotion and Tenure Committee. An *appointment without term*, this is, tenure, signifies a major commitment from the School and University to faculty who become tenured. Implicit in this relationship is the reciprocal commitment of tenured faculty to the School and University. Tenured faculty members are considered senior faculty.

#### **2.2.1 The requirements for tenure are:**

- 2.2.1.1. Earned doctorate or equivalent.
- 2.2.1.2. Achievement of the rank of Associate Professor of Nursing.
- 2.2.1.3. Evidence of achievement in all three areas of teaching, research/scholarly activities, and service with evidence of excellence in all three areas.
- 2.2.1.4. Evidence of continuing contribution to the goals of the School of Nursing, the University and the Health System.

#### **2.2.2 The School of Nursing uses the 1940 statement about tenure policies and procedures of the American Association of University Professors (AAUP) with updates from the statements published in 1970**

(Refer to: <http://www.aaup.org/statements/Redbook/1940stat.htm>) **as follows:**

- 2.2.2.1 The probationary period for tenure is seven years (14 semesters) of full-time employment at the University of Virginia as a faculty member. (\* see below regarding extensions).
- 2.2.2.2 A faculty member may be reviewed for tenure any time during the first six years of the seven year (14 semesters) probationary period, but must be reviewed by the sixth year (11<sup>th</sup> or 12<sup>th</sup> semester) of full-time faculty service. (\*see below regarding extensions).

2.2.2.3 Faculty members requesting a tenure decision should submit supporting data to the APT Committee by the third Monday in August preceding the end of the sixth year of full-time service.

2.2.2.4 A faculty member must be tenured prior to the eighth year of teaching or released. If appointment without term is to be denied at the end of the seventh year (14 semesters), the faculty member must be notified one year in advance of the tenure date, e.g., at the end of the sixth year (12<sup>th</sup> semester) of full-time employment, May 31.

2.2.2.5 In addition to the above policies, the School of Nursing has adopted a mid-point review process. Refer to the *Guidelines for Mid-Point Review of Tenure Track Faculty* (in the Faculty/Staff Handbook).

*\*Regarding extensions to the tenure clock: The University of Virginia policy for faculty who are appointed full time in January is to not begin their tenure clock until August of that same year.*

*\*Under special circumstances, an extension may be granted to a faculty member for an additional period prior to review for tenure. Faculty members who wish to apply for an extension should discuss this with their Department Chair and then submit a request for an extension in writing to the APT Committee and the Dean of the School.*

*\*Faculty members who are denied tenure during the 6<sup>th</sup> year may be allowed to reapply during the 7<sup>th</sup> year if circumstances warrant.*

**2.2.3 During the probationary period, if a faculty member is not going to be reappointed, the following notice must be given:**

2.2.3.1 During the first year of employment, a three-month notice is required (**March 1**).

2.2.3.2 During the second year of employment, a six-month notice is required (**December 15**).

2.2.3.3 Between the third and sixth years of employment, a one-year notice is required (**May 31**).

2.2.3.4 For non-reappointment after the tenure due date, a one-year notice is required (**May 31**). (Refer to: <http://www.aaup.org/statements/Redbook/1940stat.htm>)

**3.0 PROCEDURES FOR FACULTY PROMOTION AND TENURE**

**3.1 Calendar for Submission of Promotion and Tenure Materials**

To implement the policies regarding faculty promotion and tenure, certain procedures and deadlines have been established. Below are the deadlines for the submission of materials.

Third Monday in May	<u>Both Promotion and Tenure Decisions</u> – Faculty submit a letter to the Chair of the APT Committee indicating their intent to seek promotion and/or tenure and the aspired rank. Faculty will send a copy of that letter
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to the Associate Dean for Academic Programs which will trigger a compilation of student evaluations by the Associate Dean's office and a second copy to their Department Chair to trigger the Chair to prepare an Executive Summary of all annual administrative evaluations.

**Third Monday in August**      Promotion Decisions - Faculty submit data to the APT Committee for promotion decisions that take effect the following year. (The procedures to be followed are detailed later in this document.)

