

# **University of Louisville**

## **School of Nursing**

### **Faculty Personnel Document**

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**University of Louisville**  
**School of Nursing**  
**Personnel Document**

## Introduction

This document establishes the personnel policies for the School of Nursing (SON) in accordance with the *Redbook*. The faculty of the SON intends these guidelines to clarify and further define the material in the *Redbook*. This Personnel Document must always be read in conjunction with the *Redbook*; neither document should be read alone when making personnel decisions. In case of conflict between this document and the *Redbook*, the *Redbook* is the higher authority.

The faculty accept responsibility for participation in self-governance in matters relating to selection (appointment), development, evaluation, merit, tenure, and promotion. The goal of this document is to foster the professional growth of the faculty of the School of Nursing to meet the mission of school. It follows that excellence in the faculty will ensure excellence in achieving the multiple missions of the School of Nursing and preparing professional nurses.

Within the framework of the mission, diversity of intellectual pursuit should be the cornerstone of the faculty. No two faculty members are exactly alike. Each person has different strengths and weaknesses. It shall be the policy of the SON to build on the strengths of each faculty member and to support improvement in challenging areas. Although we affirm faculty diversity, some mandates are appropriate.

- 1) All probationary or tenured faculty members who hold the rank of assistant professor or above should establish their credentials as scholar. Every scholar must demonstrate the capability to do original research.
- 2) All faculty members must remain current in their teaching/practice fields.
- 3) All faculty are committed to the highest standards of professional integrity in teaching, scholarship/creative activity, and service/clinical practice.

## I. Faculty Appointments

### A. Full-time appointments

#### 1. Non-tenurable Appointments

##### a) Term Faculty Appointments

- i) Definition. Term faculty appointments are full-time appointments without tenure for a contract period of 1-3 years.
- ii) Term faculty are eligible for rank and promotion according to the SON criteria. Promotion follows the same process as tenurable faculty.
- iii) Term appointments are not probationary appointments as described in *The Redbook* and no such appointments, continuation or renewal thereof shall result in acquisition of tenure or implied renewal for subsequent terms.
- iv) Term faculty members are subject to annual reviews based upon areas assigned in the Annual Work Plan (AWP). The AWP specifies the responsibilities of the faculty member for teaching, research, service/clinical practice, other institutional obligations, and other activities or requirements.
- v) Term faculty are eligible to receive performance-based salary increase determinations similar to probationary and tenure appointment faculty members.
- vi) Term faculty shall be eligible to apply for and be appointed to a tenurable position if they were not previously on a probationary appointment. Time in rank will not be counted toward the probationary period unless negotiated at the time of track transfer. The Provost's letter of appointment shall state whether and to what extent the new appointment shall consider time served in non-tenurable status as prior service.

##### b) TEMPORARY APPOINTMENTS

- i) Definition. Temporary faculty are hired on a semester by semester basis but may have a contract of up to 1 year in length. Temporary faculty are not eligible for rank or promotion.
- ii) In no case shall temporary appointments or renewals result in the acquisition of tenure.

#### 2. Tenure Appointments

##### a) Probationary (Full-Time, Tenure Track) Appointments

- i) Definition. Probationary appointments are appointments of full-time faculty members without tenure, but who will be eligible for tenure according to the criteria described in this document and the Redbook.
- ii) Transfers out of a probationary appointment into a non-tenurable appointment may be requested anytime but must be completed prior to the time that the tenure review would begin. This transfer to a term appointment normally will occur prior to the end of the fifth year of service. Transfers back to probationary status are then prohibited.
- iii) At the time of initial appointment, the assigned Associate Dean(s) will formulate a Pre-Tenure Development Plan with the probationary faculty member. This plan ensures time to show proficiency in the areas of scholarship/creative activity, service/clinical practice, and teaching.
- iv) Before offering a probationary faculty appointment, the SON Appointment, Promotion, and Tenure (APT) Committee reviews the credentials of each faculty candidate being considered for appointment and provides written recommendations to the Dean concerning appropriate rank and credit for previous service at this or other institutions.

