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

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POLICIES AND PROCEDURES FOR PROMOTION AND TENURE

Introduction

The School of Nursing has a threefold obligation: education, research, and service. To discharge 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. Therefore, each faculty member, in conjunction with the appropriate Department Chair, will need to identify his/her goals in teaching, research/scholarly activities, and service. The policies and procedures presented below are based on four 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, Department Chairs will assist faculty in determining readiness to apply for promotion. Fourth, evaluation is based on the extent to which the faculty member has met the criteria for professorial rank to which the faculty member aspires. These criteria are described in the Faculty/Staff Handbook located on the shared drive (“I” drive) in the School’s computer system.

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 1st (when s/he receives the recommendation from the APT Committee) and February 1st (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 (11th or 12th 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 (12th 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 6th year may be allowed to reapply during the 7th 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**  
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. After the promotion and/or tenure decision is made, the materials submitted by the faculty member will be returned and one copy 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

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. 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 summarizing teaching evaluations by students for the last 3 years, including numerical ratings and student comments. 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 **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.

3.3.6 **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.

3.3.7 **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 the materials above, **Tenure Track faculty candidates** are to submit the following:

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.

3.4.1 **Letter of evaluation of scholarship** by the Associate Dean for Research.

(* Indicates items that are submitted by Tenure Track faculty only.)

**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 1st. Similarly, significant updates can be submitted to the Dean between December 1st and February 1st deadline for submission to the Provost. Examples of such updates could include receipt of significant awards, notice of grant funding, important publications, etc
General Track Faculty

General Faculty Criteria: Instructor (Non Tenure Track)

Teaching Criteria

- Understands the overall curriculum and how the assigned course fits in the overall development of students.
- Demonstrates knowledge and skills necessary for effective clinical teaching.
  - Tailors instructional approach to the individual needs of students.
  - Establishes effective professional relationships with staff and provides leadership in the clinical setting.
  - Collaborates with the staff in the clinical setting to plan student assignments and supervise student performance.
  - Incorporates established principles of teaching and evaluation into work with students.
  - Demonstrates strong clinical skills in the assigned practice area.
  - Meets legal and competency expectations for practice at assigned site.
  - Collaborates with course professor to effectively manage difficult student situations.
- Participates with other faculty in course planning and revision.
- Guest lectures in courses in area of expertise.

Research/Scholarly Activities Criteria

- Continues to develop expertise as a clinician and teacher through formal continuing education activities and specialty certification.
- Begins scholarly work by seeking opportunities to participate in article and textbook review and the development of instructional resources, student guides, instructor handbooks, standards and protocols.
Assists students in applying research findings to clinical practice and identifying researchable questions in education and practice.

Prepares and presents scholarly papers to faculty and other local groups about clinical topics related to area of expertise.

Engages in a local network of professionals who are interested in similar clinical nursing problems.

**Professional Service Criteria**

- Maintains practice expertise through employment or faculty practice activities.
- Collaborates with clinical partners to support staff development through consultation/inservice offerings.
- Serves as an active and effective student advisor.
- Participates in student functions and student recruitment activities.
- Contributes to the mission of the School of Nursing by serving on SON and/or Health System committees or task forces as assigned.
- Maintains active membership in professional and community organizations.
- Engages in community/public service activities.
General Track Faculty

General Faculty Criteria: Assistant Professor (Non Tenure Track)

Note: all criteria for Instructor level apply with these in addition

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**Teaching Criteria**

- Demonstrates expertise in clinical evaluation and the documentation of student progress, suggesting improvements and refinements in course materials.

- Promotes student critical thinking in the clinical area.

- Manages difficult student situations appropriately.

- Seeks opportunities to evaluate and improve teaching through student feedback and peer review, the development of a teaching portfolio, and involvement with the Teaching Resource Center.

- Collaborates with other faculty teaching in the same program to continuously evaluate and improve the curriculum.

