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**SUBJECT: The Daniel K. Inouye Graduate School of  
Nursing Policies for the Academic  
Administration of the Faculty**

**(GSN)**

May 20, 2021

**Instruction 1100B**

**ABSTRACT**

This Instruction implements the Daniel K. Inouye Graduate School of Nursing (GSN) policy and procedures for Appointments, Promotion, and Tenure of Faculty.

- A. **Reissuance and Purpose.** This Instruction revises the GSN policy and procedures for the appointment, promotion, and tenure of faculty and academic staff and replaces the Uniformed Services University of the Health Sciences (USU) 1100B (*Reference (a)*). It describes terms of appointment, provisions for annual review, granting of tenure, suspension, and termination of appointments and tenure, conduct of employees, and due process for employee actions.
- B. **Reference.** See *Enclosure 1*.
- C. **Applicability.** This Instruction applies only to the GSN.
- D. **Policy.** The President, USU and Civilian Human Resources (CHR) will ensure that the policy and procedures set forth in the CAPT Instructions are enforced.
- E. **Procedures.** See *Enclosures 2 and 3*.
- F. **Effective Date.** This Instruction is effective immediately.

Richard W. Thomas, MD, DDS, FACS  
President

Carol Romano, PhD, RN, FAAN  
Dean and Professor

Enclosures:

1. References
2. Standards and Procedures
3. Appendices

**REFERENCES**

- (a) USU Instruction 1100B, "Committee on Appointments, Promotion, and Tenure of Faculty (CAPT) for Daniel K. Inouye Graduate School of Nursing (GSN)," dated May 17, 2019. (hereby by canceled).
- (b) USU Instruction 1100, "Appointments, Promotion and Tenure of Faculty," dated January 9, 2020.
- (c) USU Instruction 1107, "Recruitment and Nomination Procedures for Appointments, Promotion, and Granting Tenure for USU Faculty and Administrative Determined (AD) and Academic Support," dated July 29, 2019.
- (d) USU Instruction 1410, "Civilian Leave Administration," dated September 17, 2009.
- (e) DoDI 1400.25, Volume 431, DoD Civilian Performance Management System Performance Management and Appraisal Program, dated February 4, 2016, Change 1, effective July 11, 2019 or as amended.

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**A. SECTION I: STANDARDS FOR APPOINTMENT AND EVALUATION**

Assistant Professors, Associate Professors, and Professors must hold a doctoral degree, regardless of track.

**a. General Criteria for Faculty Appointments:**

- 1) A focused area of research or clinical scholarship with presentation/publication of research activities or scholarly work at local levels.
- 2) Demonstrated experience in teaching or professional education.
- 3) Membership on University committees and/or local, state or national professional organizations.
- 4) For faculty in the tenure ineligible (non-tenure) tracks, evidence of professional practice.

**b. Faculty Tracks:**

- 1) Tenure-Eligible Track (Tenure Track): Tenure-eligible track faculty are expected to engage in a focused area of inquiry centering on empirical research, including writing and executing funded grants and disseminating research results. Scholarship centers on the discovery of new knowledge.
- 2) Tenure-Ineligible Track (Non-Tenure Track): Tenure-ineligible (Non-Tenure Track) track faculty are expected to engage in a focused area of inquiry addressing empirical research, advancing practice scholarship and disseminating knowledge to improve nursing practice, patient outcomes and systems of health care delivery.
- 3) Clinical Track (tenure-ineligible track/non-tenure track): Clinical- track faculty are expected to engage in a focused area of inquiry addressing empirical research and the understanding of clinical relationships. Scholarship centers on how knowledge can be applied to clinical practice at a Military treatment facility (MTF) or its equivalent. Academic rank will be identified by the title Clinical before the rank.

**c. Standards for All Tracks:**

- 1) All faculty members are required to contribute to the academic mission of the University in four areas:
  - a) Scholarship
    - (1) Demonstrates leadership in scholarly activities.
    - (2) Disseminates scholarly work

b) Teaching

- (1) Demonstrates excellence in teaching.
- (2) Demonstrates expertise in advising and mentoring.

c) Academic/Community Service

- (1) Provides leadership to advance the health profession and to improve health of the population.
- (2) Provides service/leadership within the GSN and USU communities.

d) Professional Practice (for tenure-ineligible/non-tenure track positions only)

- (1) Demonstrates leadership to advance the professional practice of nursing.
- (2) Improves patient/healthcare by influencing practice or policy.

**d. Tenure-Eligible Track (Tenure Track) Faculty – Eligibility:**

- 1) Faculty in the Tenure-track may be recommended for tenure at any time during the probationary period, as defined in Section II, 1-2.
- 2) Tenure of Faculty Members in Administrator Positions:
  - a) Administrator positions are non-tenured.
  - b) Eligibility for tenure of faculty members who also hold an administrator position is based solely on their academic appointment and the recommendation from the GSN Program in which the academic title is held.

**e. Tenure-Ineligible (Non-Tenure) Track Faculty – Eligibility:**

- 1) An active duty uniformed service appointment;
- 2) An acting or visiting appointment;
- 3) Any appointment with a modified academic title;
- 4) Any part-time position (unless there is explicit written approval of the GSN Dean and USU President for the part-time position to be in the tenure-track);
- 5) An affiliated appointment;
- 6) An appointment as a Distinguished or Emeritus Professor;

- 7) Any other appointment for which the salary is not supported by regularly appropriated or managed funds;
- 8) Admitted to work under a nonimmigrant visa;
- 9) Covered by a Permanent Resident Card (green card);
- 10) The civilian faculty position is not specifically assigned in the tenure-eligible (tenure) track.

**f. Appointment of Civilian Faculty by the USU GSN:**

- 1) Assignment of a civilian faculty as tenured or to the tenure-track or non-tenure-track shall be made at the time of the initial recruitment by the GSN Dean and noted in the Request for Personnel Action (SF-52) or position description (PD) and in the offer letter from CHR. Assignment is determined by the needs of the Program and the GSN, based on the nature and scope of the anticipated participation in scholarly activities, professional service, clinical service, and institutional citizenship relevant to the USU and its programs.
- 2) Initial appointment to the rank of Associate Professor or Professor for a candidate who has not previously served in an academic institution must reflect equivalent previous professional activity, experience, achievement, responsibility, and stage of professional development with the qualifications of other candidates who were successfully promoted from Assistant Professor to Associate Professor or from Associate to Professor, either from within the USU GSN or from other universities. The faculty member must demonstrate considerable academic or professional experience beyond the level that would warrant an appointment at a lower rank. The appointment must be proposed by the GSN, confirmed by the CAPT (or equivalent ad hoc CAPT), reviewed by the USU, and approved by the USU President.
- 3) Civilian faculty who have separated from the GSN and reapply for a GSN faculty position within five (5) years from the date they separated may be appointed to the academic rank they previously held (or a lower rank) by the GSN Dean. This action does not require review by the CAPT, or USU President. If the appointment is for a proposed academic rank higher than the rank held at the time of separation from USU, CAPT and review is required and approval by the USU President.

**g. Appointment of Full-Time Uniformed Services Faculty to the USU GSN:**

- 1) Appointment of Members of the Uniformed Services Assigned (billeted) to the USU:
  - a) The Surgeons General have agreed to assign uniformed services faculty to the USU and its affiliated medical and research centers for tours of duty as prescribed by their appropriate Service.

b) Military faculty positions are without tenure. The academic appointment for billeted uniformed services faculty members shall be for the duration of their current duty assignment subject to annual review by the appropriate Program Director/Chair and GSN Dean. The duty assignment may be concluded as a result of the parent Service requirements, applicable review as specified in this Instruction, or upon the request of the GSN Dean.

c) Continuance of academic appointments will be assessed upon reassignment from the USU based upon ongoing academic activity directly in support of the USU GSN mission to determine the appropriate status:

(1) Continue as primary faculty for one year after reassignment or until primary responsibilities are completed;

(2) Become adjunct faculty; or

(3) Termination of appointment.

d) The academic ranks of uniformed faculty members will be determined based upon the criteria described in USU Instructions and supported by GSN policy.

e) Subject to a request from the appropriate Program Director/Chair and approval by the GSN Dean, uniformed services personnel who have terminated their appointments upon reassignment from the University, and subsequently return to the USU as uniformed members of the faculty, ordinarily will be re-appointed at an academic rank not less than that previously held. This action does not require review by the CAPT, or USU President. If the appointment is for a proposed academic rank higher than the rank held at the time of departure from the USU, CAPT and review is required and approval by the President, USU. This rule does not apply to individuals who held an appointment while on active duty and are seeking a new civilian appointment. These individuals must comply with the regulations concerning the determination of academic rank for new civilian appointments.

f) Uniformed services faculty shall have the same academic rights and responsibilities afforded to civilian faculty members of the GSN provided that such rights and responsibilities are compatible with their uniformed status.

g) Responsibilities of uniformed services faculty to the USU, Program Directors/Chairs, local command, and the Surgeons General, including the Federal Nursing Chiefs, are set forth in agreements with the Surgeons General and in USU letters of appointment.

h) Billeted USU faculty members are responsible to the GSN Program Directors/Chairs, and the GSN Dean, with respect to participation in research, educational activities, institutional citizenship, professional service, and patient care activities of the USU academic program. Faculty providing clinical services are



concurrently responsible to the uniformed medical departments and medical or research center/activity commanders for such activities performed in facilities under their supervision.

- 2) Appointment of Members of the Uniformed Services Not Assigned (non-billeted) to the USU:

Initial appointments for non-billeted uniformed faculty will be for up to three years, and the effective date will be established by the CHR Directorate. These appointments are subject to satisfactory periodic reviews to occur at intervals of no less than every three years, as determined by the appropriate GSN Department Program Director/Chair. These appointments may be renewed for up to three years with no limit to the number of renewals.