#### b) Tenured (Full-Time) Appointments

- i) Definition. Tenure is the right of certain full-time faculty members who hold academic rank to continuous full-time employment without reduction in academic rank until retirement or dismissal as described in the Redbook.
- ii) Tenured faculty members must continue their professional growth and maturation.
- iii) Tenured faculty members should continue to contribute to the teaching, scholarship/creative activity, and service/clinical practice components of the University, as defined by the individual's AWP.
- iv) Before offering a tenured faculty appointment, the SON APT Committee reviews the credentials of each faculty candidate being considered for appointment and provides written recommendations to the Dean concerning appropriate rank and credit for previous service at this or other institutions.

#### B. Part-time appointments

- 1) Definition. Part-time appointments are those appointments which are less than a full-time commitment to the SON as defined University policies.
- 2) Part-time faculty shall be appointed by contract to teach specified courses or to engage in specified instruction, scholarship/creative activity, or service/clinical practice less than full-time for a designated period. No such appointment, continuation, or renewal thereof shall result in acquisition of tenure or implied renewal for subsequent periods.
- 3) Part-time faculty shall hold rank according to education and experience.
- 4) Part-time faculty may qualify for certain benefits as authorized by the university.
- 5) Part-time faculty may be elected to the Faculty Senate and may be appointed or elected to university or SON committees as specified by contract, university or SON personnel documents. Such service shall be accounted for and recognized in the individual contract.
- 6) Part-time faculty members are subject to annual reviews based upon areas assigned in the AWP and stipulated in their contract. The assigned Associate Dean evaluates the performance of part-time faculty members similarly to full-time faculty members with consideration given to the allocation of effort specified in the AWP. Part-time faculty are eligible for salary increases based on satisfactory achievement of the AWP goals/contract.

#### C. Emeritus Appointments

- 1) Definition. The Emeritus appointment recognizes a history of outstanding teaching, service/clinical practice, or scholarship/creative activity.
- 2) The APT Committee reviews the credentials, nominates a faculty member for emeritus appointment, and sends its recommendation to the Dean.

#### D. Gratis Appointments

- 1) Definition. Gratis (voluntary) faculty appointments are unpaid positions that support the educational, research, or service/clinical practice missions of the school.
- 2) The requirements for gratis faculty appointment is a minimum of an advanced degree (MSN, DNP, PhD, or equivalent). For gratis faculty serving in an advanced practice registered nurse

role, board certification is required. The University appoints Gratis Faculty members for one to three years for a specific function with the School.

#### E. Criteria for Appointment to Faculty Ranks

- 1) The following is required for ALL levels of full-time faculty
  - a) RN License in Kentucky without restriction or a privilege to practice as an RN in Kentucky.
  - b) Meets all statutory requirements for nursing faculty in Kentucky.
  - c) Adheres to standards of professional conduct and practice.

- 2) The following are the additional criteria for full-time Probationary/Tenured faculty by rank:

Assistant Professor:            Doctorate required, Doctorate in Nursing preferred  
Demonstrates an established plan for scholarship/creative activity.  
Promise of broad proficiency in teaching and service/clinical practice.

Associate Professor:            Doctorate required, Doctorate in Nursing preferred  
Demonstrates a broad proficiency in scholarship/creative activity,  
teaching and service/clinical practice.  
Evidence of collaboration with colleagues and students.

Professor:                            Doctorate required, Doctorate in Nursing preferred  
Notable record of scholarship/creative activity and broad proficiency in  
teaching and service/clinical practice.  
Evidence of collaboration with colleagues and students.

- 3) The following are the additional criteria for full-time Term faculty by rank:

Instructor:                            MSN in Nursing (minimum requirement)

Assistant Professor:            MSN in Nursing (minimum requirement)  
Demonstrate a promise of broad proficiency in the following:

1. Service and teaching; or
2. Clinical practice and teaching; or
3. Scholarship/creative activity and service; or
4. Scholarship/creative activity and teaching

Associate Professor:            Doctorate required, Doctorate in Nursing preferred.  
Demonstrate a broad proficiency in the following:

1. Service and teaching; or
2. Clinical practice and teaching; or
3. Scholarship/creative activity and service; or
4. Scholarship/creative activity and teaching

Evidence of collaboration with colleagues and students.

