UNIVERSITY OF SOUTH CAROLINA

College of Nursing

Criteria and Procedures for Tenure and Promotion Review, Post Tenure Review and Tenure **Track and Tenured Faculty Annual Review**

College of Nursing criteria and procedures are described in the following five document sections: I) Promotion Criteria by Rank; II) Tenure Criteria; III) Tenure and Promotion Review Procedures; IV) Post Tenure Review Procedures; and V) Tenure Track and Tenured Faculty Annual Review Procedures. An earned doctorate is required for appointment to a tenure track or tenured position.

Promotion Criteria by Rank

A. Overview of Scholarship for the Discipline and Profession of Nursing

Scholarship in the profession and discipline of nursing is defined as those activities that systematically advance the teaching, research, and practice of nursing through rigorous, creative, and documented inquiry that is significant to the profession, can be peer-reviewed, replicated, or elaborated. The American Association of Colleges of Nursing (AACN), the accrediting body for undergraduate and graduate nursing education, strongly supports the inclusion of a broad array of scholarship to support the growth of scientific knowledge as well as affecting patient care outcomes through education and practice.

The faculty of the College of Nursing at University of South Carolina defines nursing as an applied profession informed by scholarship in the areas of research, education and practice. Faculty members engaged in research scholarship generate and disseminate new scientific knowledge to advance the science of nursing and the translation of nursing science into practice. Those engaged in educational scholarship generate and disseminate new knowledge related to pedagogical practices and innovations aimed at advancing nurses' development and professional practice performance. Faculty involved in practice scholarship translate, evaluate and disseminate new knowledge focused on nursing practice innovations and their impact on health care delivery structures, processes and outcomes. All scholarship areas are integral to the sustained growth of the nursing profession and, as such, of equal merit in tenure and promotion considerations.

For purposes of promotion, tenure-track faculty members in the College of Nursing are expected to develop, sustain, and provide evidence of a quality, focused program of nursing scholarship in a specific content or sub-specialty. Evidence of quality includes originality, innovation, methodological rigor, dissemination to multiple audiences (e.g., researchers, educators, practicing nurses, students), recognition by peers of the significance of contributions to the profession and discipline of nursing. In evaluating the scholarship of colleagues, the faculty recognizes both the College's need for faculty expertise across the various nursing subspecialty areas and the variation in opportunities for funding and dissemination of scholarship across different sub-specialty areas in the discipline. It is expected that an individual's focused scholarship program will be concentrated in one of the three areas (i.e., research, education, or practice), although it is possible, over the course of an individual's academic career, that

an individual may engage in scholarship in a specific content/sub-specialty across the three areas. Promotion criteria by rank are described in the following sections for the emphasis areas of scholarship (including research, education, or practice scholarship), teaching, and service.

B. Scholarship Criteria by Rank

Promotion to the associate professor rank is contingent on development of an independent funded program of scholarship that has advanced significantly beyond dissertation (or equivalent) and, when applicable, postdoctoral training accomplishments. Promotion to the professor rank is contingent on sustained growth of the focused scholarship program identified at the associate professor rank. Scholarship promotion criteria and support evidence by rank are presented in Table 1.