**Third Monday in August**      Tenure Decision - Faculty submit data for tenure decisions which is mandatory in the sixth year of service. (The procedures to be followed are specified later in this document, along with information about possible extensions).

### **3.2 Procedure for Submitting Materials**

All materials for APT Committee consideration must be in the possession of the Committee Chair by the third Monday in August. This includes peer teaching evaluations, executive summaries by the Department Chair, letters of support you have requested, and all other required documentation as listed below. The letters should be addressed to the Chairperson of the APT Committee. Subsequent to receiving these materials some information will be copied for Committee use; therefore, it is important that the original materials be in a form that permits clear duplication. All materials submitted are maintained as confidential with access only to faculty members eligible to vote. Upon receipt of the materials, the secretarial staff for the Committee will provide the faculty member with a copy of the submitted materials for his/her files. The original materials will remain on file in the Dean's office.

The secretarial staff for the Committee will provide information at the faculty member's request about the receipt of materials, such as external letters of support, until the deadline for submission of materials.

### **3.3 Procedures for Submitting Materials for Promotion of Non-Tenure Track Faculty and Tenure Track Faculty**

#### **All candidates seeking promotion and/or tenure submit:**

3.3.1 Self evaluation: No more than 20 pages, double-spaced in font no smaller than 12 point. Emphasis should be on describing accomplishments since coming to the University of Virginia. The self evaluation should be in regular prose and contain specific examples as appropriate. Candidates should outline contributions to the School, University, Health System and the profession in the areas of teaching, scholarship and service. The last portion must include goals for the next year and next 5 years.

3.3.2 Curriculum vitae: Use the prescribed School of Nursing format (see Faculty and Staff Handbook on the shared "I" drive for vitae format).

3.3.3 Annual evaluations: Completed by the Department Chair for each of the years on faculty (only for the time period since one's last promotion). An Executive Summary of all annual evaluations completed by the Department Chair must be included. Faculty with joint appointments to other departments or agencies should submit annual evaluations by the clinical manager for relevant years.

3.3.4 Teaching evaluations: A concise table will be prepared during the summer by Associate Dean for academic programs summarizing teaching evaluations by students for the last 3 years, including numerical ratings and student comments. It is the responsibility of the candidate to ensure that the summary has been completed. Analysis of this data by the faculty candidate should be included in the self evaluation.

3.3.4.1 Two peer teaching evaluations: The candidate must solicit teaching evaluations completed by experienced, ranked faculty members in the School or other recognized teachers from the University. Evidence of success by current or former students can be included if relevant.

3.3.5 Provide a list of 5 individuals from whom the candidate will solicit letters of evaluation of scholarship, teaching and/or service. Although the candidate requests these letters, they should be mailed directly to the Chair of the APT Committee by the due date.

3.3.6 Publications: Select 4 publications that have been published since your most recent review for promotion that best demonstrate contributions to nursing science and/or healthcare knowledge and have had the greatest impact in specialty areas.

**In addition to materials above, faculty aspiring to the rank of Associate or Full Professor must submit:**

3.3.7 Names of five individuals who are recognized experts in the field and can serve as external reviewers. Those named must be at or above the rank sought by the candidate and have expertise the candidate's identified areas of specialty knowledge. In the list of names provided, include academic rank, institutional affiliation, area of expertise, rationale for choice, and describe relationship to the candidate (professional and personal). Include complete addresses, phone and email address where external reviewer can be reached. Note: The APT Committee retains the right to seek review of an applicant's materials from external experts not on the applicant's list.

3.3.8 Citations: An account of the times your work has been cited by other scholars (assistance is available by reference librarians in the Health Sciences Library).

3.3.9 Grants: Submit summary sheets that describe the project and provide the critique by the review panel over the period of time that the candidate has been on faculty at UVA SON (typically a 6-year period for Tenure Track faculty).

3.4 Mid-Tenure Review Summary: Submit full summary.

**NOTE:** Materials must fit in ONE 3-ring notebook with a list of additional materials available upon request by the APT Committee. A review of the materials will be conducted by an administrative assistant to the APT Committee. Materials will be returned to the candidate if extra materials are included or if materials are missing.