Professor:                            Doctorate required, Doctorate in Nursing preferred.  
Notable record of the following:

1. Service and teaching; or
2. Clinical practice and teaching; or

3. Scholarship/creative activity and service; or
  4. Scholarship/creative activity and teaching
- Recognized expertise at the national level  
Evidence of collaboration with colleagues and students.
- 4) Exemption for Faculty Applying for Open Position at School of Nursing
    - a) Faculty applicants who have an earned doctorate in a related field, but lack an RN license and/or graduate degree in nursing, may be considered eligible for a faculty position in the school, if there are special or extenuating needs within the school that his or her qualifications help fulfill the mission of the school in terms of teaching, scholarship/creative activity, and/or service/clinical practice. The APT Committee will send a recommendation to the Dean to offer such applicant(s) an interview and/or position and provide the rationale in writing to the dean.

## II. Faculty Personnel Reviews

### A. Annual Review of Tenured, Probationary and Term Faculty

- 1) The purpose of the Annual Reviews is the evaluation, enhancement and recognition of faculty performance in the SON. Annual Reviews will be based on the individual's accomplishments in light of their AWP and on contributions toward helping the SON meet its specific goals and objectives. All Annual Reviews will become part of the record to be used in pre-tenure, tenure, promotion, and periodic career reviews.
- 2) The Annual Review process is as follows:
  - a) The Faculty Affairs Committee will:
    - (i) Annually conduct a peer review for all faculty who have full-time and part-time appointments with AWP assignments in teaching, service/clinical practice, and/or scholarship/creative activity.
    - (ii) Communicate the protocols, guidelines, and timelines to the faculty for the annual review process.
    - (iii) Base evaluations on performance criteria outlined in the SON Personnel Document (Section III) and other supporting documents. Supporting documents include but are not limited to: evidence of meeting performance indicators specific to rank, assigned AWP documents, self-report summary of past year accomplishments, summary of student evaluations, and current Curriculum Vita.
    - (iv) Submit a letter to the Dean of the SON with a recommendation for the level of merit for each faculty member reviewed. A copy of the letter will be sent to the appropriate Associate Dean and to the faculty member.
  - b) The Associate Deans will:
    - (i) The Associate Dean for Research will submit to the Dean an annual review for faculty members with research in their AWP and make a recommendation for level of merit.
    - (ii) The Associate Dean(s) will submit an annual review for all full-time and part-time faculty members reporting to him/her and make a recommendation to the Dean for level of merit.
  - c) The Dean will determine final level of merit to be awarded to each faculty based on the recommendations of the Faculty Affairs Committee and the Associate Deans.
- 3) The procedure for completing the annual reviews is outlined in the Merit Review faculty document.

- 4) Merit salary increases are awarded based on the following four level system:
    - a) No Merit: Demonstrates marginal to low level of competency at current rank. Inconsistently demonstrates performance indicator expectations for rank, inside and outside of the SON.
    - b) Merit: Demonstrates consistent competency at current rank. Consistently demonstrates overall performance indicator expectations for rank, inside and outside the SON.
    - c) High Merit: Demonstrates a high level of competency at current rank. Serves in a leader and mentor role. Meets performance indicator expectations for rank in a highly proficient manner, inside and outside the SON.
    - d) Exceptional Merit: Demonstrates consistent initiative to achieve exceptional competency at current rank. Serves in a leader and mentor role in a manner that positively influences others. Consistently meets performance indicator expectations for rank at the level of expert, inside and outside the SON.
  - 5) The appeal process for annual reviews is as follows: a faculty may challenge a merit review by submitting a request in writing to the rendering entity (the Faculty Affairs Committee Chair, the appropriate Associate Dean and/or Dean) within ten (10) calendar days of receipt of the merit annual review that is being appealed. The faculty must provide rationale and documentation in his or her request for the appeal. The Faculty Affairs Committee Chair, Associate Dean and/or Dean must respond in writing to the faculty request within ten (10) calendar days after receipt of the faculty appeal. If the appeal is not resolved then the appeal moves forward to the Dean. The Dean will render the final merit recommendation after review of faculty rationale and documentation and chair's or associate dean's response.
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## B. Tenure and Promotion in Rank Review

### 1. Tenure and/or Promotion to Associate or Full Professor

(Often probationary faculty apply for promotion to Associate Professor and tenure at the same time.)