Table 1: Scholarship Criteria by Rank

Assistant Professor	Associate Professor	Professor
Entry Level	Fifth Year	Meets Associate Professor Criteria
FOCUS: Presents evidence of an	For promotion to Associate Professor,	and the following additional criteria:
identified focus area for a program	meets Assistant Professor Criteria and	
of scholarship in nursing research,	the following additional criteria:	
education, or practice.		
	FOCUS: Presents evidence of an active	FOCUS: Presents evidence of sustained
<u>First Year</u>	and sustained program of scholarship in	engagement in nursing scholarship in the
Presents evidence of dissemination	nursing research, education, or practice.	specific program focus area, as
activities consistent with the	<u>Unfunded scholarship activities may</u>	evidenced by one (1) of the following:
focused program of scholarship.	contribute to the program of scholarship;	
Evidence meeting minimal	however, clear evidence is expected of	• The PI or PD on a minimum of three
expectations of dissemination	active grant-writing for funded	(3) externally funded mid-level
activities include:	scholarship activities. Examples of	multi-year grants, (e.g., National
• One (1) in-review manuscript	evidence meeting minimal expectations	Institutes of Health R03, R21, R01
for a peer-reviewed journal	of active scholarship at the associate	sub-award, Health Resources and
from doctoral dissertation or	professor level as evidenced by at least	Services Administration, Robert
project as the first author.	one (1) of the following examples, or	Wood Johnson Foundation, Sigma
• One (1) peer-reviewed	equivalent:	Theta Tau, or similar funding
presentation or poster		sources).
submission for a local	A co-investigator (Co-I) or co-project	• The PI or PD on a minimum of one
conference from doctoral	director (Co-PD) on a minimum of	(1) externally funded large multi-
dissertation or project as the	two (2) externally funded	year grant (e.g., R01, HRSA).
first author.	interdisciplinary grants consistent with	• A co-principal investigator (Co-PI),
	identified scholarship program area.	co-project director (Co-PD) or core
Third Year		director on a minimum of two (2)
	• Submission of two (2) externally-	externally funded interdisciplinary
FOCUS: Presents evidence of	funded pilot-level multi-year grant	grants consistent with identified
active engagement in focused	proposals (e.g., National Institutes of	scholarship program area.
program of nursing scholarship.	Health, Health Resources and Services	
	Administration, American Nurses	
Evidence meeting minimal	Foundation, Robert Wood Johnson	
expectations of scholarship	Foundation, Sigma Theta Tau, or	
engagement include at least one (1)	similar funding sources).	
of the following or its equivalent:	TI DI DD ONE(1)	
	• The PI or PD on ONE (1) externally	
• Submission of two (2) proposals	funded pilot-level multi-year grants,	
for internally-funded pilot	(e.g., National Institutes of Health,	
projects (e.g., University of	Health Resources and Services	
South Carolina grant programs).	Administration, American Nurses	

Assistant Professor	Associate Professor	Professor
 PI or PD on one (1) internally funded pilot-level grant. Submission of one (1) externally-funded pilot-level multi-year grant proposals (e.g., National Institutes of Health, Health Resources and Services Administration, American Nurses Foundation, Robert Wood Johnson Foundation, 	Foundation, Robert Wood Johnson Foundation, Sigma Theta Tau, or similar funding sources). • A co-investigator (Co-I) or co-project director (Co-PD) on two (2) externally funded interdisciplinary grants consistent with identified scholarship program area.	
Sigma Theta Tau, or similar funding sources). • A team member (Investigator or Co-Investigator) on two (2) externally-funded grants consistent with identified scholarship program focus. DISSEMINATION: Demonstrates dissemination activities consistent with identified focused program area as evidenced by meeting both	DISSEMINATION: Demonstrates dissemination activities consistent with identified program focus area as evidenced by each of the following: • A minimum of seven (7) total published or in-press peer-reviewed publications (e.g. journal article, book chapter, curriculum, practice guidelines, practice protocols, or similar publications) since	DISSEMINATION: Demonstrates dissemination activities consistent with identified scholarship program area as
 area as evidenced by meeting both of the following: A minimum of three (3) published or in-press peerreviewed articles as the first or second author. A minimum of three (3) peerreviewed presentations or posters at regional and national conferences as the first or second author. 	 appointment at USC. Candidate is expected to be first or second author on a majority of the peer-reviewed publications. A minimum of five (5) peer-reviewed presentations or posters at national and international conferences since appointment at USC. Candidate is expected to be first or second author on the majority of these presentations. 	 evidenced by each of the following: A minimum of twelve (12) published or in-press peer-reviewed articles as the first or second author. A minimum of eight (8) peer- reviewed presentations or posters at national and international conferences as the first or second author.
	 Regional and national recognition of the candidate's scholarship program area as evidenced by documented: Consultation requests. Publication citations. Scholarly achievement citations. 	National and international recognition of the candidate's scholarship program area as evidenced by documented consultation requests, publication citations, and scholarly achievement citations

C. Teaching Criteria by Rank

Teaching effectiveness is essential to the preparation of professional nurses. It is expected that teaching assignments and contributions will be commensurate with a candidate's identified scholarship emphasis area and focus and as consistent as possible overtime to support sustained development of a candidate's scholarship program and scholarship dissemination via appropriate educational venues. Specific teaching promotion criteria and support evidence by rank are presented in Table 2.