**NOTE:** As noted above, additional material of major significance can be submitted to the APT Committee after the August deadline and prior to December 1<sup>st</sup>. Similarly, significant updates can be submitted to the Dean between December 1<sup>st</sup> and February 1<sup>st</sup> deadline for submission to the Provost. After the February 1<sup>st</sup> deadline, faculty receiving additional material of major significance should contact the Dean regarding whether the additional information can be submitted to the Provost's office for review by the Provost's Promotion and Tenure Committee. Examples of such updates could include receipt of significant awards, notice of grant funding, important publications, etc

Additional information about Promotion and Tenure policies can be obtained at the University of Virginia's Office of the Provost: [http://www.virginia.edu/provost/docs\\_policies/tenure.html](http://www.virginia.edu/provost/docs_policies/tenure.html).

#### **4.0 GUIDELINES FOR MID-POINT REVIEW OF TENURE TRACK FACULTY**

The purpose of the Mid-Point Review is to evaluate progress of non-tenured, tenure track faculty toward meeting Promotion and Tenure Criteria. The Mid-Point Review will be a process distinct from the regular annual review for the third year. The *annual review* measures faculty performance and accomplishments against the criteria for the current rank and is conducted by appropriate administrative personnel. The *Mid-Point Review* measures a tenure-track faculty member's performance and accomplishments to date against the aspired rank, generally that of Associate Professor. The review is implemented by the Appointment, Promotion and Tenure (APT) Committee.

Faculty on the tenure track in the School of Nursing normally shall undergo a Mid-Point Review in the spring semester of their third year of employment. The Mid-Point Review Committee shall consist of four (4) faculty members as follows: a member of the APT Committee and three additional tenured faculty members at or above the aspired rank, and evenly representing the two administrative departments. The APT representative of the committee is responsible for convening the Committee.

##### **4.1 The following calendar for the mid-point review will be followed:**

October 15:	APT Committee appoints members for each mid-point review candidate.
November 15:	The mid-point review committee is appointed and a calendar for review for each mid-point review candidate is established.
2 <sup>nd</sup> Monday in January:	Mid-point review materials are submitted to the Administrative Secretary to the APT Committee.
March 30:	All review activities including recommendations to the Dean are completed.

##### **4.2 Required Materials:**

The faculty member being reviewed shall submit to the APT Committee's Administrative Secretary one copy of the following materials:

1. Updated Curriculum Vitae
2. Self-evaluation containing evidence for teaching, scholarly/research productivity and service contributions relative to the rank of Associate Professor (or aspired rank).

3. Summation of teaching responsibilities including student and peer evaluations, and advising responsibilities.
4. Evidence of scholarly/research productivity.
5. A letter from the Associate Dean for Research documenting progress in research/scholarship.
6. Evidence of professional/service contributions. (This might include faculty practice, program development and committee participation.)
7. The applicant shall include all of his/her annual self-evaluations (including the administrative reviews) with the packet of materials.
8. A letter from the Department Chair documenting progress in research/scholarship and summarizing the annual administrative faculty evaluations.
9. Any other information that provides both quantitative and qualitative evidence of meeting criteria for the rank aspired to by the faculty member.
10. Goals for the upcoming three years.

#### **4.3 Procedure:**

The APT Mid-Point Review Committee will evaluate the materials and any other pertinent information they request from the faculty member, the Department Chair, or any other immediate supervisor. The Mid-Point Review Committee Chair will prepare a letter summarizing the faculty member's progress with regard to tenure and make a recommendation to the Dean that the faculty member:

1. is making satisfactory progress toward candidacy for tenure and should be offered a second multi-year appointment; or
2. is not making reasonable progress toward a successful candidacy for tenure and should not be reappointed and notice thereof provided in accordance with SON policy.

The Mid-Point Review Committee shall send a copy of the letter to the mid-point faculty candidate either to his or her office or by US Mail to his or her home of record. The Mid-Point Review Committee also shall meet with the faculty member and his/her Department Chair at a mutually agreed upon time to discuss the Committee's proposed recommendation. The recommendation will be promptly forwarded in writing to the Dean of the School of Nursing. The faculty member may provide the Dean with any relevant response in writing. The final SON decision concerning reappointment is the Dean's, subject to University policies.