- Assumes course professor role as appropriate to program and background.

- Demonstrates initiative in developing innovative teaching projects for use in courses.

- Interprets the teaching mission of the School and the curricula of the programs to nursing and non-nursing personnel.

**Research/Scholarly Activities Criteria**

- Works with faculty and/or clinician colleagues in designing and implementing clinical research studies.

- Contributes to the nursing literature through the development of textbook chapters and articles for clinical and education journals.

- Presents papers at regional or national meetings and publishes for professional and/or lay audiences.

- Identifies sources of funding for clinical inquiry interests.
Professional Service Criteria

- Plans and implements inservice education programs for Health System and professional organizations that promote the development of professional colleagues.
- Offers educational or service programs in the community to improve health outcomes.
- Actively participates in the recruitment and mentoring of new faculty.
- Actively participates in SON and/or Health System committees or task forces as a volunteer, when appointed or elected.
- Serves as a leader in professional and community organizations.
General Track Faculty

General Faculty Criteria: Associate Professor (Non Tenure Track)

Note: all criteria for Instructor and Assistant Professor levels apply with these in addition

Teaching Criteria

- Demonstrates a broad range of advanced skills related to the instructional process and is recognized as an expert in clinical teaching.
  - Assists students and other clinicians to identify clinical nursing problems and to relate relevant research findings to problem situations.
  - Serves as a consultant and guest lecturer in both undergraduate and graduate courses for subjects related to area of clinical expertise.
  - Assists graduate students in the design and implementation of independent study and/or research related to clinical practice.
  - Serves as preceptor and mentor to undergraduate or graduate students in the development of their clinical skills and expertise.
  - Regularly contributes to the planning process related to the teaching mission of the School.
    - Coordinates the arrangements for clinical practicum sites.
    - Participates in regional and/or national organizations involved in planning for educational programs.
  - Engages in the identification and development of new sites for clinical teaching.

Research/Scholarly Activities Criteria

- Recognized as clinical expert by nurse and interdisciplinary colleagues.
- Maintains certification within specialty practice.
- Publishes materials such as review articles, book chapters, texts and monographs, within area clinical practice area.
- Demonstrates ability to secure funding for clinical studies or innovative teaching.
Disseminates scholarly work to a variety of regional and national audiences.

- Publishes research findings in peer reviewed literature.
- Designs and implements quality continuing education offerings for the region or for broader audiences.

Assumes responsibility for coordinating major project activities, including analysis and preparation of findings for publication.

### Professional Service Criteria

- Shares clinical expertise by providing consultation and supervising nursing care in a variety of settings.
- Contributes expertise to professional organizations engaged in establishing standards for the profession, such as specialty practice, certification or credentialing groups.
- Consults with nursing service personnel and other health professionals outside the local settings about matters related to own area of nursing practice expertise.
- Contributes to professional organizations by providing leadership, such as officer, board member, national committee or task force member.
- Provides service to the School and Health System by developing and guiding special projects or task force groups related to special needs for care in area of clinical expertise.
  - Serves on committees within the School of Nursing or acts as resource for task forces within the School.
General Track Faculty

General Faculty Criteria: Professor (Non Tenure Track)

Note: all criteria for Instructor, Assistant and Associate Professor levels apply with these in addition

Teaching Criteria

- Demonstrates and maintains expert clinical inquiry skills and knowledge in the teaching of nursing practice.
- Provides leadership specific to specialty area in the full range of planning activities of the School that relate to the teaching mission.
- Represents the School in national and/or international level planning activities associated with nursing education.
- Represents nursing as a member of an interdisciplinary health care team and teaches physicians, therapists and others about the role of generic and advanced practice nursing within this team.