**h. Part-Time Appointments:**

- 1) A member of the faculty appointed to a part-time position is not eligible for tenure. Faculty with tenure at another institution will not keep their tenure at USU without explicit written approval of the GSN Dean and President of the University. The action must be approved before the individual is appointed to the part-time position.
- 2) The initial appointment to a part-time position will be for up to two years.
- 3) A member of the faculty with tenure who converts to part-time status voluntarily relinquishes tenure. In exceptional situations, a faculty member may request and be granted a waiver to retain tenure during the period of part-time status, if the USU President (after consultation with the GSN Dean) notifies the individual in writing that tenure continues in the part-time status.
- 4) Returning to full-time status requires an available full-time faculty position and concurrence by the GSN Dean and the approval of the President, USU.
- 5) A faculty member in the tenure-eligible (tenure) track who converts to part-time status will not remain eligible for tenure and forfeits all tenure-eligible track rights described in USU Instructions and GSN policy. In exceptional situations, a faculty member in the tenure-eligible (tenure) track who converts to part-time status may request and be granted a waiver to retain such rights during the part-time status, if the USU President (after consultation with the GSN Dean), notifies the individual in writing that the tenure-eligible (tenure) track process, and the rights thereof, will continue in the part-time status.
- 6) A faculty member who is in the tenure eligible (tenure) track and is in a part-time status is not eligible to receive a terminal year appointment if it is determined by the GSN Dean that his or her appointment will not be renewed, unless it is specified in the notification document issued by the President, USU.

a) Note: If the individual is authorized to return to a tenure-track position, the GSN Dean will determine the status of the individual's tenure clock and advise the CHR.

7) Note: A tenure eligible (tenure) track faculty member is not eligible to return to GSN in a tenure eligible (tenure) track position if he or she moved to a part-time schedule based on being denied or not recommended for tenure. A faculty member in the tenure ineligible (non-tenure) track may request to convert to a part-time status. The action will be submitted to the GSN Dean for concurrence and to the President, USU for approval. Returning to full-time status requires an available full-time faculty position and concurrence by the GSN Dean and the approval of the President, USU.

8) Part-time faculty appointments may be renewed for up to one year with no limit on the number of renewals with the approval of the GSN Dean.

**i. Secondary Appointments:**

1) A secondary appointment in a different school within the USU also requires the concurrence of the Program Chair of the primary Program. Requests to the primary Program Chair for such appointments must delineate the associated duties and responsibilities.

2) The Program/School offering the secondary appointment will process candidates in accordance with the same policies used for their primary appointments. The letters of recommendation required for a secondary appointment are from the appropriate Program Chairs. These letters will include the basis for the requested appointment and the details of the Program review, including all supporting documentation.

3) The academic rank above assistant professor of the secondary appointment will be determined by the Program or school offering the appointment and may be different from the primary appointment. The recommended secondary appointment may not be for a higher academic rank than the primary appointment.

4) Secondary appointments will be for the duration of the individual's employment at USU, unless rescinded by the nominee's Program/Department Chair, GSN Dean, or the Dean of the other USU School.

**j. Modified Professorial Titles:**

1) The titles listed below may be used for tenure ineligible (non-tenure) track faculty. Faculty holding any of the following prefixed titles that are recommended for an appointment at the rank of Assistant Professor, Associate Professor, or Professor must fulfill the same GSN eligibility and authorization requirements and undergo academic review as new candidates for such appointments.



a) The prefix ADJUNCT

(1) It is recognized that there are professional scientists, clinicians, emeritus faculty of other academic institutions, individuals in administrative positions, and others in the academic, clinical, scientific, military, and general community who have particular expertise or competencies that will enhance and benefit the mission of the USU GSN. To formalize their relationship with USU, individuals whose contributions to USU GSN programs, although episodic, are of such value as to warrant recognition, will be offered a tenure-ineligible (non-tenure) track faculty appointment with the Adjunct prefix modifier. Due to their limited USU-directed activities, the academic rank of these faculty members will be based, for the most part, on their achievements outside the USU academic community. Appointment rank and promotion will be based on appropriate application of the criteria defined elsewhere in this Instruction.

(2) Appropriately detailed documentation of eligibility, accomplishments, contributions to the USU missions, and evidence of peer recognition justifying the proposed appointment or promotion and academic rank will be provided by the Program Director/Chair. Letters of external review will not be required for this modified academic rank. The initial appointment will be for up to three (3) years, and the effective date will be established by CHR. These appointments may be renewed for a period of up to three (3) years with no limit on the number of renewals.

(3) Adjunct faculty **do not become** Government employees by virtue of this appointment and have no authority to supervise Government personnel or represent the USU.

b) The prefix VISITING

(1) The prefix Visiting may be used with the academic titles Professor, Associate Professor, or Assistant Professor. These appointments are approved for individuals who will complement, support, or provide critical expertise regarding the scholarly activities of research or educational programs that would benefit the mission of USU, affiliated medical institutions, or the DoD as a whole. The initial visiting faculty appointment is made for a period of up to two (2) years. The maximum appointment period for visiting faculty is four (4) years.

(2) Appointments with the prefix Visiting shall be in the tenure ineligible (non-tenure) track. The Dean may renew these appointments in increments of up to one (1) year but not to exceed the maximum period of two (2) additional years, provided that there is significant justification for the critical need and impact of retaining the individual for the additional period.

(3) The organizational prefix VISITING SCIENTIST may be used for an individual at any academic rank appointed for a period of up to two (2) years for

the same purposes described in the section above. Such employees will be compensated between the salary range of Instructor to Professor based on the individuals experience, qualifications, and/or specialties.

**c) The prefix EMERITUS/EMERITA**

(1) The prefix Emeritus/Emerita may be used only for exceptional retired faculty or retired GSN Dean. The individual must have rendered long and distinguished service to USU GSN. Appointments to this rank are initiated by the Program Director/Chair or Dean and require concurrence of the GSN Dean, and approval of the President, USU. Eligible faculty members must have at least achieved the rank of Associate Professor, with or without tenure, and held an un-prefixed appointment. Nominations will be submitted by the GSN to the CHR for submission for review.

**d) The title HONORARY PROFESSOR OF NURSING**

(1) With the approval of the GSN Dean, the prefix Honorary Professor of Nursing will be offered as an honorary title to the active Nursing Chief of the Military Services, the United States Public Health Service, Department of Veteran Affairs, and the Red Cross. The GSN Dean initiates the appointment process. The title is term-limited only for the period that the individual serves in the capacity for which the title was offered. This appointment action does not require review by the CAPT, or President, USU. Upon approval, the GSN will forward the appointment documents to the CHR for processing

**B. SECTION II: PROCEDURES FOR APPOINTMENT, PROMOTION, AND TENURE**

1. After one year of Federal service, an employee may be recommended for promotion at any time during the probationary period.
2. There is no requirement for the University to promote a faculty member to a higher rank on the basis of years of service, except for faculty on the tenure--eligible (tenure) track.
3. Academic appointments within the tenure eligible (tenure) track or tenure-ineligible (non-tenure) track does not guarantee or imply appointment renewal, promotion, or eventual award of tenure.
4. Granting of tenure and promotion are separate and distinct actions. A faculty member may be promoted from Assistant to Associate Professor or Associate Professor to Professor and not be granted tenure.

**a. Initial Appointment or Renewal of Instructors or Assistant Professors on the Tenure Ineligible (Non-Tenure) Track:**

- 1) General Guidelines
  - a) CAPT and Search Committee review is not required for appointments to the rank of Instructor or Assistant Professor.
  - b) Instructors are appointed to the tenure-ineligible (non-tenure) track.
  - c) Instructor, or Assistant Professor not geographically located at USU will be appointed to the Clinical Educator tenure-ineligible (non-tenure) track.
  - d) The GSN Dean, after review of academic credentials, has the authority to appoint or reappoint a candidate to the Instructor or Assistant Professor rank.
  - e) Written notification of the appointment will be provided to the candidate and it shall contain the nature and conditions of the appointment and time limitation of appointment.
- 2) Terms of Service: Instructor or Assistant Professor (Non-tenure Track)
  - a) Renewal of appointment will be completed annually based upon review of past years' service by the Program Director/Chair.
  - b) Termination of service by the GSN Dean before the expiration of the contract shall be completed in accordance with 5 Code of Federal Regulations (CFR), Parts 752 or 351, USU Instruction 1100, or this Instruction as applicable (See USU Instruction 1100, *Enclosure 2*).

- c) If the appointment of a non-tenure track employee is not renewed, no further notification of non-renewal is required by the GSN as the not-to-exceed (NTE) date on employee's appointment SF 50-B constitutes the last day of employment, unless otherwise specified in writing.

General Criteria for Consideration of Appointment for Instructor or Assistant Professor

- a) An Instructor may be a part-time or full-time employee. The Instructor must have a minimum of a master's degree and teach in the classroom and/or in a clinical setting.
- b) Assistant Professor may be a part-time or full-time employee and have a minimum of a doctoral degree.
- c) CAPT review is not required for appointments to the rank of Instructor or Assistant Professor.
- d) The appropriate Program Director/Chair or Search Committee shall forward recommended appointments of all faculty below the level of Associate Professor to the Dean, GSN for final action.

**b. Appointments at the Associate or Professor Rank for Newly-Hired Civilian Faculty:**

- 1) For an Associate Professor or Professor appointment concurrent with the hiring process, an ad hoc CAPT equivalent committee may be established in accordance with USU Instruction 1107 (*Reference (c)*) that shall serve as the recruitment search committee. External letters of evaluation are also required and the candidate should submit the names of potential reviewers to the Chair of the ad hoc CAPT Search Committee. This committee will recommend appropriate academic rank and/or tenure status (if required) as part of the search process and no further academic review is required.
- 2) In the case of approval by an ad hoc CAPT Search Committee, the faculty action is forwarded through the CHR for review and to the President for a final decision. The CAPT evaluation will be based on materials collected by the search committee and include the Dean's recommendation. No appointment may be made at the Associate or Professor level without ad hoc CAPT committee or GSN CAPT approval of the academic rank and tenure status. Following a positive action by the CAPT, the GSN Dean shall submit the faculty rank nomination for consideration and to the President for final approval.
- 3) If the search committee is not constituted as an ad hoc CAPT, then the normal GSN CAPT procedures shall be followed. The nomination to faculty rank shall be submitted through the CHR via the Dean to the GSN CAPT prior to submission.)