NOTE: Tenure-track faculty at the rank of Associate Professor who plan to apply for tenure shall be evaluated based on criteria for Associate Professor.

<b><u>TENURE-TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>			
<b>CRITERIA FOR EVALUATION</b>	<b>Assistant Professor at Appointment</b>	<b>Assistant Professor at Mid-Point</b>	<b>Associate Professor</b>	<b>Professor</b>
<b>1. RESEARCH/SCHOLARSHIP</b>				
<p><b>1. Sustains a focused program of research/scholarship.</b></p> <p><b>2. Obtains monetary support for scholarship/research.</b></p> <p><b>3. Engages in multidisciplinary collaboration in the production of scholarship/research.</b></p>	<ul style="list-style-type: none"> <li>• <i>Has a focused area of research/scholarship.</i></li> <li>• <i>Obtains intramural or small grant extramural funding to support initial research/scholarship.</i></li> <li>• <i>Participates in collaborative efforts to promote research/scholarship, in area of expertise within the School of Nursing.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Is recognized for a focused area of research/scholarship within the School of Nursing or local level.</i></li> <li>• <i>As a principal investigator obtains intramural or small grant extramural funding to support research/ scholarship.</i></li> <li>• <i>Has developed a collaborative research team to promote research/scholarship in area of expertise.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Is recognized at the state/regional level in area of research/scholarship.</i></li> <li>• <i>As a principal investigator or Co-principal investigator obtains extramural funding for research/ scholarship at the state, federal, industry, and/or private foundation level.</i></li> <li>• <i>Leads a collaborative research team that extends beyond the School of Nursing.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Is recognized as a national/international leader in the scientific community in area of research/scholarship.</i></li> <li>• <i>As a principal investigator or Co-principal investigator sustains extramural funding for research/ scholarship at the state, federal, industry, and/or private foundation level.</i></li> <li>• <i>Leads collaborative research teams in area of research/scholarship that extend beyond the University.</i></li> </ul>

<b><u>TENURE-TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>			
<b>CRITERIA FOR EVALUATION</b>	<b>Assistant Professor at Appointment</b>	<b>Assistant Professor at Mid-Point</b>	<b>Associate Professor</b>	<b>Professor</b>
<p><b>4. Contributes to the scientific literature in area of research/scholarship expertise.</b></p>	<ul style="list-style-type: none"> <li>• Has beginning experience with research/scholarship dissemination through <i>one or more publications.</i></li> <li>• Has beginning experience with research/scholarship dissemination through <i>one or more presentations.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Publishes <i>annually</i> in peer-reviewed journals.</li> <li>• Presents peer reviewed research findings/scholarship <i>annually at local and regional</i> professional meetings.</li> <li>• <i>Uses mentorship opportunities</i> for personal growth and to observe the role of mentor.</li> </ul>	<ul style="list-style-type: none"> <li>• Publishes <i>annually as first author</i> in top-rated, peer-reviewed journals.</li> <li>• Presents peer-reviewed research and scholarly papers/posters <i>annually at national conferences.</i></li> <li>• <i>Mentors new investigators/emerging scholars</i> in area of expertise to facilitate their development as independent scholars and investigators.</li> </ul>	<ul style="list-style-type: none"> <li>• Publishes <i>annually as first author</i> “<i>state of the science</i>” or other leading papers that contribute to the evidence or knowledge base of the discipline.</li> <li>• Presents peer-reviewed research and scholarly papers/posters <i>annually at national/international conferences, including being sought as invited speaker.</i></li> <li>• <i>Mentorship is recognized and sought by students and junior faculty/investigators</i> from diverse settings.</li> </ul>
<p><b>5. Supports the development of new investigators.</b></p>				