Research/Scholarly Activities Criteria

- Is recognized as a scholar in one or more broad areas of inquiry such as innovative curricular models or strategies, specialty practice policy development, or clinical research.
- Demonstrates ability to direct and complete clinical inquiry projects related to areas of expertise through dissemination of findings in peer-reviewed professional journals.
  - Serves as principal investigator in funded or non-funded inquiry projects.
  - Publishes results from funded or non-funded inquiry projects.
  - Serves as co-investigator on funded inquiry projects.
- Demonstrates understanding of the design, methodology and analytic procedures associated with clinical studies in related area of inquiry.
- Collaborates with appropriate others to promote the development of new knowledge and to support the related missions of the School.
General Track (Non Tenure Track) Faculty Promotion Criteria: Professor
Revised by APT Comm. 4/01; approved by Faculty Organization 5/7/01

- Makes sustained and substantial contributions to scientific literature in specialty area of scholarship and inquiry.

**Professional Service Criteria**

- Is nationally recognized and sought out as an expert clinician.
- Represents the School at conferences and symposia that require specialized clinical expertise.
- Demonstrates expertise in the evaluation of care and serves as a consultant in this area.
- Mentors other faculty and colleagues in their professional development.
- Demonstrates innovative leadership in professional organizations through organizational change, policy development and/or long range planning.
- Provides leadership to the School and University by participating in strategic planning, implementation and evaluation.
Teaching Criteria

- Demonstrates and continues to develop knowledge necessary for effective teaching.
  - Develops a personal teaching philosophy.
  - Shows evidence of continued development of substantive base in own area of study, (e.g. credentialing, continuing education).
  - Demonstrates an understanding of individual learning styles and the unique needs of all students, including adult learners.
  - Integrates her/his teaching within historical, political, and social context.
  - Integrates current research findings into course content and clinical teaching.
  - Serves as a role model for professional and ethical standards.

- Participates in assessment, planning, implementation, and evaluation of the curriculum.
  - **Assessment**
    - Participates in the assessment of trends related to curriculum.
    - Identifies historical, political, and social forces that effect curricular issues.
    - Uses practice expertise to inform curricular issues.
  
  - **Planning**
    - Designs instruction, including classes, clinical assignments and student assignments to reflect educational level of student.
    - Contributes to curriculum development.
    - Prepares optimal educational environments (clinical and classroom) to facilitate effective instruction.
    - Identifies criteria for evaluation and grading prior to implementing instruction.
    - Collaborates with other relevant faculty to design instruction.

- Implements instruction effectively
  - Assists the student in establishing learning goals in each educational setting.
  - Establishes a positive, direct communication with students in classroom, clinical and conference settings.
  - Promotes that an optimal learning environment.
  - Demonstrates effective teaching methods.
  - Uses innovative teaching strategies and technologies.
Uses cultural sensitivity in identifying student learning styles and modifies instructional methods when appropriate.
- Provides feedback to students at frequent intervals.
- Refers students to School and University resources to address learning needs (when necessary).
- Promotes student creativity and innovation.

- **Conducts systematic evaluation of program, courses, and teaching methods**
  - Solicits evaluative data from students and other faculty related to subject matter, expertise and instructional procedures.
  - Uses the findings of evaluation to make recommendations for course and curriculum change.
  - Engages in annual self-evaluation of own teaching competence which includes thoughtful review and evaluation of goals, plans and outcomes of course instruction.
  - Participates in constructive peer evaluation with other faculty and with the Teaching Resource Center.

**Research/Scholarly Activities Criteria**

- Engages in scholarly activities consistent with area of expertise.
- Shows evidence of establishing a coherent program of research.
- Seeks fiscal and other resources from intramural sources to support research endeavors.
- Provides evidence of a plan to seek extramural funding and/or other resources.
- Disseminates findings of own research and/or other scholarly activities through local and state presentations.
- Publishes findings of own research and/or writes other scholarly articles/books.