- A. The process for promotion and/or tenure review begins in the Dean's office. **Dates for steps of all reviews can be found in Appendix A: Timeline for Personnel Reviews.** NOTE: For any full-time faculty appointed with a start date other than the beginning of an academic year, dates will be adjusted accordingly.
- B. Candidates for promotion to Associate Professor with tenure must show proficiency in teaching, service/clinical practice, and scholarship/creative activity.
- C. Candidates for promotion to professor must be evaluated in the areas and by the distribution of effort specified in their approved annual plans for the period under review.
- D. T, *Probationary faculty members* will be notified by letter that they will be reviewed for tenure/promotion during the next academic year. A copy of the letter will be sent to the Associate Deans, and the chair of the APT Committee.
- E. *Term faculty members requesting review for promotion to Associate/Full Professor and tenured faculty requesting promotion to Full Professor* will notify the Dean's Office of intent for promotion. A copy of the letter will be sent to the Associate Deans, and the chair of the APT Committee.
- F. The Dean and the chair of the APT Committee will meet with the faculty member to discuss the promotion and/or tenure review process.
- G. **External reviews** for tenure and/or promotion to Associate or Full Professor:



1. External reviews of research and/or scholarly work are required for tenure and/or promotion to Associate or Full Professor.
  2. The candidate submits to the APT Committee five (5) names, addresses, and email addresses of reviewers external to the university who meet qualification criteria to evaluate submitted materials. The APT Committee may submit up to three (3) additional names of potential external reviewers.
  3. Potential external reviewers must be faculty members currently holding rank at or above the rank to which the candidate is seeking promotion and/or tenure. For probationary/tenured faculty the names must be of tenured faculty. External reviewers should, at a minimum, be from peer-institutions.
  4. For each nominated external reviewer, the candidate will provide a brief narrative that describes the reviewer's rank, area of expertise, any prior relationship the candidate has had with the reviewer, and contact information. The APT Committee will attempt to select objective reviewers.
  5. The APT committee will forward to the Dean the list of potential external reviewers, with the APT committees' recommendation of three (3) individuals from the list of names to serve as external reviewers. The Dean will make the final determination and contact the potential reviewers to ascertain their willingness to serve. If the external reviewers agree, the Dean will formally request the review in writing and designate the appropriate review period
  6. If for any reason the Committee does not receive names from the faculty member and therefore identifies all evaluator names, the candidate retains the right to challenge any evaluator for cause by providing written notice to the Dean within ten (10) calendar days of receiving notice from the Committee of the evaluator names forwarded to the Dean. If there is no agreement on a reviewer's name, the Dean as the chief academic officer will select the necessary additional name(s) of reviewer(s).
  7. The APT Committee, in consultation with the candidate, will select the materials to be sent to the reviewers and should typically include a copy of the SON personnel document, the faculty member's curriculum vitae (CV), a brief summary of the candidate's research/scholarship or creative activity, and three examples of work.
  8. The APT Committee shall provide a written analysis of the validity and significance of the extramural evaluations by for the tenure/promotion file.  
The candidate shall have the opportunity to review extramural evaluations from which identifiers have been removed and to respond in writing. This response must be included in the review materials prior to consideration of the evaluation by any reviewing person or body.
- H. Components of the tenure and/or promotion file include: current CV, a personal statement outlining the evidence that criteria for tenure and/or promotion have been met, AWP for periods under review, annual performance reviews, published works and manuscripts under review, successful grant applications and award letters, honors, letters of recommendation, list of courses taught, evaluations of teaching, summary table of student evaluations, peer evaluations, list of service/clinical practice contributions by periods under review, and other documentation the candidate or the School would like to add. The faculty member will submit the promotion file to the Dean's Office
- I. The candidate will have the opportunity to discuss the organization of the promotion file with the APT Chair and the Dean.
  - J. APT members will review all materials.