**a) Terms of Service Tenure -Ineligible (Non-Tenure) Track Positions:**

(1) The initial appointment to a tenure-ineligible (non-tenure) track position at the rank of Instructor, Assistant Professor, Associate Professor, or Professor will be for two years. Appointments may be renewed annually for up to one year with no limit to the number of renewals. Academic appointments to tenure-ineligible (non-tenure) track positions are without tenure and shall not guarantee or imply any assurance of appointment renewal, promotion, or transfer to the tenure-eligible (tenure) track.

(2) A faculty member initially appointed to a tenure-ineligible (non-tenure) track faculty position may apply for transfer to a tenure-eligible (tenure) track faculty position provided a position is available and the faculty member has not previously transferred tracks. The Program Director/Chair must initiate the transfer request and the GSN Dean must concur. The CAPT must review the request and provide a recommended action to the GSN Dean for final action at the Associate Professor rank or higher. If the action includes a request for the granting of tenure or a promotion, and a tenure-eligible (tenure) track faculty position is available at the higher rank, the request will be forwarded through the CHR to the CAPT for review. If approved by the CAPT, the action will be forwarded for review and to the President, USU for a final decision. Faculty serving in tenure-ineligible (non-tenure) track positions who are not granted transfer to the tenure-eligible (tenure) track may apply for an open advertised tenure-eligible (tenure) track position. The probationary period for tenure-eligible (tenure) track positions will begin at the start of the new appointment unless otherwise approved by the Dean, GSN, and President, USU.

**b) Initial Appointment to the Rank of Associate Professor/Professor or Renewal at the Rank of Associate Professor/Professor:**

(1) General Guidelines: The appointment process for Associate Professor or Professor shall begin with the GSN Dean. The promotion review process for Associate Professor or Professor shall begin with the Program Director/Chair in consultation with the Associate Dean for Academic Affairs (ADAA) and Associate Dean for Faculty Affairs (ADFA).

(2) After the faculty member seeking promotion consults with the Program Director/Chair and it is deemed that the faculty member meets the criteria for promotion to that rank, the process for promotion review can commence (*See Section C of this Enclosure*).

**c) Appointment of Non-Billeted Civilian Personnel:**

(1) General Guidelines: The appointment, regardless of academic rank, for non-billeted civilians is without tenure.



(2) Terms of Service: The initial appointment will be for up to three (3) years and the effective date will be established by the CHR. These appointments may be renewed for a period of up to three (3) years with no limit on the number of renewals.

(3) These appointments are subject to satisfactory periodic academic reviews at intervals of no less than every three years as determined by the appropriate GSN Program Director/Chair.

d) Terms of Service Clinical Track (Tenure-Ineligible/Non-Tenure Track): Typically, Clinical Associate Professors or Professors are members of the uniformed services. Military faculty appointments are without tenure and the length of the duty assignment determines the term of service.

e) Terms of Service Tenure-Eligible (Tenure) Track Positions:

a) Academic appointments to tenure-eligible (tenure) track positions are without tenure and shall not guarantee or imply any assurance of appointment renewal, promotion, or eventual award of tenure. In the case of a faculty member in an administrative role, the amount of time counted toward the tenure probationary period will be agreed upon and stated in writing at the time of the USU GSN tenure-track appointment.

b) Initial appointment at the rank of Assistant Professor will be for three (3) years in the tenure-eligible (tenure) track. Faculty member's progress toward promotion to the next rank will be reviewed at least 120 calendar days prior to the end of their third probationary year by the Program Director/Chair. This initial appointment is renewable for two 3-year terms.

c) The tenure-eligible (tenure) track probationary period at the rank of Assistant Professor begins on the effective date of the initial appointment (documented in the Notification of Personnel Action, Standard Form (SF) 50-B). All deadlines for renewal and tenure actions will be based on the effective date of the initial appointment. The Program Director/Chair is required, not later than 90 calendar days prior to each date the employee's probationary period ends, to notify the faculty member and the GSN Dean of the Director's/Chair's recommendation for renewal of a second or third three-year probationary term or non-renewal. A tenure-eligible (tenure) track faculty member whose appointment is not renewed at the end of the first or second 3-year probationary term is not eligible to receive a single one-year terminal appointment.

d) If the employee's appointment as an Assistant Professor is renewed following the first 3-year probationary review meeting with the Program Director/Chair, the faculty member will receive a written document outlining guidelines/milestones to achieve in order to guide them in their progression towards promotion to the next rank.

e) The maximum probationary period for an Assistant Professor on the tenure-eligible (tenure) track will be for nine (9) years (an initial three (3) year appointment plus two renewable 3 year appointments). The nine-year probationary period established at the time of initial appointment remains in effect if promotion is obtained without tenure.

f) A tenure-eligible (tenure) track Assistant Professor who is denied or not recommended for tenure by the CAPT at the end of the ninth probationary year will be given a single one-year terminal appointment. If proper notification is not given at least 90 calendar days prior to the date the employees' probationary period ends, then see guidance and procedures in USU Instruction 1100, *Reference b, Enclosure 2*.

**c. Transfer from Tenure-Eligible (Tenure) Track to Tenure-Ineligible (Non-Tenure) Track:**

1) During the probationary period, the faculty member may choose to remain in the tenure-eligible (tenure) track, request to transfer to the tenure-ineligible (non-tenure) track, or leave the GSN. Faculty are allowed to request transfer to a different track only once while at the GSN. A tenure-eligible (tenure) track faculty member who transfers to a tenure-ineligible (non-tenure) track position is prohibited from re-entering the tenure-eligible (tenure) track in the GSN. A faculty member initially appointed to a tenure-eligible (tenure) track faculty position may apply for transfer to a tenure-ineligible (non-tenure) track faculty position provided a position is available and the faculty member has not already transferred tracks while at the GSN. The Program Director/Chair must initiate the transfer request with the concurrence of the GSN Dean. Transfer from an Assistant Professor tenure-eligible (tenure) track position to a tenure-ineligible (non-tenure) track position shall only be permitted before the eighth year of the faculty member's initial appointment. Transfer from an Associate Professor or Professor tenure-eligible (tenure) track position to a tenure-ineligible (non-tenure) track position shall only be permitted before the fourth year of the faculty member's initial appointment.

2) A faculty member in a tenure-eligible (tenure) track position who is denied tenure at the end of the nine-year probationary period (third 3-years) may not transfer to a non-tenure track faculty position.

3) Associate Professors or Professors on the tenure-eligible (tenure) track will be initially appointed for a term of four (4) years unless they were appointed with tenure. The faculty member's progress toward tenure and/or promotion will be reviewed at least 120 calendar days prior to the end of their fourth probationary year by the Program Director/Chair.

4) The tenure-eligible (tenure) track probationary period at the rank of Associate Professor or Professor begins on the effective date of the initial appointment (documented in the Notification of Personnel Action, Standard Form (SF) 50-B). All deadlines for renewal and tenure actions will be based on the effective date of the initial appointment.



The Program Director/Chair is required not later than 90 calendar days prior to the date the employee's probationary period ends to notify the faculty member and the GSN Dean of the Director's/Chair's recommendation for tenure and/or promotion or non-renewal.

5) A tenure decision at the rank of Associate Professor or Professor must be made within four (4) years. The individual must receive tenure before the end of the fourth year or shall be given notice terminating the appointment and a single one-year terminal year appointment.

6) A terminal year appointment will be for the duration of one (1) year and will become effective on the day after the employee's probationary period ends.

**d. Tenure-Track Probationary Review:**

1) A tenure-eligible (tenure) track probationary review is performed by the Director/Chair who holds a tenured faculty position. If the Director/Chair does not hold tenure then the Dean will select a tenured faculty member as co-reviewer. The candidate will, at least 180 days prior to the end of each probationary year, submit to the Director/Chair the following materials:

- a) Curriculum Vitae (CV),
- b) Personal Statement up to four pages in length,
- c) Up to four peer-reviewed, data-based publications, and
- d) Evidence of excellence in teaching and mentoring, including all course and faculty evaluations during the current probationary period.

2) The Director/Chair may recommend to the GSN Dean one of the following options for an Assistant Professor:

- a) Recommendation for renewal of probationary status for Assistant Professor – a second 3-year probationary term,
- b) Recommendation for conditional retention, providing a letter to the probationary faculty of the conditions that must be met within a specific period of time in order to return to probationary status, or
- c) Recommendation for non-renewal of the faculty appointment.

3) The Director/Chair may recommend to the GSN Dean one of the following options for an Associate Professor/Professor:

- a) Recommendation for tenure, or

- b) non-renewal for associate professor/professor rank faculty after the 4th year probationary period.

Table 1: Probationary Period for Tenure-eligible (tenure) track Faculty

Academic Rank	Initial Appointment Term	Renewals	Total Probationary Period
Assistant Professor	3 Years	Two 3-year terms	9 years
Associate Professor	4 years	NONE	4 years
Professor	4 years	NONE	4 Years

4) Extensions of the Tenure Probationary Period:

a) It is recognized that anticipated or unanticipated life events may impede a faculty member's ability to demonstrate the professional achievements required for the award of tenure. Eligibility for extensions begins on the date of hire. The notification or request for extension of the probationary period must occur within 12 months of the precipitating event. The total number of extensions will not exceed three. Requests for extensions may be granted or denied.

b) The maximum probationary period may be extended up to one year upon request for faculty in cases of the birth of a child, adoption of a child, or becoming a new foster parent. An extension may also be given in the event of the death of a spouse/partner or child. Notification of the event and written supporting documentation will be submitted from the faculty member to the Program Director. The Program Director's recommendations will be submitted through the Dean to the CHR for submission to the Dean who may approve or deny the request.

c) A request for up to a one-year extension of the maximum probationary period is available for faculty in cases of serious illness of the faculty member or their family member, the death of a parent or child, other serious life circumstances, or a situation that adversely affects or hampers the employee's work productivity (i.e., pandemic, epidemic, furlough, natural disaster, etc.) which they have no control over. Letters of request and certifying documents should include all of the required specifics for support of the tenure extension request. The request will be routed through the Program Director and the Dean to the CHR. The CHR will forward the action to the CAPT for review and a recommended course of action for the Dean, GSN, approval or disapproval. Possible actions recommended by the CAPT include: approval, disapproval, or a deferred decision.