**Professional Service Criteria**

**Non-Clinical Service**

**School of Nursing**

- Actively participates in School of Nursing committees when appointed/elected.
- Advises students in professional matters and represents faculty and School of Nursing at student functions.
Assists in interpretation of the philosophy and curriculum of the School of Nursing to faculty, students and agency staff involved in clinical practice.

Actively supports Office of Student Affairs in student recruitment and other student functions.

**Health System/University**

- Participates on Health System or University committee or task force when appointed.
- Participates in community-based health care organization boards representing disciplinary and specialty area expertise.
- Collaborates with faculty in other departments/schools regarding University matters and/or professional interests.

**Regional or National**

- Participates in professionally relevant organizations.
- Plans and implements activities that inform/educate the community regarding health/nursing care.
- Participates in at least one professional practice organization in specialty area.
Regular Track Faculty

Regular Faculty Criteria: Associate Professor (Tenure Track)

Teaching Criteria

- Demonstrates and continues to develop knowledge necessary for excellent teaching.
  - Recognized as expert in own specialty area.
  - Serves as a resource within area of expertise for faculty and local health systems.
  - Integrates one’s own research into course content and clinical teaching.
  - Serves as a mentor to students and junior faculty in the School of Nursing.

- Provides expertise in the assessment, planning, implementation and evaluation of the curriculum.
  - **Assessment**
    - Provides expertise in the assessment of trends relevant to curriculum.
    - Participates in regional or national committees related to curriculum development/testing, certification, exams etc.
  - **Planning**
    - Develops new and/or experimental courses or teaching strategies.
    - Promotes constructive, collaborative planning for programs within the School.
  - **Implements instruction effectively**
    - Demonstrates novel and innovative use of technology.
    - Teaches new and experimental courses.
    - Works with graduate students in the design and implementation of independent study and/or research.
    - Actively supports legislative and policy formation activities essential to education at regional levels.
    - Serves on comprehensive examination committee(s).
    - Serves on dissertation committee(s).
  - **Conducts systematic evaluation of the program, courses and teaching methods**
    - Participates in designing and conducting program-wide evaluations.
    - Assists other faculty in developing methods for curriculum and instructional evaluations.
    - Acts on evaluative data to recommend modification of curriculum and instructional systems within the school.
Regular Track (Tenure Track) Faculty Criteria: Associate Professor
Revised by APT Comm. 4/00; approved by Faculty Organization 5/1/00

**Research/Scholarly Activities Criteria**

- Disseminates results of scholarly and research activities in refereed publications.
- Disseminates findings of own research and/or other scholarly activities.
- Demonstrates success in obtaining intramural funding and small external grants.
- Disseminates findings of own research through presentations at regional/national/international conferences.
- Addresses problems of significance to the discipline and/or profession.
- Serves as a mentor for colleagues and students’ research activities.
- Demonstrates mastery of research and/or scholarly efforts through development, implementation and completion of projects.

**Professional Service Criteria**

**Non-Clinical Service**

**School of Nursing**

- Fulfills leadership responsibilities when elected or appointed leader of groups or committees in the School of Nursing.
- Actively participates in the recruitment, selection and mentoring of qualified faculty.
- Provides leadership and major assistance in accomplishing the missions of the School of Nursing.

**Health System/University**

- Develops clinical sites to provide education for students of all levels.
- Collaborates with clinical colleagues and other disciplines to improve standards of care within the practice setting.
- Recognized as a consultant in area of specialty concentration within the University and other communities.
• Provides leadership in Health System committees or community-based health care organization boards representing own disciplinary and specialty area expertise.

• Serves as a member of University committees.

**Regional or National**

• Participates in professional organizations through committee or board appointments.

• Serves as a consultant in area of specialty concentration at the state or regional level.

• Serves as a leader in professional organizations.

• Serves as a leader in educating the public about nursing/health care issues.

• May be involved in international research/consulting.

• Participates in regional political/policy activities to improve patient outcomes within specialty area of practice.
Regular Track Faculty

Regular Faculty Criteria: Professor (Tenure Track)

Teaching Criteria

❖ Demonstrates and continues to develop knowledge necessary for exemplary teaching.