Table 2: Teaching Criteria by Rank **Assistant Professor Associate Professor** Professor **Entry Level** For promotion to Associate Meets Associate Professor Criteria and the 1. Eligible for graduate faculty following additional criteria: **Professor with tenure meets Assistant Professor Criteria and** status. 2. Beginning level teaching the following additional criteria experience as evidenced by a or equivalent: minimum of one (1) of the 1. Program Leadership: Evidence of following or equivalent: 1. Course Development: Provides leadership in activities related to continuous leadership in course quality improvement of courses, curriculum, One (1) doctoral program development consistent with course on collegiate-level or programs consistent with identified teaching fundamentals. identified scholarship program scholarship program area. area as evidenced by leadership Doctoral program teaching of one (1) of the following: 2. Teaching Effectiveness: Demonstrates assistant experience. Three (3) didactic courses. teaching effectiveness as evidenced by Undergraduate didactic or consistently satisfactory teaching evaluations One (1) didactic **plus** one clinical teaching from students and peers. (1) clinical course. experience. Graduate preceptor or Two (2) clinical courses. 3. Faculty Mentorship: Mentors faculty in clinical teaching their professional development as evidenced experience. 2. Teaching Effectiveness: by: Demonstrates teaching effectiveness Clinical education of Manuscript reviews. as evidenced by consistently practicing nurses, including satisfactory teaching evaluations Proposal reviews. program development and from students and peers. Co-authorship on publications. teaching. 3. Faculty Mentorship: Mentors 4. Student Mentorship: Mentors students as **Third Year** faculty in development of their evidenced by the following or other 1. Appointed to graduate faculty teaching roles as evidenced by equivalent activities: status. formal peer teaching reviews, Chairs a minimum of three (3) doctoral 2. Content Expertise: Demonstrates collaborative design and content expertise in educational thesis committees. development of pedagogical presentations by incorporating Inclusion of student authors on published approaches, or leading faculty in examples consistent with manuscripts. program review or evaluation scholarship program area. Inclusion of students in grant proposal Educational presentations may development activities. include but are not limited to 4. Student Mentorship: Mentors students as evidenced by: guest lectures and course Chairs at least one (1) doctoral, module delivery. master's thesis, or Magellan 3. Course Development: Engages in course development scholar committee; or Honors consistent with identified College thesis consistent with identified scholarship program scholarship program area as evidenced by contribution of scholarship expertise in the Serves as the major advisor when chairing student theses development of content for educational courses. Courses and projects. may include but are not limited to new elective courses, online courses, honors courses, and course revisions and revises courses in response to student

and peer evaluations. Teaching Development:

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Assistant Professor	Associate Professor	Professor
Demonstrates sustained teaching skill development through participation in one (1) teaching development activity each year. 5. Teaching Effectiveness: Demonstrates teaching effectiveness as evidenced by consistently satisfactory teaching evaluations from students and peers. 6. Student Mentorship: Participates on a minimum of one (1) doctoral one (1) master's thesis or one undergraduate research committee consistent with identified scholarship program focus and area.		

D. Service Criteria by Rank

Service commitment is an essential component of the faculty role. It is expected that service will be commensurate with a candidate's identified scholarship emphasis, i.e., research, education, or practice, to support sustained and progressive contributions in their chosen area of scholarship. Table 3 describes specific service promotion criteria and support evidence by rank.