**e. Granting of Tenure:**

1) Only those faculty members appointed into the tenure eligible (tenure) track shall be eligible for tenure. The granting of tenure is a deliberate, positive decision based upon meeting established conduct, performance, and academic/scholarly standards. Tenure is the contractual presumption of competence and continued service awarded to senior members of the faculty on the recommendation of their peers and Program Director to

ensure academic freedom in the institution. Tenure is an earned award for positive contributions to scholarship and institutional citizenship and shall not be granted solely on length of service. The tenured faculty member may not suffer reduction in base salary, loss of position, or dismissal except for cause, and in accordance with University Instructions and/or applicable Federal Regulations (see USU Instructions 1100 (*Reference (b)*) and 1107 (*Reference (c)*)). Since tenure constitutes an enduring contract between the faculty member and the University, the decision to grant it must be made on the basis of the most informed judgment possible and in the best interests of the University and its mission. The President grants tenure based upon the recognition of academic achievement; the judgment that this achievement will continue in the future; and the determination that the granting of tenure is aligned with the mission, needs, plans and goals of the Department, the School, and the University. Tenure and promotion are separate and distinct entities.

2) **Criteria for Tenure:** The minimum standard for tenure involves documented evidence of acceptable performance and conduct at the rank of Associate Professor or Professor as an independent, peer-reviewed, externally-funded scientist/scholar, excellence in teaching, and recognition as a valued citizen of the profession and institution. Candidates for tenure are evaluated not only on their accomplishments but also for their commitment to the ongoing development of new knowledge in nursing science and the education of nurse-scholars and clinicians. A minimum of four (4) letters of recommendation for Associate Professor or six (6) letters of recommendation for Professors seeking tenure must be provided for the candidate, in addition to the candidate's narrative statement, professional portfolio, and CV. A memorandum from the Program Chair that summarizes the chair's evaluation of the candidate's qualifications for tenure must accompany the promotion packet to the CAPT.

3) If at the time of consideration for tenure, the faculty member is also being considered for promotion in rank, the review is conducted separately, with the promotion review considered first. Promotion in rank does not imply the awarding of tenure.

**f. Post-Tenure Review Procedures:**

1) All tenured faculty will be reviewed annually in accordance with the mission of the GSN and USU and DoD/USU personnel policy.

2) The tenured faculty members will meet annually with their Program Chair to discuss their performance evaluation and to develop a long- and short-term plans. If the faculty member received a 'did not meet expectations' on an assigned performance element, a performance improvement plan will be implemented in consultation with the CHR.

3) If the tenured faculty member does not meet the expectations of the performance improvement plan within the prescribed time, appropriate administrative and/or disciplinary action may be initiated in accordance with applicable Federal, DoD, or USU personnel policies.

**g. Appointment of Faculty to Administrator Positions:**

- 1) General Guidelines: GSN appointments to administrator positions, including the GSN Dean, Associate Deans, Assistant Deans, Chairs, Program Directors, and associated military positions are without tenure.
- 2) Incumbents in these administrator positions may hold concurrent faculty appointments which may be in the tenure-track, non-tenure track, or may have tenure, separate and distinct from their administrative responsibility.
- 3) Policy and procedures for the search and selection of individuals for administrator positions is found in USU Instruction 1107 (*Reference (c)*).
- 4) Terms of Service: Faculty appointed to administrator positions will be on a time-limited basis. Initial time-limited appointments of tenure-track faculty to administrator positions shall be made for a period of up to five (5) years, unless otherwise specified in writing. Initial time-limited appointments of non-tenure-track faculty to administrator positions shall be made for a term of up to two (2) years. These time-limited appointments will have a Not-To-Exceed (NTE) date established at the time of the appointment. The NTE date shall constitute the last day of employment in the administrator position, unless otherwise specified in writing or by this Instruction. Administrator appointments may be renewed for up to two (2) years or up to five (5) years as applicable with no limit on the number of renewals.
- 5) The terms and conditions of administrator appointments shall be in compliance with Federal, DoD, and/or USU appointment regulations or procedures. Each appointment action shall be officially documented by a Notification of Personnel Action (Standard Form-SF 50-B) or in other written documentation.
- 6) Individuals appointed to administrator positions may be relieved of their administrator responsibilities at any time as administrator appointments are not continuous and the incumbent serves at the pleasure of his or her immediate supervisor(s). There is no right to a hearing before the Faculty Grievance Committee for termination of an administrator appointment.
- 7) Any subsequent extensions or modifications of an appointment shall be documented by a SF 50-B and/or in other written documentation and a copy shall be provided to the individual.

**h. Initial Appointment of Adjunct Faculty or Renewal of Adjunct Faculty:**

- 1) General Guidelines: All adjunct faculty appointments are prefixed ranks, preceded by the word ADJUNCT, and assigned to the tenure ineligible (non-tenure) track.
- 2) The GSN Dean will recommend appropriate adjunct faculty ranks based on the applicant's CV, background, and experience.



- 3) For appointment as an Adjunct Assistant Professor, no further review is required.
- 4) For Adjunct Associate Professor or Adjunct Professor, a letter will be sent by the GSN Dean (or designee) to the CAPT indicating the rank and the rationale for the assigned rank. Appointments will be forwarded to CHR by the Dean (or designee) for review final determination by the President, USU.
- 5) Terms of Service: Initial adjunct appointments will be made for three years with the effective date established by the CHR.
- 6) Adjunct appointments may be renewed for up to three years with no limit on the number of renewals.
- 7) The role of adjunct faculty is not as a Government employee and adjunct faculty have no authority to supervise Government personnel or represent USU.

### **C. SECTION III: PREPARATION OF PROMOTION AND TENURE DOCUMENTS**

1. The promotion process is intended to recognize and reward ongoing professional growth and achievement. Promotion is an award for a record of sustained academic achievement; tenure is a commitment by the institution to an enduring contract with the faculty member. In reviewing promotion and tenure packages, the CAPT approaches promotion and tenure separately. The scholarly achievements, professional service, institutional citizenship activities, and other professional qualifications required for specific academic ranks are set forth in this Instruction. Qualifications for promotion are not linked to military rank or time in grade.
2. Current faculty members who are eligible for promotion and/or tenure may discuss the process with his or her Director/Chair. If the Director/Chair determines that the faculty member meets the criteria for promotion and/or tenure, he or she may initiate promotion action in accordance with the procedures of this Instruction.

#### **a. Requirements for Granting of Academic Appointment for New GSN Faculty with Advanced Academic Rank from Comparable Universities:**

- 1) New faculty hires with the previous rank of Associate Professor or Professor may be appointed to the rank of Associate Professor or Professor with or without tenure provided they hold that rank or higher at another academic institution.
- 1) The CAPT packet may be abbreviated.
- 2) Documents for an abbreviated CAPT package, include the applicant's:
  - a) CV.
  - b) Narrative statement.

- c) Two publications that represent the applicant's greatest academic impact.
  - d) Two (2) letters of recommendation critically evaluating the criteria for appointed rank in the GSN.
  - e) A letter of recommendation from the Program Director/Chair or the ADAA.
- 3) The Chair of CAPT will determine if further review or documentation is required prior to a final recommendation.
- 4) The Chair of the CAPT will inform the full CAPT at their next meeting of the decision and then forwards the action to the CHR.
- 5) CHR will forward the package from the CAPT to the Dean for review and a determination. The Dean will follow the process specified in USU Instruction 1100 (*Reference (b)*), Paragraph G. if the appointment is with tenure
- 6) Once the Dean makes a decision, the action will be returned to the CHR for processing as appropriate.

**b. Preparation of Documents for Current GSN Faculty:**

- 1) The Program Director/Chair will review all faculty eligible for promotion annually. If the Program Director/Chair determines that the faculty member meets the criteria for promotion and/or tenure, the Director/Chair will prepare the faculty packet for the CAPT.
- 2) A negative promotion or tenure recommendation by the Program Director/Chair must be submitted in a written Memorandum For the Record (MFR). The MFR shall contain the Director's/Chair's recommendations and any other supporting data. The MFR must be submitted to the GSN Dean for review and concurrence or non-concurrence. The Program Director/Chair shall notify the faculty member in writing of the Director's/Chair's negative promotion or negative tenure recommendation.
- 3) The granting of promotion or tenure to the Associate Professor or Professor rank requires CAPT approval. If approved by the CAPT, the action will be forwarded through the CHR to the Dean for concurrence and the President, USU for final approval.

**c. Contents for CAPT Documentation for Appointment, Promotion, and Tenure:**

- 1) CHR forms (Request for Personnel Action, SF 52 for appointment and Form 107 for promotion and/or tenure) will be completed to provide information on the primary assignment of the candidate and recommended promotion/tenure information.
- 2) Program Director/Chair or ADAA recommendation letter. This document is intended to be a critical review of the faculty's academic career, the quality of the faculty's

scholarship and its impact, the types of journals selected to submit publications, the impact of teaching contributions, the recognition within the professional community and what national recognition means in this academician's career. The Program Director/Chair will write the recommendation letter unless the Director/Chair does not hold the equivalent or higher rank than the faculty member is seeking; then the ADAA or designee will write the recommendation letter. For tenure applications, if the Director/Chair does not hold tenure then the Dean will select a tenured faculty member as co-reviewer. The ADAA is responsible for writing the recommendation letters for Program Directors/Chairs who apply for promotion. Director's/Chair's recommendation should include the following elements:

a) A statement of the recommended CAPT action requested, including the current academic rank, the recommended rank, and tenure consideration (if relevant).

b) A concise and critical summary of the faculty applicant's:

(1) Scholarship: The most important criteria for evaluating these activities for appointment or promotion is evidence of continuing, productive, independent, collaborative, and mature scholarly activities. The full range of the applicant's scholarly contributions and its impact must be discussed.