♦ Recognized nationally/internationally as an expert in own specialty area.

♦ Serves as a consultant within area of expertise at national/international level.

♦ Integrates one's own research and service into course content.

♦ Serves as a mentor for both students and junior level faculty within the School, the University and the nation.

❖ Provides leadership in the assessment, planning, implementation and evaluation of the curriculum.

♦ Assessment
  ▪ Leads in the assessment of trends relevant to the curriculum.
  ▪ Leads national committees.

♦ Planning
  ▪ Develops new/experimental courses and/or programs (e.g., applications for training grants).
  ▪ Provides leadership for constructive, collaborative planning of programs within the School and the University.

♦ Implements exemplary instruction
  ▪ Provides leadership in the innovative use of technology.
  ▪ Provides leadership in teaching courses in both graduate and undergraduate programs.
  ▪ Works with graduate students to develop research/training or service grant proposals.
  ▪ Provides leadership in legislative and policy formation activities.
  ▪ Serves as chair of dissertation committees.
  ▪ Serves as chair of comprehensive examination committees.

♦ Provides leadership in the systematic evaluation of programs, courses and teaching methods
  ▪ Designs and conducts program-wide evaluations.
  ▪ Develops methods for curriculum and instructional evaluation.
  ▪ Provides leadership in modifying educational programs.
Research/Scholarly Activities Criteria

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 encourages innovative thinking; it combines and connects disciplines related to nursing through the process of creative synthesis or analysis that seek to interpret, pull/draw together, and bring new insight to bear on 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.

- Recognized for quality of scholarship
  - Receives high ratings/positive evaluation of research proposals and completed projects as attested by citations indices, by references in published literature or on the WWW sites that cite the applicant’s work as definitive
  - Receives awards and citations for work from within and outside the School and the University
  - Receives invitations to present papers at the national and international level and/or for appointment in visiting professorships
  - Sustains an established program of research or scholarly activities
  - Provides service on study sections, organizes national research meetings, serves on editorial boards of journals, and/or serves as a national consultant in an area of research
  - Demonstrates mastery of research and/or scholarly effort such as the development of research priorities or policies

- Demonstrates source/s and level of competition in successfully acquiring funding
  - Obtains funding from the federal level, industry, and private foundations
  - Evidence of a principal and sustained role in the management of a research program with external funding

- Disseminates results of scholarly and research activities from a program of research
  - Evidence of peer review and acceptance of new or integrated knowledge through dissemination of research results
  - Evidence of authorship of articles/chapters/books that integrate knowledge in the nursing field or that assess overall value of discoveries in relationship to areas of
basic or applied research and/or current advanced practice (e.g., systematic reviews, meta-analysis, evidenced-based nursing practice)

- Disseminates results of scholarly and research activities through presentations at regional, national, international conferences derived from a program of research
- Serves as a mentor for colleagues’ and students’ research activities
  - Fosters the research of other groups/individuals in the division or related disciplines
  - Participates as a collaborator in design, conduct and publication of research, including as a participant in multi-site studies/trials
- Evidence of achievement through adoption of applied research activities in clinical care and/or health promotion including, but not limited to:
  - Evaluation of efficacy of various treatment therapies/modalities
  - Evaluation of clinical or system outcomes
  - Evaluation of health care quality
  - Evaluation of health care costs
  - Development, implementation, and evaluation of innovative community education programs
  - Development and dissemination of peer-accepted clinical or practice guidelines
  - Evidence of patents or copyrights obtained

Professional Service Criteria

Non-Clinical Service

School of Nursing

- Assumes responsibility in academic decision making affecting the missions of the School of Nursing.
- Generates innovations that significantly add to the curriculum and learning experiences of students and colleagues.
Develops and tests innovative methods of education within clinical sites for the development of specialty area practitioners and competent clinical researchers.