- K. According the SON Bylaws, tenured faculty vote on any promotion or tenure decision at or below rank; term faculty at the Associate or Full Professor rank vote on promotion decisions for term faculty at or below rank. A vote by ballot to “recommend” or “not recommend” will be taken at a meeting of the faculty eligible to vote.
- L. A recommendation by the APT Committee that includes the result of the faculty vote, will be given in writing to the Dean. A copy will be sent to the faculty member.
- M. The Dean will review a copy of the complete promotion file, the APT Committee summary and recommendation.
- N. The Dean will prepare a recommendation and notify the faculty member in writing by certified mail.
- O. The Dean will then forward the recommendation along with the required documentation to the Executive Vice President for Health Affairs.
- P. Addition of New Material: A faculty member may add newly available material as evidence for reconsideration by the previous evaluators or rebuttals before the file is forwarded from the Executive Vice President for Health Affairs to the Provost.
- Q. The completed tenure file will be forwarded to the University’s Provost for a recommendation. The University’s Provost will prepare a recommendation for the University’s President. The President shall make the final recommendation to the Board of Trustees.
- R. Access to the File: The candidate may examine any substantive material in the promotion file but shall not be informed of the identity of evaluators.
- S. Appeals: Any appeals will be in accordance with the established grievance resolution of disagreements procedures described later in this document. In the event of a candidate appeal of a negative decision by the Dean, the University’s Provost, and/or President, the candidate may request a hearing before the Grievance Committee. That request must be filed on or before the 10<sup>th</sup> working day following notification by certified mail.
- T. Withdrawal from the Process: A candidate may not withdraw from the regular tenure review process. If the candidate exercises the option of withdrawing from **early** promotion/tenure consideration, the process halts, and no recommendation is forwarded from the SON.

## 2. Promotion to Assistant Professor - Term

- A. Promotion begins with a letter from the faculty member to the Dean. The request for consideration for promotion must be received by the Dean with a copy to the chair of APT to be considered in the upcoming academic year. **Dates for steps of all reviews can be found in Appendix A; Timeline for Personnel Reviews.**
- B. The Dean and the chair of the APT Committee will meet with the faculty member to discuss the promotion review process. .
- C. Components of the promotion file include: current CV, a personal statement outlining the evidence that criteria for promotion have been met, AWP for periods under review, annual performance reviews, published works and manuscripts under review, successful grant applications and award letters, honors, letters of recommendation, list of courses taught, evaluations of teaching, summary table of student evaluations, peer evaluations, list of service/clinical practice activities by periods under review, and other documentation the faculty member or the School would like to add.
- D. The faculty member will submit the promotion file to the Dean’s Office
- E. APT members will review all materials.

- F. A vote by ballot to “recommend” or “not recommend” will be taken at a meeting of the faculty eligible to vote.
- G. A recommendation by the APT Committee that includes the result of the faculty vote, will be given in writing to the Dean. A copy will be sent to the faculty member.
- H. The Dean will prepare a recommendation and notify the faculty member in writing by certified mail.
- I. The Dean will then forward the recommendation along with the required documentation to the Executive Vice President for Health Affairs.
- J. Addition of New Material: A faculty member may add newly available material as evidence for reconsideration by the previous evaluators or rebuttals before the file is forwarded to the Provost.
- K. The completed file will be forwarded to the Executive Vice President and the Provost for a recommendation. The Executive Vice President and Provost will prepare a recommendation for the University’s President. The President shall make the final recommendation to the Board of Trustees.
- L. Access to the File: The candidate may examine any substantive material in the promotion file but shall not be informed of the identity of evaluators.
- M. Appeals: Any appeals will be in accordance with the established grievance resolution of disagreements procedures described later in this document. In the event of a candidate appeal of a negative decision by the Dean, The University’s Provost, and/or President, the candidate may request a hearing before the Grievance Committee. That request must be filed on or before the 10th working day following notification by certified mail.
- N. Withdrawal from the Process: If the candidate exercises the option of withdrawing from promotion consideration, the process halts, and no recommendation is forwarded from the SON.