Table 3: Service Criteria by Rank

Assistant Professor	Associate Professor	Professor
Entry Level Professional Service: Demonstrates professional service consistent with scholarship program area as evidenced by active	For promotion to Associate Professor with tenure meets Assistant Professor Criteria and the following additional expectations:	Meets Associate Professor Criteria and the following additional expectations:
membership in a professional organization. College of Nursing Service: Demonstrates engagement in College service consistent with scholarship program area as	University Service: Demonstrates engagement in University service consistent with scholarship program area as evidenced by a minimum of one (1) of the following or equivalent: Participation on one (1) University	University Service: Demonstrates engagement in University service consistent with scholarship program area as evidenced by a minimum of one (1) of the following or equivalent: Chairs one (1) University
evidenced by regular attendance at College councils and meetings.	 Participation on one (1) University committee. Participation in one (1) University interdisciplinary initiative. 	 Chairs one (1) University committee. Leads one (1) University interdisciplinary initiative.
Third Year Professional Development: Demonstrates sustained professional development consistent with scholarship program area as evidenced by a minimum of one (1) of the following or equivalent:	University representative on one (1) local community organization.	 Provides leadership for one (1) local community organization on behalf of the University. Actively contributes to University Committees or interdisciplinary initiatives in other capacities.
 Active national certification. Participation in one (1) professional development activity annually. 	Professional Service: Demonstrates engagement in professional nursing service consistent with scholarship program area as evidenced by a minimum of one (1) of	Professional Service: Demonstrates engagement in professional nursing service consistent with scholarship program area as
College of Nursing Service or Practice: Demonstrates engagement in College service consistent with scholarship program area as evidenced by one (1) of the following or equivalent: Chairs one (1) standing faculty governance council or committee. College representative to one (1) local community organization or university level committee. Contributes to the College practice plan consistent with scholarship program area.	 the following or equivalent: Local office holder in a professional organization. Contributes to state professional organization operational activities such as committee participation, conference development, member recruitment, etc. Participates on state professional panels, e.g., practice guideline development, policy development, grant reviews, etc. 	 evidenced by a minimum of three (3) of the following or equivalent: National office holder in a professional organization. Holds an appointment to a national organizational board or review panel. Chairs a professional board or special panel, e.g., federal grant review panel, practice guideline development, policy development, etc. Serves as an editor for a peerreviewed professional journal. Participates on regional professional panels, e.g., external grant application review, practice guideline development, policy

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Assistant Professor	Associate Professor	Professor
		development, etc. • Serves as a reviewer for a minimum of two (2) peer-reviewed professional journals.
		 Professional Recognition: Is recognized as a national expert in scholarship area as evidenced by a minimum of one (1) of the following or its equivalent: Invited keynote speaker for national conferences. Invited scholar-in-residence. Invited content specialist for a national panel or board. Invited consultant for grants, state or national professional organizations, or government agencies

II. Tenure Criteria

A. Promotion with Tenure

Recommendations for tenure are made on the basis of demonstrated performance in scholarship, teaching, and service since appointment at USC. Achievements in these areas at other institutions are taken into consideration. A faculty member may not be tenured at the rank of assistant professor. To be tenured, a candidate must satisfy all of the criteria for rank of associate professor or higher. A candidate's record must provide evidence of consistency and durability of performance in scholarship, teaching, and service. Faculty members appointed at the rank of assistant professor who have not previously held tenure-track positions at another college or university normally will not be recommended for tenure until they are at least in their fourth year at the University of South Carolina. Faculty members appointed at the rank of associate professor or professor who have not previously held tenure-track positions at another college or university normally will not be recommended for tenure until they are at least in their third year at the University of South Carolina.

B. Appointment with Tenure

Under certain circumstances, it may be in the College's best long-range interest to make an appointment with tenure. Such a decision is based on an assessment of institutional needs and resources and evidence of a candidate's potential for contributing to the College of Nursing based on prior achievement. Appointments with tenure are made only at the rank of associate or full professor.

Revisions Approved by UCTP February 5, 2003 Approved by UCTP June 10, 1997 Approved by College of Nursing T& P Committee May 13, 1997 (Presented to the College Faculty first faculty meeting Fall 1997) Approved By College of Nursing T&P January 2008 Presented to the College of Nursing Faculty February 2008 Approved By College of Nursing T&P February 2010 Revised and presented to the College of Nursing Faculty, May 12, 2010 Approved by College of Nursing T & P, March 21, 2011 Approved by College of Nursing Faculty, March 28, 2011 Approved by UCTP April 06, 2011

III. **Tenure and Promotion Review Procedures**

- The Tenure and Promotion Committee of the College of Nursing operates as a committee of the Α. whole. All tenured faculty of the College of Nursing are members. The chair is elected annually at the April meeting of the committee. College faculty members serving in administrative positions are exempt from serving as chair of the committee. The Dean serves as an ex-officio member of the committee without a vote.
- В. A quorum consists of two-thirds of the total membership. A quorum must be present for all tenure and promotion issues.