<b><u>TENURE-TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>			
<b>CRITERIA FOR EVALUATION</b>	<b>Assistant Professor at Appointment</b>	<b>Assistant Professor at Mid-Point</b>	<b>Associate Professor</b>	<b>Professor</b>
<b>3. SERVICE</b>				
<p><b>1. Provides leadership in service to the School of Nursing and the University.</b></p> <p><b>2. Contributes to the chosen field or profession through service at the local, state, national, or international levels.</b></p>	<ul style="list-style-type: none"> <li>• <i>Holds membership in one or more professional organizations.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Actively participates in School of Nursing, Health System or University committees.</i></li> <li>• <i>Participates in professionally relevant organizations at the local/regional level.</i></li> <li>• <i>Serves as a reviewer for one or more peer reviewed journals, conference papers, or book chapters</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Assumes leadership responsibilities in the School of Nursing or University committees.</i></li> <li>• <i>Provides leadership in professionally relevant organizations at the regional/national level.</i></li> <li>• <i>Serves as a reviewer/editorial board member on peer-reviewed journals, NIH review panels, or conferences in area of expertise</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves as chair of School of Nursing or University committees.</i></li> <li>• <i>Provides leadership in professionally relevant organizations at the regional/national/international level.</i></li> <li>• <i>Serves as reviewer/editorial board member of, peer-reviewed journals or NIH review panels in area of expertise</i></li> </ul>

<b><u>NON-TENURE TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>				
<b>CRITERIA FOR EVALUATION</b>	<b>Instructor</b>	<b>Assistant Professor – 1<sup>st</sup> Three Years</b>	<b>Assistant Professor – After Three Years</b>	<b>Associate Professor</b>	<b>Professor</b>
<b>1. <u>TEACHING</u></b>					
<b>1. Demonstrates excellence as a teacher.</b>	<ul style="list-style-type: none"> <li>• <i>Demonstrates competence</i> in teaching</li> <li>• <i>Demonstrates evidence</i> that feedback on student evaluations is used to improve teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Demonstrates proficiency</i> in teaching.</li> <li>• <i>Demonstrates evidence</i> that feedback on student evaluations is used to improve teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Demonstrates excellence</i> in teaching.</li> <li>• <i>Demonstrates consistent evidence</i> that feedback on student evaluations is used to improve teaching.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Demonstrates consistent excellence</i> in teaching.</li> <li>• <i>Mentors</i> junior faculty in teaching excellence.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Reputation of teaching excellence.</i></li> <li>• <i>Consistently mentors</i> junior faculty in teaching excellence.</li> </ul>
<b>2. Obtains monetary support for teaching.</b>		<ul style="list-style-type: none"> <li>• <i>Participates with others</i> to obtain training and other funds supporting teaching endeavors and/or academic programs within the School of Nursing.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Collaborates with others</i> to obtain training and other funds supporting academic programs within the School of Nursing.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves as a principal or co-investigator</i> on training and other funds supporting academic programs within the School of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves as a principal or co- investigator</i> on training and other funds supporting academic programs within the School of Nursing.</li> </ul>

<b><u>NON-TENURE TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>				
<b>CRITERIA FOR EVALUATION</b>	<b>Instructor</b>	<b>Assistant Professor – 1<sup>st</sup> Three Years</b>	<b>Assistant Professor – After Three Years</b>	<b>Associate Professor</b>	<b>Professor</b>
<p><b>3. Provides academic leadership.</b></p>	<ul style="list-style-type: none"> <li>• <i>Participates in course evaluation within specialty area.</i></li> <li>• <i>Assumes leadership in clinical teaching in area of expertise.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Participates in the evaluation of courses or programs of study within the School of Nursing</i></li> <li>• <i>Assumes leadership in didactic and/or clinical teaching in area of expertise.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Participates in the evaluation of courses or programs of study within the School of Nursing</i></li> <li>• <i>Assumes leadership in didactic and/or clinical teaching in area of expertise.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Evaluates courses or programs of study within the School of Nursing</i></li> <li>• <i>Assumes leadership on one or more academic program committees with curricular responsibility.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Sets educational trends and brings that perspective to curriculum evaluation.</i></li> <li>• <i>Provides leadership beyond the School of Nursing for educational and research initiatives</i></li> </ul>