### C. Periodic Career Review for Tenured Faculty

1. All faculty members with tenure shall undergo periodic career reviews to evaluate their contribution to the mission of the school. **Dates for steps periodic reviews can be found in Appendix A; Timeline for Personnel Reviews.** The APT Committee shall conduct the review and issue an evaluation report. The evaluation report shall characterize the member’s overall contribution as satisfactory (meeting the minimum standards of the SON), or unsatisfactory (not meeting the minimum standards of the SON). The Periodic Career Review is a summative review according performance for rank during the review period. The review will be based on the criteria for rank, AWP, and merit ratings for the 5-year review period.
2. The year prior to the review year, the faculty member will be notified by the Dean that he or she will have a periodic review in the coming academic year (with a copy to the APT Committee).
3. The Dean and the chair of the APT Committee will meet with the faculty member to discuss the promotion review process
4. The faculty member will submit the review file to the Dean’s Office
5. The APT Committee shall issue a report to the Dean, with a copy to the faculty member.
6. The Dean shall make the final determination and notify the faculty member in writing.
7. If the conclusion of the report is that the faculty member’s overall contribution has been unsatisfactory (did not meet the minimum standards of the SON), the report shall state the deficiency (ies) that was (were) the basis for the conclusion. Within thirty calendar days (30) of receipt of the report, the faculty member, in consultation with the Dean, shall prepare a career development plan acceptable to the dean to remedy the deficiency (ies) in one year, unless the

Dean approves a longer period. The Dean will work with the faculty member to develop a specific plan to overcome these deficiencies. This plan will identify specific weaknesses, define specific goals, outline the activities that will be undertaken to achieve those goals, set a timeline for accomplishing this work, and specify how the activities will be monitored and assessed. All documentation about the plan will be forwarded to the APT Committee for review. APT committee will make a recommendation to the Dean that the plan be accepted, modified, or rejected. The Dean will make the final decision regarding the plan. After the faculty member completes the development plan, the faculty member has one year to demonstrate satisfactory performance through another career review. A faculty member whose performance is judged unsatisfactory in this second review shall be subject to appropriate disciplinary action.

#### D. Pre-Tenure Review

1. The School of Nursing (SON) requires a comprehensive review of probationary Assistant Professors (hereafter referred to as candidates) in their third year of time toward tenure accrual. For any full-time faculty appointed with a start date other than the beginning of an academic year, dates will be adjusted accordingly. **Dates for steps of pre-tenure review can be found in Appendix A; Timeline for Personnel Reviews.**
2. The purpose of the review is to:
  - a. Provide a thorough evaluation of the candidate's progress toward tenure and promotion,
  - b. Provide the candidate with comprehensive and detailed feedback on the status of his/her progress toward tenure and promotion at this midway point in the process,
  - c. Put in place, when deemed necessary, procedures that will assist the candidate in meeting the SON requirements for tenure and promotion.
3. The academic year prior to the review year, the Dean will notify faculty members by letter of the pre-tenure review during the next academic year. A copy of the letter will be sent to the Associate Deans, and the chair of the APT Committee.
4. The Dean and chair of the APT committee will meet with the faculty member to discuss the pre-tenure review process. Components of the pre-tenure review file include: current CV, a personal statement outlining progress toward promotion and tenure, AWP's for period under review, annual performance reviews, published works and manuscripts under review, successful grant applications and award letters, honors, letters of recommendation, list of courses taught, evaluations of teaching, summary table of student evaluations, peer evaluations, list of service/clinical practice activities by periods under review, and other supporting documentation the faculty member would like to add before the file is forwarded from the Executive Vice President for Health Affairs to the Provost.
5. The candidate will submit the pre-tenure review file to the Dean's Office. A written assessment of the pre-tenure review file will be submitted by the APT committee to the Dean, with a copy to the candidate.
6. Pre-tenure reviews will address the issues considered in tenure and promotion deliberations and will determine if the candidate is making satisfactory progress toward promotion and tenure. For example, the pre-tenure review may consider the following issues (See Appendix B for *Guidelines of expected scholarship/creative activity for promotion from assistant to associate professor with tenure*):
  - a. Is the candidate's teaching at or above school norms and expectations or making steady progress in that direction?
  - b. Has the candidate presented papers/posters in appropriate venues and are the number and quality of those papers/posters acceptable?