(2) Teaching: There must be documented evaluation of the quality and quantity of an individual's teaching performance, to include scope and amount of teaching contribution (contact hours, seminars, lectures, clinical case conferences, and grand rounds), a summary of student evaluations, and peer evaluations where appropriate. Delineation of course/curricular design/redesign and course/clinical program development should be documented. Other teaching contributions within and outside the University should be highlighted.

(3) Professional practice: Current status of clinical privileges should be described. Documentation must be presented attesting to leadership and management in the clinical arena, clinical practice, clinical skills, knowledge, and competence as evidenced by certification in specialty and recognition by peer groups and patients. This must be a concise and critical evaluation of facts.

(4) Academic/community service: Leadership and involvement in professional service within the GSN, the University, and the larger professional community must be discussed with an evaluation of impact and documented whenever possible.

3) Letters of Evaluation: The CAPT requires documentation that the faculty candidate is recognized by his or her professional peer group at a level commensurate with the appointment and academic rank sought. Unbiased letters of evaluation from individuals outside the USU are required to assess the candidate's scholarly activities and professional contributions based upon the CAPT criteria.



- 4) Individuals who are requested to review promotion packets must hold an academic appointment at an accredited University equivalent to the rank sought by the GSN faculty member. In the case where the candidate has had a professional relationship with a reviewer, this should be brought to the attention of the CAPT in the Program Director's/Chair's memorandum.
- 5) The candidate's professional collaboration with an expert reviewer should have not been more recent than two years to ensure an impartial review of the candidate's merit for promotion.
- 6) The candidate is not allowed to request letters of evaluation. The candidate may supply a list of suggested evaluators along with justification as to why the reviewers are suggested.
- 7) The Program Director Chair/Associate Dean/Dean are the only faculty authorized to request letters of evaluation.
- 8) All candidates considered for promotion to Associate Professor or Professor and/or a tenure promotion should have at minimum of four external evaluations from experts qualified to address the candidate's scholarship, while candidates for promotion to Professor must have six (6) letters of evaluation. Two of the six (6) letters may be from individuals recommended by the candidate. Additional letters of recommendation are encouraged and may include internal and external sources.
- 9) To assist the reviewer in his/her evaluation, the candidates' CV, narrative statement, and selected published scholarly works will be sent to the reviewer, along with a cover letter from the Program Director/Chair or ADAA requesting review of the candidate and the GSN CAPT document. The publications that represent the applicant's greatest academic impact should be selected for CAPT review.
- 10) Evaluations by outside reviewers are considered confidential, will be used for the CAPT process only, and will not be forwarded to the candidate. The evaluator will, at a minimum, address the criteria presented in the Program Director's/Chair's letter to the evaluator.
- 11) A list of all individuals from whom evaluations were requested and a copy of the letter requesting the comprehensive evaluation are to be included in the packet prepared for the CAPT. All missing responses must be noted.
- 12) In the case of an active duty military member, the appropriate command authority of a non-billeted faculty candidate must certify that the officer may accept a USU GSN faculty appointment.
- 13) Statement from the Candidate: The intent of the Candidate's statement is to highlight information not necessarily found in the CV and to elaborate on the impact of scholarly

endeavors within the profession of nursing. Contents should: be limited to five (5) pages.

14) The Candidate's Academic Portfolio.

**d. Preparing and Submitting the Candidate's Narrative Statement and Academic Portfolio:**

1) It is the responsibility of each faculty member to maintain a current academic portfolio with information pertaining to teaching, scholarship, practice and service. The portfolio should contain objective information (e.g., reprints of refereed journal publications, letters from former students reflecting on quality of their teaching, letters of appreciation and awards from agencies in which faculty members have provided service) as well as subjective information (e.g., self-evaluations of teaching effectiveness and description of research program and its significance). The Program Director/Chair uses the faculty academic portfolio for annual reviews and by the Program Director /Chair and the GSN CAPT for promotion and tenure review.

2) Tenure-track faculty should submit their portfolios to the Program Director/Chair for their fourth-year review.

**e. Portfolio Contents:**

1) Teaching

a) Narrative Documentation of Teaching: Effectiveness begins with the candidate's statement describing his or her teaching activities. The statement should include the information as it applies:

(1) A reflective statement describing personal teaching philosophy, strategies, and objectives. Faculty should include a statement about their philosophy of teaching, addressing what they do as a teacher and why they teach in this manner. Faculty should also address the centrality of their teaching to the department and its programmatic direction.

(2) A description of the faculty's main fields of teaching interest and competence.

(3) A description of innovations or special methods used by the faculty in his/her teaching.

(4) The faculty's opinion of the effectiveness of his/her teaching. Describe steps taken to improve teaching effectiveness.

(5) Statement of teaching responsibilities, including specific courses and a brief description of the way each course was taught. Include a list of courses taught in

the past five years, including number of students enrolled in each class and scores from student evaluations.

(6) Numbers of students advised or supervised in each of the previous five years and the faculty's opinion of the effectiveness of his/her advising.

(7) Evidence that teaching methods and course content are peer-reviewed periodically.

(8) Additional documentation as appropriate to the faculty's teaching role may be included, such as:

(a) Role in curriculum and program development.

(b) Documentation and description of departmental and interdepartmental activities involving curriculum and program development.

(c) Evidence of effectiveness in mentoring junior faculty on their teaching.

(d) Description of curricular revisions, or revisions in other forms of teaching. This may include new course projects, materials, class assignments, or other activities.

(e) Evidence that teaching methods and course content are peer-reviewed periodically. Peer review may include summaries of classroom visitations, written reviews of course syllabi and other course materials, etc.

(f) Publications (refereed articles, monographs, textbooks, and/or book chapters), presentations, and/or other means by which the faculty member has disseminated information related to teaching effectiveness and the pedagogy of teaching.

(g) Abstracts of funded grants that support instructional activities.

(h) Documentation of awards and other forms of special recognition for excellence in teaching.

(i) Evidence (e.g., students' course evaluations and peer review) of using innovative teaching methods successfully.

b) Content to include in the academic teaching portfolio:

(1) Course syllabi, sample exams, grading rubrics, etc.

(2) Selected students' course and faculty evaluations dating back to the last promotion.

- (3) Evidence that teaching methods and course content are peer-reviewed periodically (optional).
- (4) Documentation of awards and other forms of special recognition for excellence in teaching.
- (5) Publications related to teaching.
- (6) Grants received that support instructional activities.
- (7) Invitations from other institutions to serve as a guest lecturer or visiting professor.
- (8) Invitations to teach from outside agencies.
- (9) Invitations to serve as a consultant to other institutions regarding instructional content or teaching methods.
- (10) Student papers or student publications on course-related work. Include examples of graded student papers, reports, etc. showing excellent, average, and poor work along with the faculty's comments as to why they received these grades.

**2) Scholarship**

a) Narrative Documentation of Scholarship: The evaluation of scholarship begins with faculty's self-evaluation of their past, present, and future goals.

- (1) A clear, focused, and coherent description of the theme of the program of scholarship and its significance to the nursing profession. The description should include a brief review of work-to-date and future directions for research.
- (2) For each joint-authored work (e.g., journal article, book, another form of publication), delineate the proportion and nature of the faculty's contributions relative to co-authors' work.

b) Content to include in the academic scholarship portfolio: Evidence of competence and accomplishment in scholarship is demonstrated by including various types of materials and information in the portfolio. It should be understood that the single most important index for evaluating faculty scholarship is publishing in respected, peer-reviewed journals.

- (1) Reprints, or other copies, of all publications.

- (2) Journal articles.
- (3) Book chapters.
- (4) Monographs based on original research and basic or applied innovations.
- (5) Book reviews.
- (6) Manuscripts in press.
- (7) Abstracts of grants and contracts awarded to conduct scholarship/research.
- (8) Documentation (e.g., conference proceedings, brochures and handouts) of invited presentations at local, state, regional, national, and international meetings, workshops, and conferences.

c) Additional items suggested for inclusion in the scholarship section:

- (1) Publications emanating from Doctor of Nursing Practice (DNP) projects and doctoral dissertations, whether sole-authored by students or co-authored with faculty. Faculty should delineate their contributions to each publication.
- (2) Awards received in recognition of outstanding scholarship/research.
- (3) Other researchers' citations of the candidate's work in their own published research and work in progress.

3) Academic/Community Service: The GSN and USU value service to the University, profession, and community. All faculty members are expected to develop and maintain a Service portfolio that covers at least the previous 5 years.

a) Narrative Documentation of Service:

- (1) The faculty's opinion of the significance and effectiveness of his/her service activities to the program, GSN, USU, the Academic Health Center (AHC), profession, and community.
- (2) The candidate's contribution to scholarly and professional organizations.

b) Content to include in the academic service portfolio: Choose examples that support your accomplishments in each of these areas, such as:

- (1) Invitation letter(s) to serve on a committee.
- (2) Selected products created/produced from the service activities.

- (3) Letter(s) of appreciation.
  - (4) Press release(s).
  - (5) Multi-media file regarding event/project.
- 4) Professional Practice: Professional practice activities may vary considerably from one faculty member to another. Delineated clinical activities may not be part of a faculty member's prescribed role. Clinical activities may include delivery of direct care to patients, supervision of students providing direct patient care, indirect supervision of students, and/or administration of clinical programs.
- a) Narrative Documentation of Professional Practice: Describe the faculty's professional practice, including the faculty's opinion of the effectiveness of his/her professional practice and the significance of and integration into the faculty role and the mission of the GSN.
    - (1) Faculty's evaluation of his/her professional practice activities as it relates to patient outcomes.
    - (2) Clinical interventions and outcomes, including new innovations and programs to meet patient and/or clinical setting needs.
    - (3) Faculty's own opinion of the effectiveness of his/her clinical teaching, where appropriate.
    - (4) Describe activities taken to improve clinical effectiveness.
    - (5) Discuss role in mentoring junior faculty in their professional practice activities/clinical teaching.
  - b) Content to include in the academic professional practice portfolio:
    - (1) Published scholarly work and work related to professional practice activities.
    - (2) Documented evaluations of professional practice activities, as appropriate.
    - (3) Professional practice awards, such as certificates, letters, etc.
    - (4) Syllabi of clinical courses taught, including student evaluation data.
    - (5) Documents or data that exhibit professional practice activities, such as brochures, health education materials, clinical outcomes that support health care, public policy or professional practice initiatives.
- 5) Faculty Academic Portfolio Organization



- a) Narrative Statement.
- b) CV.
- c) Teaching Supporting Documentation:
  - (1) Course syllabi, sample exams, grading rubrics, etc.
  - (2) Students' course and faculty evaluations.
  - (3) Peer-reviews of teaching activities (optional).
  - (4) Documentation of awards and other forms of special recognition for excellence in teaching.
  - (5) Publications related to teaching.
  - (6) Grants received that support instructional activities.
  - (7) Invitations from other institutions to serve as a guest lecturer or visiting professor.
  - (8) Invitations to teach from outside agencies.
  - (9) Invitations to serve as a consultant to other institutions regarding instructional content or teaching methods.
  - (10) Student papers or student publications on course-related work. Include examples of graded student papers, reports, etc. showing excellent, average, and poor work along with the faculty's comments as to why they received these grades.
- d) Scholarship Supporting Documentation
  - (1) Reprints, or other copies, of all publications:
    - (a) Journal articles.
    - (b) Book chapters.
    - (c) Monographs based on original research and basic or applied innovations.
    - (d) Book reviews.
    - (e) Manuscripts in press.