<b><u>NON-TENURE TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>				
<b>CRITERIA FOR EVALUATION</b>	<b>Instructor</b>	<b>Assistant Professor – 1<sup>st</sup> Three Years</b>	<b>Assistant Professor – After Three Years</b>	<b>Associate Professor</b>	<b>Professor</b>
<b>2. <u>RESEARCH/SCHOLARSHIP</u></b>					
<b>1. Sustains a focused program of scholarship and/or clinical translational projects.</b>	<ul style="list-style-type: none"> <li><i>Is developing a focused area of scholarship and/or clinical translational projects.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Has a focused area of scholarship and/or clinical translational projects.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Is recognized at the local level in a focus area of scholarship and/or clinical translational projects.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Is recognized at the regional/national level in a focus area of scholarship and/or clinical translational projects.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Is recognized as a national /international leader in a focus area of scholarship and/or clinical translational projects.</i></li> </ul>
<b>2. Disseminates scholarship.</b>	<ul style="list-style-type: none"> <li><i>Collaborates with others in publishing papers, or books/book chapters, or guidelines.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Publishes annually papers, or books/book chapters, or guidelines.</i></li> <li><i>Presents scholarly papers/posters annually at local or regional professional meetings.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Publishes annually papers, books/book chapters, or guidelines.</i></li> <li><i>Presents scholarly papers/posters annually at regional/national professional meetings.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Publishes annually as first author papers in top-rated journals, books/book chapters, or guidelines.</i></li> <li><i>Presents scholarly papers/posters annually at national conferences</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Publishes annually as first author leading papers, books, or guidelines that contribute to the knowledge base of the discipline.</i></li> <li><i>Presents scholarly papers/posters annually at national/ international conferences, including being sought as invited speaker.</i></li> </ul>

<b><u>NON-TENURE TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>				
<b>CRITERIA FOR EVALUATION</b>	<b>Instructor</b>	<b>Assistant Professor – 1<sup>st</sup> Three Years</b>	<b>Assistant Professor – After Three Years</b>	<b>Associate Professor</b>	<b>Professor</b>
				<ul style="list-style-type: none"> <li>• <i>Mentors</i> junior faculty in facilitating publication.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Consistently mentors</i> junior faculty in facilitating publication.</li> </ul>
<b>3. <u>SERVICE</u></b>					
<b>1. Provides leadership in service to the School of Nursing and the University.</b>	<ul style="list-style-type: none"> <li>• <i>Assists with the work</i> of School of Nursing committees.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Actively participates in</i> School of Nursing and Health System committees.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Assumes leadership responsibilities in</i> School of Nursing and/or Health System committees.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Assumes leadership responsibilities in</i> School of Nursing, Health System, and/or University committees.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves as chair</i> of School of Nursing, Health System, and/or University committees.</li> </ul>
<b>2. Contributes to the chosen field or profession through service at the local, state, national, or international levels.</b>	<ul style="list-style-type: none"> <li>• <i>Participates in</i> one or more professional organizations.</li> <li>• <i>Collaborates with</i> specialty practice colleagues and</li> </ul>	<ul style="list-style-type: none"> <li>• Provides leadership in professional organizations at the <i>local level</i>.</li> <li>• <i>Serves as a consultant</i> in area of specialty</li> </ul>	<ul style="list-style-type: none"> <li>• Provides leadership in professionally relevant organizations at the <i>state/regional level</i>.</li> <li>• <i>Serves as a consultant</i> in area of specialty</li> </ul>	<ul style="list-style-type: none"> <li>• Provides leadership in professionally relevant organizations at the <i>regional/ national level</i>.</li> <li>• <i>Serves as a consultant</i> in area of specialty concentration at</li> </ul>	<ul style="list-style-type: none"> <li>• Provides leadership in professionally relevant organizations at the <i>national/ international level</i>.</li> <li>• <i>Serves as a consultant</i> in area of specialty concentration at the <i>national/international</i></li> </ul>