- c. Has the candidate published at an acceptable rate and in appropriate peer reviewed journals?
  - d. Is the candidate beginning to establish a regional and national reputation in her/his field?
  - e. Is the candidate preparing her/himself to attract external funding to support her/his scholarly work?
  - f. Has the candidate gained graduate status and served on master's and/or doctoral committees?
  - g. Does the candidate's record suggest a teaching and research trajectory that is likely to lead to the rank of associate (and later full) professor?
  - h. Is the candidate appropriately involved in service/clinical practice activities at the SON, the university, the community, and/or professionally at the local, state, national or international level?
  - i. Does the candidate contribute appropriately to service/clinical practice to the SON and to the community?
7. The candidate's pre-tenure packet must be evaluated in light of his/her percentage of time assigned for teaching, research, and service/clinical practice. The outcome of the review should be a detailed and candid assessment of the candidate's progress toward tenure. Any concerns over the candidate's performance in any area should be clearly stated and specific recommendations for addressing these concerns should be documented.
  8. The Dean will prepare a letter to the candidate. The letter should consider the candidate's assignment and any support the School may have provided the candidate. The letter should identify areas of strengths and weaknesses in the candidate's record and make clear recommendations on how the candidate may improve her/his dossier and performance. The goal is to provide thoughtful, constructive, and specific assessments and suggestions to the candidate.
  9. After the review, the Dean and APT chair will meet with the candidate to discuss the pre-tenure review letter. The discussion will address the candidate's strengths and areas of concern including what the candidate might do to strengthen her/his performance in the future and what assistance might be available in the SON to address the candidate needs and improve performance.
  10. A copy of the letters from the APT Committee and the Dean will be placed in the candidate's personnel file. The candidate may add a response to the letter and place in the personnel file.

### III. Performance Indicators and Examples of Evidence for Annual Review, Periodic Career Review, Promotion, and Tenure

The guidelines for Teaching, Scholarship/Creative Activity, and Service/Clinical Practice apply to Term, Probationary (Tenure Track) and Tenured Faculty.

#### A. Teaching

All faculty will:

1. Uses a variety of teaching strategies grounded in educational theory to produce positive learning outcomes.
2. Possess current knowledge in area of teaching
3. Demonstrate effective teaching
4. Contribute to curriculum, program development and evaluation
5. Maintain integrity of the curriculum
6. Maintain professional teacher-student relationships that promote the growth of students
7. Function as an effective team member

Instructor	Assistant Professor	Associate Professor	Professor
1. Establish a beginning role in academic teaching.	<ol style="list-style-type: none"> <li>1. Demonstrate advanced knowledge in a content area</li> <li>2. Incorporate research findings and theory in teaching/learning</li> <li>3. Participate in course/curricular evaluation and/or revision</li> <li>4. Develop and evaluate creative/ innovative teaching styles</li> <li>5. Evaluate and improve own teaching performance.</li> <li>6. Assume role of course leader/coordinator</li> </ol>	<ol style="list-style-type: none"> <li>1. Design and implement creative/innovative student learning opportunities</li> <li>2. Assume leadership role in evaluating, refining, developing, and implementing curriculum</li> <li>3. Facilitate and evaluate the improvement of teaching in others</li> <li>4. Demonstrate mentorship leading to student achievements</li> </ol>	<ol style="list-style-type: none"> <li>1. Use theory and research findings in adapting to ongoing curricular change</li> <li>2. Provide leadership for integration of research, practice, and education in the curriculum</li> <li>3. Show a sustained pattern of effective teaching and learning</li> <li>4. Serve as a resource for colleagues within and beyond the School of Nursing</li> <li>5. Demonstrate mentorship of colleagues</li> </ol>