Develops and tests professional practice models in specialty area to improve outcomes within a specific population of patients.

**Health System/University**

- Serves as Chair of Health System or University committees.

**Regional or National**

- Holds office or advisory board membership in national or international professional organizations.

- Serves as a consultant in area of specialty concentration at the national or international level.

- Participates in national political/policy activities to improve patient outcomes within specialty area of practice.
UNIVERSITY OF VIRGINIA SCHOOL OF NURSING
ADMINISTRATIVE GUIDELINES FOR MID-POINT REVIEW
OF TENURE TRACK FACULTY

The purpose of the Mid-Point Review is to evaluate progress toward meeting Promotion and Tenure Criteria. The Mid-Point Review will be a process distinct from the regular annual review for the third year. However, the two reviews may be scheduled and conducted concurrently since the annual review should be considered as a subset of the Mid-Point Review. The annual review is typically carried out in the Spring of each year by the division chair and reviewed by the dean and associate dean. The annual review measures the reviewee’s performance and accomplishments against the criteria for the current rank. The Mid-Point Review measures the reviewee’s performance and accomplishments to date against the aspiring rank, generally that of Associate Professor and is carried out by the Mid Point Review Committee of which the division chair is a member.

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 Review Committee shall consist of four (4) faculty members as follows, unless otherwise approved by the Dean of the School of Nursing: The Chair of the Division in which the reviewee is a member, a senior faculty member from the same Division, a senior faculty member from another Division, and a member of the Appointment, Promotion and Tenure Committee (APT). The review should occur no later than March 30th of the third year.

The Division Chair is responsible for convening the Committee. Upon request from the Division Chair, the APT Committee shall submit the name of its representative to the Committee. The two additional senior faculty members will be appointed to the Committee by the Dean of the School of Nursing in collaboration with the Division Chairs.

The faculty member being reviewed shall submit one copy of the following materials to the Division Chair at least four weeks prior to the date of the review so that it may be circulated or made available to readers:

1. Updated Curriculum Vitae
2. Summation of teaching responsibilities including student and peer evaluations, and advising responsibilities.
3. Evidence of scholarly/research productivity.
4. Evidence of professional/service contributions. (This might include faculty practice, program development and committee participation.)
5. Evaluative data from annual faculty evaluations.
6. Any other information that provides evidence of pertinent activities.
7. Goals for the following year.
8. Goals for the upcoming three years.

The Review Committee will evaluate the materials, and any other pertinent information they request from the reviewee, the division chair, or any other immediate supervisor and make a recommendation to the dean either that,

1. The reviewee is making satisfactory progress toward candidacy for tenure and should be offered a second multi-year appointment or
2. The reviewee 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.
3. The criteria for arriving at the recommendation shall be those applying to the relevant Associate Professor rank. Employing these higher standards provides a more useful indication of a candidate’s progress toward promotion and tenure.
Guidelines for Mid-Point Review of Tenure Track Faculty

The Review Committee also shall meet with the reviewee at a mutually agreed upon time to discuss the Committee’s proposed recommendation. The recommendation[s] will be promptly forwarded in writing to the Dean of the School of Nursing with a copy provided the reviewee either by manual delivery to his or her office or by regular mailing to his or her home of record. The reviewee may provide the Dean with any rebuttal or other relevant response in writing, no later than ten workdays from the date of delivery or mailing of the Committee’s recommendations.

The final SON decision concerning reappointment is the Dean’s, subject to University policies. The Dean and/or the Division Chair may as appropriate meet with the reviewee to further discuss the Committee’s recommendations.

These administrative guidelines are subject to change at all times as may be approved by the Dean. No contracted right or entitlement is created in these procedures.

Confidentiality

Review 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, including the Dean or the reviewee.

Final 1/06/03 Third Year Review
Input from: chairs; associate dean; APT; legal counsel