<b><u>NON-TENURE TRACK</u></b>	<b>SOURCES OF EVIDENCE</b>				
<b>CRITERIA FOR EVALUATION</b>	<b>Instructor</b>	<b>Assistant Professor – 1<sup>st</sup> Three Years</b>	<b>Assistant Professor – After Three Years</b>	<b>Associate Professor</b>	<b>Professor</b>
	other disciplines to improve standards of care at the <i>local</i> level.	concentration at the <i>local</i> level.	concentration at the <i>state/regional</i> level.	the <i>regional/ national</i> level.	level.
<b>3. Fosters the development of professional nursing practice through direct service and/or service to nursing and relevant advisory boards.</b>		<ul style="list-style-type: none"> <li>• <i>Collaborates with specialty practice colleagues and other disciplines to improve standards of care at the local, state or regional level.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves on specialty practice committees to improve standards of care at the state/regional level.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Serves on specialty practice boards to improve standards of care at the regional/national level.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Represents professional organizations in national/ international groups for policy development endeavors or improving standards of care.</i></li> </ul>

## Criteria: Research Assistant Professor

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### **Research Activities Criteria**

1. Obtains extramural funding for own entire salary and program of research that contributes to the further development and sustainability of the research center to which appointed.

Sources of Evidence:

- 1.1. Has extramural funding;
  - 1.2. Serves as principal investigator of extramurally funded research projects [federal level, industry, and/or private foundations];
  - 1.3. Sustains a program of funded research that contributes specifically to the research mission of the research center as determined by the director of the research center.
2. Recognized at the regional and national level for quality of scholarship in the research focus of the research center.

Sources of Evidence:

- 2.1. Publication of research in peer-reviewed journals;
- 2.2. Defines, promotes, and disseminates research findings that contribute to the science at a regional/national level;
- 2.3. Receives invitations to present papers at the regional/national level;
- 2.4. Regularly presents peer-reviewed research papers/posters at regional/national conferences;
- 2.5. Recognized for scholarly work as attested by citation indices and by references in published literature;
- 2.6. Receives awards and citations for research work.

## Criteria: Research Associate Professor

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### Research Activities Criteria

1. Obtains continuous extramural funding for own entire salary and program of research that contributes to the further development and sustainability of the research center to which appointed.

#### Sources of Evidence:

- 1.1. Serves as a principal investigator of extramural funded research studies [federal level, industry, and/or private foundations];
  - 1.2. Obtains continuous extramural funding for a program of research that contributes specifically to the research mission of the research center as determined by the director of the research center;
  - 1.3. Participates in the conceptualization and design of research that specifically enhances further development and sustainability of the research center;
  - 1.4. Serves as a mentor for junior colleagues in the research center.
2. Recognized for quality of research scholarship at the national/international level.

#### Sources of Evidence:

- 2.1. Publications of high quality in peer-reviewed, nationally/internationally recognized journals;
- 2.2. Defines, promotes, and disseminates research findings that contribute to the science at a national/international level;
- 2.3. Receives invitations to present papers at the national/international level;
- 2.4. Regularly presents peer-reviewed research papers at national/international conferences sponsored by recognized societies or national entities (e.g., NIH, American Pain Society, American Psychological Association);
- 2.5. Recognized for research as attested by citation indices and by references in published literature;
- 2.6. Receives awards and citations for research work;
- 2.7. Serves on editorial boards of journals and/or serves as a consultant in an area of research within the research center.

## Criteria: Research Professor

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### Research Activities Criteria

1. Obtains continuous extramural funding for own entire salary and specific program of research that advances the science and the overall mission of the research center to which appointed.

#### Sources of Evidence:

- 1.1. Sustains continuous external funding of a major research program as principal investigator that advances the science and the overall mission of the research center as determined by the director of the research center;
  - 1.2. Provides leadership in the conceptualization and design of research within the research center, including collaboration in multi-site studies/trials;
  - 1.3. Demonstrates mastery of research effort such as the development of research priorities or policies at the national and international levels;
  - 1.4. Serves as a mentor to junior colleagues in the research center.
2. Recognized for quality of research scholarship at the national and international levels.

#### Sources of Evidence:

- 2.1. Promotes the development and advancement of the science through service on national review boards (e.g., NIH study sections) and national/international committees;
- 2.2. Serves on national and international policy-making boards that promote the research center's area of science;
- 2.3. Receives recognition for scholarly research work;
- 2.4. Receives invitations to present plenary/keynote papers at the national and international level.