- (2) Abstracts of grants and contracts awarded to conduct scholarship/research.
- (3) Documentation (e.g., conference proceedings, brochures and handouts) of invited presentations at local, state, regional, national, and international meetings, workshops, and conferences.
- (4) Additional items suggested for inclusion in the scholarship section:
  - (a) Publications emanating from DNP projects and doctoral dissertations, whether sole-authored by students or co-authored with faculty. Faculty should delineate their contributions to each publication.
  - (b) Awards received in recognition of outstanding scholarship/research.
  - (c) Other researchers' citations of the candidate's work in their own published research and work in progress.
- (5) Academic/Community Service Supporting Documentation.
- (6) Professional Practice Supporting Documentation.
  - (a) Published scholarly work and work related to professional practice activities.
  - (b) Documented evaluations of professional practice activities, as appropriate.
  - (c) Professional practice awards, such as certificates, letters, etc.
  - (d) Syllabi of clinical courses taught, including student evaluation data.
  - (e) Documents or data that exhibit professional practice activities, such as brochures, health education materials, clinical outcomes that support health care, public policy or clinical initiatives.

#### **D. SECTION IV: ANNUAL PERFORMANCE REVIEW OF FACULTY**

1. Under the authority and direction of USU Instruction 1100 (*Reference (d)*) and with the concurrence of the President, USU, all faculty, academic administrators, and academic staff will be evaluated in accordance with DoDI 1400.25 (*Reference (e)*), Volume 431, DoD Performance Management and Appraisal Program, and any other evaluation procedures or guidelines established in writing by USU.

##### **a. Procedures:**

1) Each rating supervisor must annually evaluate the performance of each billeted civilian faculty and academic staff member, regardless of tenure status, and provide the employee with a written assessment of their performance in accordance with DoDI 1400.25 (*Reference (e)*), Volume 431, and any other procedures or guidelines defined by USU.

2) The Annual Faculty Review provides a framework for evaluation of every civilian faculty member's performance at USU. Supervisors review faculty member activities during the performance year and supervisors in collaboration with the faculty member establishes a performance plan for the coming year. The Annual Faculty Review can be used to guide faculty toward the path of successful faculty promotion in rank.

3) Performance evaluation and feedback is an ongoing and iterative process, but three times each year faculty and supervisors are required to discuss and document employee performance: (a) in June (establishment of the performance plan), (b) in November/December (mid-year progress review), and (c) in June of the next year (final evaluation and rating). At the mid-year progress review, one required data element (meeting date) is recorded in the MyAppraisal Tool in MyBiz (the USU evaluation system). As appropriate, comments on each element can be made; but not a rating. At the end of the evaluation period, each performance element will be rated accordingly with a written narrative as applicable, and entered into the MyAppraisal Tool.

##### **b. Process Steps:**

1) The rater establishes and discusses the performance plan with each employee (June)

2) Mid-term Progress Review (November/December):

a) The employee completes the applicable sections in the MyAppraisal Tool for their mid-year comments and forwards to their rater.

b) The rater schedules a meeting with the employee to review mid-term progress.

c) Date of mid-term review entered into the MyAppraisal Tool.

**3) Annual Evaluation (June):**

- a) The employee, if he/she desires, enters their performance self-assessment in the MyAppraisal Tool and forwards to their rater.
- b) The rater reviews the employee's self-assessment (if any) and completes the annual appraisal; rates the employee accordingly on each performance element, discusses the appraisal with the Higher-Level Reviewer (HLR), and then the employee, and finalizes the appraisal in the MyPerformance Tool.

## **SECTION V: THE COMMITTEE ON APPOINTMENTS, PROMOTION, AND TENURE OF FACULTY (CAPT)**

1. The GSN ADFA will orient all new GSN faculty members regarding appointment, promotion, and tenure procedures. The ADFA will serve as a non-voting advisor to the CAPT and will be available to clarify GSN CAPT policy and procedures as defined in this Instruction. The Chair of the CAPT will serve as the point of contact for the ADFA.
2. The Chair of the CAPT will orient new CAPT committee members with assistance from the ADFA when requested.

### **a. CAPT Functions:**

- 1) Review the recommendations of the GSN Search Committee or Program Director/Chair for appointment, reappointment (if applicable), academic promotion, and /or the tenure of individuals at the faculty rank of Associate Professor or Professor for primary appointment. The CAPT will review reappointments for civilian faculty members who were separated for more than five (5) years or who are recommended for a higher academic rank than previously held.
- 2) Review the recommendations of the Program Director/Chair for a secondary appointment or promotion of faculty at the rank of Associate Professor or Professor.
- 3) Determine if the academic rank proposed is consistent with current USU GSN policy and criteria.
- 4) Review the recommendation and report of the Program Director/Chair regarding academic qualifications for tenure of eligible faculty members not later than four (4) months prior to the end of the last probationary year.
- 5) Submit in writing to the GSN Dean, a recommendation to approve or deny an appointment, reappointment, promotion, tenure, sabbatical leave, or removal of tenure.
- 6) Review recommendations of the Program Director/Chair concerning faculty sabbatical leave per procedures specified in USU Instruction 1410. Recommendation to the GSN Dean for approval of a sabbatical request can be made by the Chair, or Co-chair in the absence of the Chair, of the CAPT and does not require full committee review. Sabbatical actions will be provided as information items at the next scheduled CAPT meeting.
- 7) Unless a member of the committee, faculty with administrator titles shall not attend CAPT meetings except when requested by the committee.

**b. Committee Membership:**

- 1) Appointment to the CAPT will be for three years, with one to two new members appointed each year on a staggered basis.
- 2) The Chair of the CAPT shall be a tenured faculty member appointed by the GSN Dean.
- 3) The CAPT will consist of five (5) voting members (normally Professors) appointed by the GSN Dean who meet the requirements specified below. Membership will include four (4) civilian faculty and one (1) uniformed active duty faculty member.
- 4) The ADFA will serve as a consultant to the CAPT.
- 5) The Military GSN CAPT member may vote on promotion decisions for both tracks of equal or lower rank, but may not vote on tenure decisions.
- 6) Associate Professors may be appointed to serve on the CAPT, but only vote in the case where a faculty member is being considered for appointment or promotion at an equal or lower rank.
- 7) Both tenure and non-tenure track members may participate in decisions on the appointment or the promotion to Associate or Professor rank.
- 8) Since rank may be separated from tenure-track decisions, only tenured faculty shall participate in decisions regarding tenure.
- 9) The CAPT will be augmented with appropriately ranked faculty when membership does not allow a quorum decision.
- 10) Up to three additional voting faculty members may sit on the CAPT based on the criteria in Section E, 2.b, of this *Enclosure*. The GSN Dean will select faculty representatives to serve on the CAPT. The GSN Dean may request recommendation for the CAPT committee members from Program Directors and the All Faculty Council.
- 11) Faculty with administrator titles including but not limited to: President, USU, Vice-President, Assistant Vice-President, Dean, Associate Dean, or Assistant Dean shall not serve as members of the CAPT. Under special circumstances, a waiver may be sought to allow a faculty member with an administrator title to sit on the committee. A written waiver shall be initiated by the GSN Dean and shall be approved by the President, USU.
- 12) CAPT membership will be distributed among the Programs depending on the number of eligible faculty members.
- 13) No CAPT member shall serve consecutive terms unless approved, in writing, by the GSN Dean.



14) In the event of an unexpected vacancy, the GSN Dean shall appoint a replacement member of similar category to complete the term of service.

**c. Committee Organization and Operation:**

- 1) The GSN Dean will appoint a Chair annually who has served one year as a CAPT member prior to the appointment as CAPT Chair. The Committee will select a member to act as Vice-Chair.
- 2) All CAPT committee members will review the faculty submission prior to presentation at the CAPT meeting.
- 3) The presence of two (2) members plus the Chair shall constitute a quorum for all business. In case of a tie vote, the decision will be deferred until the committee can reconvene with an odd number of committee members.
- 4) In the event the GSN does not have qualified members to serve on the CAPT, the GSN Dean will request assistance from the other USU Schools or organizations to provide members to augment the CAPT so that there is appropriate representation.

**d. Role of CAPT Chair in Abbreviated CAPT Process:**

- 1) The Chair of the GSN CAPT will determine if further academic review is required prior to a final recommendation.
- 2) The Chair of the GSN CAPT will inform the full CAPT at their next meeting of his or her decision.
- 3) Final recommendations will be forwarded through the CHR to the Dean for review and concurrence and to the President, USU, for final approval.