- In the matter of promotion, only those with higher rank are eligible voting members. Of 1. all members eligible to vote, two-thirds must vote "yes" to approve recommendations. . In the event that there are fewer than 5 members of the College of Nursing Tenure and Promotions Committee of the appropriate rank, the Dean of the College will appoint a sufficient number of faculty members from other units within the University to create a committee of five voting members. In general, these additional members will come from health science units or units that have some connection to the work of the faculty member under review, such as Social Work, Women's and Gender Studies, Sociology, Psychology, or Anthropology. If there is no member on the review committee from the College of Nursing, a member of Tenure and Promotions committee (usually the chair) may be present to answer questions about the College's evaluation process, teaching norms and expectations, etc. However, this individual will not have a vote on the review.
- In the matter of tenure, only those with equal or higher rank are eligible voting members. 2. Of all the members eligible to vote, two-thirds must vote "yes" to approve recommendations.
- 3. In the matter of other issues, a simple majority of the members eligible to vote and voting "yes" or "no" is necessary to approve recommendations.
- C. Discussion by the committee as a whole takes place relative to each candidate under consideration. All such discussion is highly confidential, as is the report of the vote. Violation of confidentiality is grounds for removal from the committee. Concerns of the committee (other than those that relate to specific candidates for appointment, promotion, and/or tenure and general information about policy and procedures) may be freely discussed with non-tenured
- D. In accordance with the UCTP calendar, during the first week in April of each year the Dean will communicate with all untenured faculty members to determine their desire to be considered for promotion and tenure. Similarly, in October of each year the Dean will communicate with all non-tenured faculty members with mid-year appointments and all faculty members below the rank of professor to determine their desire to be considered for promotion and/or tenure. Subsequently, the Dean will inform the T&P Chair of the faculty members who have indicated their desire to be considered for promotion and/or tenure in the specific academic term.
- Upon receiving faculty statements of intent to apply for promotion and/or tenure, the T&P chair Ε. compiles a list of candidates.
 - The T&P chair notifies candidates of an orientation for faculty who plan to prepare a file 1. for promotion and/or tenure in the upcoming year.
 - The T&P chair notifies the members of the T&P Committee of the candidates under 2. consideration. In the event that there are ten or more candidates to be considered, the T&P chair may designate panels for a primary review and recommendation on selected candidates.
 - 3. The T&P chair notifies the Associate Dean of Academic Affairs of persons applying for promotion and/or tenure and requests a criterion-based evaluative statement from the Associate Dean to the committee about each candidate.
 - The T&P chair requests from the candidate a curriculum vitae and a sample of scholarly 4. work to send to outside referees.
 - 5. The T&P chair identifies (in conjunction with the committee) at least five individuals external to the academic unit qualified to evaluate the candidate's scholarship. The

- identity of these outside reviewers is not reported to the candidate. Referees should not be the candidate's dissertation chair, supervisor, research collaborator or any other person with possible conflict of interest.
- 6. Following receipt of informal agreement from those selected, the T&P chair sends copies of the candidate's scholarly work, curriculum vitae, and College tenure and promotion criteria to outside referees. A cover letter specifies the parameters to be evaluated. All referees must be able to be objective in their evaluation of the candidate and be at arms' length in terms of prior or current relationships with the candidate, e.g., a referee may not be a former colleague, dissertation chair or co-investigator on a grant, etc.
- 7. Prior to the deadline for the vote, the T&P chair schedules meetings for the purpose of discussing the candidate's qualifications for promotion and/or tenure. Committee members may take up to two working days following the discussion for the purpose of casting their vote and preparing letters in support of their vote. Each vote must have a written justification or it will not be counted. Abstentions will be counted with the majority of the votes unless there is no majority, in which case the abstention does not count.
- 8. Administrative staff in the Office of the Dean are responsible for safeguarding the files prepared by the candidates. Candidates are notified by the T&P chair of the deadline for closing the files. The files are normally closed on the date designated for submission of complete files to the unit T&P chair. Candidates may add materials such as letters of reference, publications, or funded grants to the file after the file is closed, if prior reference is made to the material. The Administrative staff member assigned to file maintenance is responsible for adding approved materials to the tenure and promotion files.
- 9. Two tellers are elected by the voting T & P members. The T&P Chair is informed by the tellers of the voting outcome(s). The tellers record the committee vote and compile the votes and written justifications of votes by the tenured faculty and forward these to the administrative staff in the Office of the Dean.
- 10. The T&P chair notifies the candidate of the committee's decision. The Dean may choose to support the committee decision or not. The Dean forwards all materials related to candidates who are recommended for tenure and/or promotion as well as a list of those candidates who were considered but not recommended by the unit to the Office of the Provost.
- 11. Faculty receiving an unfavorable vote on either promotion or tenure by the unit have the right to appeal the unit's T & P committee decision. A faculty member appealing an unfavorable unit decision notifies the unit T&P chair, who immediately announces to the unit faculty all such appeals and invites letters from the unit faculty regarding these cases (vide supra).
- 12. The section of the <u>Faculty Manual</u> entitled "Tenure Regulations and (Non) Reappointment Procedures" describes the process of consideration for tenure and promotion at the University level.
- 13. Faculty members dissatisfied with the University-level decision on tenure and/or promotion have access to a grievance procedure, described in the <u>Faculty Manual</u> entitled, "Academic Grievance Procedure."
- 14. The College of Nursing criteria for Tenure, and Promotion are reviewed and revised every five years.