**e. Committee Review Policy:**

- 1) In arriving at its recommendation for promotion and/or tenure, the CAPT will follow the guidelines, definitions and procedures presented in this Instruction and Instruction 1100 (*Reference (d)*) and shall consider all aspects of the candidate's scholarly activities, teaching, research, conduct, and professional service (including clinical activities, institutional citizenship, and administrative accomplishments).
- 2) The CAPT shall recommend approval or disapproval of the appointment to the GSN Dean. If deferred or not approved, the CAPT will provide the GSN Dean with a written statement concerning the basis for a disapproval or deferral decision.
- 3) If the CAPT recommends disapproval of the appointment, and the GSN Dean disagrees or identifies what is perceived to be a variation from GSN policy in the review process, the GSN Dean may request reconsideration by a memorandum to the CAPT

setting forth the basis of the request and any other pertinent information regarding the matter.

- 4) The candidate's Program Director/Chair or responsible official may also request reconsideration by the CAPT in a memorandum to the CAPT setting forth the basis for the request. The Dean, Program Director/Chair, or responsible official will be allowed to address the CAPT following the submission and review of the memorandum if requested. The CAPT's disapproval on the reconsideration is final.
- 5) If the CAPT recommends approval, and the Dean disagrees, the Dean may:
  - a) Disapprove the action, and the determination is final. The candidate's Program Director/Chair or responsible official may request reconsideration by the Dean in a memorandum to the Dean providing the basis for the request and any other pertinent information regarding the matter. The Dean's determination on the reconsideration will be final.
  - b) Request reconsideration by a memorandum to the CAPT providing the basis for the request and any other pertinent information regarding the matter. The CAPT will review the reconsideration and make its final recommendation on the matter and return the action to the Dean. If the CAPT continues to recommend approval, the Dean may:
    - (1) Disapprove the action and the Dean's determination on the action will be final; or
    - (2) Approve the action and send the recommendation through CHR.
- 6) If the CAPT recommends approval, and the Dean concurs, the recommendation shall be forwarded to the CHR. CHR shall forward the recommendations for consideration and to the President, USU for final approval.
- 7) If both the CAPT and the Dean recommend approval, supporting documentation, to include the views and the recommendation package of the CAPT and the Dean, shall be forwarded to the President, USU for final action. Note: Prior to submitting its recommendations to the President, USU:
  - a) Provide its proposed recommendations to and/or consult with the Dean, CAPT Chair, and/or department Program Director/Chair or responsible official concerning the appointment/tenure action; or
  - b) If deemed necessary, investigate the matter further in the manner deems appropriate.
- 8) The President, USU will make the final determination on submitted tenure actions unless otherwise delegated.

- a) If the President, USU agrees with the recommendations for approval of the action, the President's, USU approval is final.
- b) If the President, USU disagrees with the recommendations for approval of the action, the President may:
  - (1) Disapprove the action, and the determination is final.
  - (2) Return the action for reconsideration by a memorandum providing the basis for the review and any other pertinent information regarding the matter. Review the reconsideration and make its final recommendations on the matter and return the action to the President, USU. The President will review the recommendations and make the final decision on the action.
  - (3) If deemed necessary, investigate the matter further in the manner the USU President deems appropriate. After the review, render a final determination on the action.

**APPENDICES**

A: Criteria and Possible Sources of Evidence for Promotion

TENURE-ELIGIBLE (TENURE) TRACK

TENURE-INELIGIBLE (NON-TENURE) TRACK

CLINICAL TRACK (TENURE-INELIGIBLE/NON-TENURE TRACK)

B: Faculty Promotion and Tenure Timeline

C: Faculty Promotion Process Map

**A. APPENDIX A: CRITERIA FOR RANK****a. Tenure-Eligible (Tenure) Track Criteria for Rank**

Table 1: Scholarship of Teaching

CRITERIA 1. Demonstrates excellence in teaching

CRITERIA 2. Demonstrates expertise in advising and mentoring

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Develops a recognized area of expertise within academic and/or professional education	Establishes and is recognized for area of expertise within academic and/or professional education	Recognized for leadership in academic and/or professional education
Contributes to the development, implementation, or evaluation of innovation curricula on a course level	Demonstrates excellence in teaching	Demonstrates leadership in education at the school, university, and national levels.
Demonstrates competency in teaching	Contributes to the development, implementation, or evaluation of innovative curricula on a program level	Contributes to the development, implementation, or evaluation of innovation curricula on a school level
Serves as an effective student advisor and promotes student development	Actively participates in developing teaching, research and leadership skills of students and colleagues	Assumes leadership role on fostering professional development of colleagues and students
Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills Serves as a PhD student advisor	Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills Serves on a PhD dissertation committee	Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills Serves as a PhD dissertation chair



	Author or co-author on presentation and peer-reviewed publications related to the scholarship of teaching	Author or co-author on presentation and peer-reviewed publications related to the scholarship of teaching
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Table 2: Scholarship of Discovery

CRITERIA 1. Demonstrates leadership in scholarly activities

CRITERIA 2. Disseminates scholarly work

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Develops a focused area of independent research	Has a developed and focused program of research	Has a developed and sustained program of research
Is recognized regionally for a focused area of research	Recognized regionally and nationally for an independent, focused area of research	Recognized nationally and internationally for a focused area of research
Presents and/or publishes scholarly work at local/state/regional level	Provides leadership in defining and disseminating scholarly work at the national level	Provides leadership and dissemination scholarly work that changes thinking at a national/international level
Evidence: Funding for research that includes internal awards Regional or national presentation of research Peer-reviewed publications (3-5) as first author and/or co-author of research	Evidence: Funding for research that includes external awards national presentations of research A consistent and building, record of first author and/co-authored peer reviewed research-based publications (5-10 at this rank)	Evidence: External funding for research as PI/Co PI from highly competitive awards national and international presentations of research First-authored and co-authored peer reviewed research-based publications in publications of substantial impact inside and outside of nursing

Table 3: Scholarship of Service

CRITERIA 1. Provides leadership to advance the health professions and to improve health

CRITERIA 2. Provides service/leadership within the GSN and USU

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Participates as an active member within an association, agency, organization, task force and/or review group at a local/state/regional level</p> <p>Participates in GSN committees</p> <p>Membership in regional/national research or special interest networks</p> <p>Evidence: Peer reviewers for professional journals Committee rosters</p>	<p>Serves as committee member of an association, agency, organization, task force and/or review group at a national level</p> <p>Demonstrates leadership within the GSN and participates in GSN and University committees</p> <p>Evidence: Peer reviewers for professional journals Committee rosters Self-evaluation of service roles</p>	<p>Demonstrates leadership as an officer, chair, and director of an association, agency, organization, task force and/or review group at a national or international level</p> <p>Assumes key leadership positions within the GSN and across the University</p> <p>Evidence: Serves on professional journal editorial board(s) Committee rosters Self-evaluation of leadership role</p>

**b. Tenure Ineligible (Non-Tenure) Track Criteria for Rank**

Table 4: Scholarship of Teaching

CRITERIA 1. Demonstrates excellence in teaching

CRITERIA 2. Demonstrates expertise in advising and mentoring

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Develops a recognized area of expertise within academic and/or professional education	Establishes and is recognized for area of expertise within academic and/or professional education	Recognized for leadership in academic and/or professional education
Contributes to the development, implementation, or evaluation of innovative curricula on a course level	Demonstrates excellence in teaching	Demonstrates leadership in education at the school, university, and national levels
Demonstrates competency in teaching	Contributes to the development, implementation, or evaluation of innovative curricula on a program level	Contributes to the development, implementation, or evaluation of innovative curricula on a school level
Serves as an effective student advisor and promotes student development	Actively participates in developing teaching, research and leadership skills of students and colleagues	Assumes leadership role on fostering professional development of colleagues and student
Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills Serves as a MSN/DNP student advisor	Evidence: Course syllabi Course evaluations Faculty evaluations Peer-reviews Self-evaluations of teaching activities and skills Serves as a DNP project advisor/consultant	Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills Serves as a DNP project chair  Author or co-author on presentations and peer-reviewed publications related to the scholarship teaching

	Author or co-author on presentations and peer-reviewed publications related to the scholarship of teaching	
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Table 5: Scholarship of Evidence-Based Practice

CRITERIA 1. Demonstrates leadership in scholarly activities

CRITERIA 2. Demonstrates expertise in advising and mentoring

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Identifies area for focused evidence-based practice scholarship	Establishes and is recognized nationally for independent, focused area of evidence-based practice scholarship	Recognized nationally and internationally for leadership in focused area of evidence-based practice scholarship
Is recognized regionally for a focused area of evidence-based practice scholarship	Recognized regionally and nationally for an independent, focused area of evidence-based practice scholarship	Recognized nationally and internationally for focused area of evidence-based practice scholarship
Presents and/or publishes scholarly work at local/state/regional level	Provides leadership in defining and disseminating scholarly work at the national level	Provides leadership and dissemination of evidence-based practice scholarship that changes thinking at a national/international level
Evidence: Peer-reviewed publications as first or co-author (3-5) Regional or national presentations	Evidence: Funding for scholarship that includes internal or external awards national presentations of evidence-based practice scholarship A consistent and building record of first author and/or co-authored peer reviewed publications of evidence-based practice scholarship (5-10 at this rank)	Evidence: External funding for evidence-based practice scholarship as PI/Co PI national and international presentations of evidence-based practice scholarship First-authored and co-authored peer reviewed publications of evidence-based practice scholarship in publications of substantial impact inside and outside of nursing

Table 6: Scholarship of Service

CRITERIA 1. Provides leadership to advance the health professions and to improve health

CRITERIA 2. Provides service/leadership within the GSN and USU

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Participates as an active member within an association, agency, organization, task force and/or review group at a local/state/regional level</p> <p>Participates in GSN committees</p> <p>membership in regional/national research or special interest networks</p> <p>Evidence: Peer reviews for professional journals Committee rosters</p>	<p>Serves as committee member of an association, agency, organization, task force and/or review group at a national level</p> <p>Demonstrates leadership within the GSN and participates in GSN and University committees</p> <p>Evidence: Peer reviewer for professional journals Committee rosters Self-evaluation of service roles</p>	<p>Demonstrates leadership as an officer, chair, and director of an association, agency, organization, task force and/or review group at a national or international level</p> <p>Assumes key leadership positions within the GSN and across the University</p> <p>Evidence: Serves on professional journal editorial board(s) Committee rosters Self-evaluation of service roles</p>



Table 7: Scholarship of Practice

CRITERIA 1. Demonstrates leadership to advance the professional practice of nursing

CRITERIA 2. Improves patient/healthcare by influencing practice or policy

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Participates in professional nursing practice activities in healthcare that impacts care on a regional level</p> <p>Demonstrates synthesis of best practices in the provision of nursing care</p> <p>Demonstrates clinical expertise</p> <p>Evidence: Practice statistics Participates in clinical practice committee membership Participates in the revision of clinical practice guidelines Evidence of clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at regional/national conferences</p>	<p>Provides leadership in defining, promoting and advancing professional nursing practice that impacts care on a national level</p> <p>Implements and evaluates best practices in the provision of nursing care</p> <p>Demonstrates clinical expertise</p> <p>Evidence: Practice statistics Participates in clinical practice committee membership Participates in the revision of clinical practice guidelines Evidence of clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at national conferences Peer-reviewed publications on clinical topics</p>	<p>Provides leadership in defining, promoting, and advancing professional nursing practice that changes care on a national/international level</p> <p>Designs best practices in the provisions of nursing care</p> <p>Recognized for clinical expertise</p> <p>Evidence: Chairs clinical practice committee(s) Participates in the revision of clinical practice guidelines Demonstrates leadership in clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at national conferences Peer-reviewed publications on clinical topics Leadership in the development of clinical practice guidelines</p>

**c. Clinical Track- (Tenure-Ineligible/Non-Tenure Track) Criteria for Rank**

Table 8: Scholarship of Clinical Teaching

CRITERIA 1. Demonstrates excellence in clinical teaching

CRITERIA 2. Demonstrates expertise in advising and mentoring

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Develops a recognized area of expertise within academic and/or professional education and demonstrates competence in promoting critical thinking through integrated teaching activities at the unit/MTF level	Establish and is recognized for area of expertise within academic and/or professional education and demonstrates excellence in development and refinement of creative/integrated teaching strategies at the MTF/University or academic levels	Recognized for leadership in academic and/or professional education and is a leader in the development and refinement of creative/integrated strategies nationally
Contributes to the development, implementation, or evaluation of innovative teaching in the clinical setting on a local/regional level	Demonstrates excellence in clinical teaching	Demonstrates leadership in clinical teaching at the school, University, and national levels
Demonstrates competency in clinical teaching	Contributes to the development, implementation, or evaluation of innovative teaching in the clinical setting on a regional/national level	Contributes to the development, implementation, or evaluation of innovative teaching in the clinical setting on a national/international level
Serves as an effective student advisor and promotes student development	Actively participates in developing teaching, research and leadership skills of students and colleagues	Assumes leadership role on fostering professional development of colleagues and students
Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviewers Self-evaluation of teaching activities and skills Serves as a DNP student advisor	Evidence: Course syllabi Course evaluations Faculty evaluations Peer reviews Self-evaluation of teaching activities and skills	Evidence: Course syllabi Course evaluations Faculty evaluations Peer-reviews Self-evaluation of teaching activities and skills Serves as a DNP Project Chair

	Serves as a DNP project advisor/consultant Author or co-author on presentations and peer-reviewed publications related to the scholarship of teaching	Author or co-author on presentations and peer-reviewed publications related to the scholarship of teaching
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Table 9: Scholarship of Evidence-Based Practice

CRITERIA 1. Demonstrates leadership in scholarly activities

CRITERIA 2. Demonstrates expertise in advising and mentoring

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
Identifies area for focused evidence-based practice scholarship	Establishes and is recognized nationally for independent, focused area of evidence-based practice scholarship	Recognized nationally and internationally for leadership in focused area of evidence-based practice scholarship
Is recognized regionally for a focused area of evidence-based practice scholarship	Recognized regionally and nationally for an independent, focused area of evidence-based practice scholarship	Recognized nationally and internationally for a focused area of evidence-based practice scholarship
Presents and/or publishes scholarly work at local/state/regional level	Provides leadership in defining and disseminating scholarly work at the national level	Provides leadership and dissemination of evidence-based practice scholarship that changes thinking at a national/international level
Evidence: Peer-reviewed publications as first or co-author (3-5) Regional or national presentations	Evidence: Funding for scholarship that includes internal or external awards national presentations of evidence-based practice scholarship A consistent and building record of first author and co-authored peer reviewed publications of evidence-based practice scholarship (5-10 at this rank)	Evidence: External funding for evidence-based practice scholarship as PI/Co PI national and international presentations of evidence-based practice scholarship First-authored and co-authored peer reviewed publications of evidence-based practice scholarship in publication of

		substantial impact inside and outside of nursing
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Table 10: Scholarship of Service

CRITERIA 1. Provides leadership to advance the health professions and to improve health

CRITERIA 2. Provides service/leadership within the GSN and USU

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Participates as an active member within an association, agency, organization, task force and/or review group at a local/state/regional level</p> <p>Participates in GSN committees</p> <p>Membership in regional/national research or special interest networks</p> <p>Evidence: Peer reviewer for professional journals Committee rosters</p>	<p>Serves as committee member of an association, agency, organization, task force and/or review group a national level</p> <p>Demonstrates leadership within the GSN and participates in GSN and University committees</p> <p>Evidence: Peer reviewer for professional journals Committee rosters Self-evaluation of service roles</p>	<p>Demonstrates leadership as an officer, chair, and director of an association, agency, organization, task force and/or review group at a national or international level</p> <p>Assumes key leadership positions within the GSN and across the University</p> <p>Evidence: Serves on professional journal editorial boards (s) Committee rosters Self-evaluation of leadership role</p>

Table 11: Scholarship of Practice

CRITERIA 1. Demonstrates leadership to advance the professional practice of nursing

CRITERIA 2. Improves patient/healthcare by influencing practice or policy

<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>
<p>Participates in professional nursing practice activities in healthcare that impact care on a regional level</p> <p>Demonstrates synthesis of best practices in the provision of nursing care</p> <p>Demonstrates clinical expertise</p> <p>Evidence: Practice statistics Participates in clinical practice committee Membership Participates in the revision of clinical practice guidelines Evidence of clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at regional/national conferences</p>	<p>Provides leadership in defining, promoting and advancing professional nursing practice that impacts care on a national level</p> <p>Implements and evaluates best practices in the provision of nursing care</p> <p>Demonstrates clinical expertise</p> <p>Evidence: Practice statistics Participates in clinical practice committee membership Participates in the revision of clinical practice guidelines Evidence of clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at national conferences Peer-reviewed publications on clinical topics</p>	<p>Provides leadership in defining, promoting, and advancing professional nursing practice that changes care on a national/international level</p> <p>Designs best practices in the provision of nursing care</p> <p>Recognized for clinical expertise</p> <p>Evidence: Chairs clinical practice committee(s) Participates in the revision of clinical practice guidelines Demonstrates leadership in clinical mentoring of students Invited and peer-reviewed presentations on clinical topics at national conferences Peer-reviewed publications on clinical topics Leadership in the development of clinical practice guidelines</p>



## **B. APPENDIX B: FACULTY PROMOTION AND TENURE TIMELINE RECOMMENDATIONS**

### **1. Faculty Promotion and Tenure**

a. This document provides guidance and a recommended timeline for the promotion and/or tenure process in the Daniel K. Inouye GSN. The process is formally outlined above in USU Instruction 1100B: "SUBJECT: The Daniel K. Inouye Graduate School of Nursing Policies for the Academic Administration of the Faculty."

b. Faculty must work closely with their department chairs as they prepare for promotion and/or tenure. The ADFA provides guidance and advice throughout the process. Program Chairs meet annually with faculty to provide an overall evaluation; an element of the annual evaluation is determining the faculty's readiness for promotion and/or tenure.

c. The following steps and recommended timeline should be followed in preparing for the CAPT submission process:

#### **1) Five (5) Months before the Meeting**

- a) The Faculty member, Chair, and ADFA meet to discuss the CAPT submission process and develop a timeline for submission.
- b) Chair will discuss the proposed timeline with the ADFA and a tracking plan will be established.
- c) Chair develops a list of potential outside scholars, in consultation with the ADFA, who are qualified to review the faculty member's academic and scholarly work and queries the list for availability.
- d) The Faculty Member:
  - (1) Updates CV;
  - (2) Completes the candidate's statement, per guidelines in the USU 1100B Instruction;
  - (3) Selects scholarly work for submission and review; and
  - (4) Submits the documents to the Program Chair.
- e) Chair submits the preliminary CAPT packet to the ADFA. This packet contains the list of external reviewers, the letter of request to external reviewers, the candidate's statement and CV, and the scholarly work to be reviewed. The Office of Faculty Affairs sends the letters and supporting documents to the external reviewers.

**2) Four (4) Months before the Meeting**

- a) Chair initiates Form SF 52 and/or Form 107 as appropriate and assembles all documents required for CAPT review (see USU Chairs Memorandum).
- b) Chair prepares the Chair's recommendation.

**3) Three (3) Months before the Meeting**

- a) Chair submits the completed CAPT packet to the ADFA for review and processing.
- b) Associate Dean for Administration and Finance submits the completed CAPT packet to the CHR Office for review.

**4) Eight to Ten (8-10) Weeks before the Meeting**

- a) CHR returns the CAPT packet to the ADAF. The ADFA submits the packet to the GSN CAPT Chair.
- b) GSN CAPT Chair convenes a CAPT meeting to review the application at least 45 days prior to the next submission due date.
- c) CAPT recommendation sent to the ADAF, who sends it to CHR. CHR sends recommendation to the DEAN.
- d) GSN Dean reviews the CAPT recommendation and sends to CHR

**5) Forty-five (45) Days before the Meeting**

- a) CHR processes the CAPT recommendation and submits the packet for the next quarterly meeting.

**6) Due Day of the Meeting**

- a) USU President communicates the results of the final CAPT decision to the GSN Dean. GSN Dean determines salary.
- b) GSN Dean communicates the results of the CAPT decision to the Faculty member.
- c) ADFA submits SF52 to CHR for processing of faculty appointment and pay.

## APPENDIX C: FACULTY GUIDE GSN PROMOTION

## Faculty Guide GSN Promotions