- 15. <u>Faculty members appointed into the tenure track AFTER January 1, 1995</u> will be responsible within their probationary period to meet the unit tenure and promotion criteria and University standards in effect at the time of their appointment. For all subsequent promotions the faculty member will be responsible for meeting unit criteria and University standards in effect at the time of their application for that promotion.
- 16. Faculty members appointed into tenure track PRIOR to January 1, 1995 have the choice of selecting either the criteria in place when they were hired or the criteria in place at the time of the application for tenure (See p.27 of the University Faculty Manual). In no event shall any change in tenure and promotion regulations be made retroactively for faculty hired before January 1, 1995, unless the faculty member chooses otherwise. It is the responsibility of the candidate to inform the T&P Committee that he/she wishes to be considered under an earlier version of the criteria for promotion and/or tenure.
- 17. Faculty members with Joint Appointments. Faculty members with joint appointments whose primary appointment is in the College of Nursing will be reviewed using the College of Nursing Tenure and Promotion criteria. For faculty holding joint appointments, each secondary unit will be asked to provide a list of outside evaluators and to comment on evaluators proposed by the primary unit. The College of Nursing Tenure and Promotion Committee will work with other units where faculty members hold secondary appointments to obtain a suitable, representative group of evaluators. An external evaluation must be solicited from at least one evaluator nominated or approved by each secondary unit. Any department that is the primary unit for one or more faculty members with joint appointments must include in its criteria, or in a memorandum of understanding approved as provided below, processes for (1) involving each secondary department or program in the selection of outside evaluators; (2) making the candidate's file available to eligible faculty of each secondary unit; and (3) obtaining formal input from the eligible faculty of each secondary unit and placing it in the candidate's file at least five working days prior to the unit's vote on the application.

For faculty with a secondary appointment within the College of Nursing, the T & P Committee will provide a summary compilation and the individual written reviews of all faculty members eligible to participate in evaluation of the candidate; these materials will be forwarded to the primary unit for inclusion in the candidate's file.

IV. Post Tenure Review Procedures

Post tenure review procedures may be obtained from the Chair of the College of Nursing Tenure and Promotions Committee.

V. Tenure Track and Tenured Faculty Annual Review Procedures

Annual reviews are for a calendar year and occur at the beginning of the spring semester. Reviews are based on current rank criteria. Emphasis is placed on faculty development through the use of mutually established performance goals for successful attainment of tenure and promotion and sustained contribution of tenured faculty.

Revisions Approved by UCTP, May 2001 Revisions Approved by College of Nursing T& P Committee December 1, 2000 Approved by UCTP June 10, 1997
Approved by College of Nursing T&P Committee May 13, 1997
(Presented to the College Faculty Fall 1997)
Approved By College of Nursing T&P January 2008
Presented to the College of Nursing Faculty February 2008
Approved By College of Nursing T&P February 2010
Revised and presented to the College of Nursing Faculty, May 12, 2010
Approved by College of Nursing T & P March 21, 2011
Approved by College of Nursing Faculty March 28, 2011
Approved by UCTP April 6, 2011