#### **Examples of evidence for each rank:**

Instructor	Assistant Professor	Associate Professor	Professor
1. Student evaluations	<b>Examples from previous rank plus:</b> <ol style="list-style-type: none"> <li>1. Obtain national certification</li> </ol>	<b>Examples from previous ranks plus:</b> <ol style="list-style-type: none"> <li>1. Leadership within curriculum development</li> </ol>	<b>Examples from previous ranks plus:</b> <ol style="list-style-type: none"> <li>1. Obtain teaching and/ or educational grant</li> </ol>

Instructor	Assistant Professor	Associate Professor	Professor
<ul style="list-style-type: none"> <li>2. Peer evaluations</li> <li>3. Self-evaluations</li> <li>4. Clinical agency evaluations</li> <li>5. Teaching awards</li> </ul>	<ul style="list-style-type: none"> <li>2. Leadership within SON Academic Affairs committees</li> <li>3. Member of curriculum development/curriculum revision committees/taskforce</li> <li>4. Implement innovative student assignments</li> <li>5. Participate in faculty development activities</li> <li>6. Demonstrate improvement in teaching from evaluations (i.e., student, peer, self)</li> <li>7. Create course syllabi for coordinated courses</li> <li>8. Participate in team teaching</li> <li>9. Incorporate principles of community-engagement in teaching strategies.</li> </ul>	<ul style="list-style-type: none"> <li>committee/curriculum revision committee/ taskforce</li> <li>2. Conduct a faculty development program at the School of Nursing</li> <li>3. Perform teaching peer review for colleague(s)</li> <li>4. Co-author manuscript with a student</li> <li>5. Serve as a research mentor for undergraduate and graduate students</li> <li>6. Serve as an advisor for student organizations</li> </ul>	<ul style="list-style-type: none"> <li>2. Recognized for teaching excellence</li> <li>3. Mentor colleague(s) in teaching</li> <li>4. Provide consultation or site visits external to the school of nursing</li> <li>5. Present at a regional, national, or international conference on innovative teaching</li> </ul>

## B. Scholarship and Creative Activity

All faculty will:

1. Contribute to knowledge development in nursing through a coherent program of research/creative activity
2. Disseminate scholarly products that demonstrate the art or science of nursing

Instructor	Assistant Professor	Associate Professor	Professor
	Demonstrate investigative engagement in a focused area of nursing scholarship/creative activity	Demonstrate active, clearly defined program of nursing scholarship/creative activity	Recognized as a distinguished scholar within a defined area of nursing scholarship/creative activity
<ol style="list-style-type: none"> <li>1. Utilize research findings in teaching and/or clinical practice</li> <li>2. Collaborate with others in scholarship/creative activities</li> <li>3. Prepare and presents scholarly papers at local, state, regional, or national meetings</li> <li>4. Submit manuscripts for publication</li> </ol>	<ol style="list-style-type: none"> <li>1. Engage in an active program of scholarship/creative activity by participating in the conduct of at least one research study</li> <li>2. Submit research proposals for competitive review</li> <li>3. Disseminate scholarly products by:               <ol style="list-style-type: none"> <li>a. Presenting peer-reviewed papers/posters at local, state, regional, or national meetings.</li> <li>b. Submitting manuscripts to refereed publications</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Engage in an active program of scholarship/creative activity by being the principal investigator (PI), co-PI, Project Director (PD) or co-PD of at least one scholarly project</li> <li>2. Demonstrate success in obtaining extramural funding in a focused area of scholarship/creative activity</li> <li>3. Disseminate scholarly products by:               <ol style="list-style-type: none"> <li>a. Having a consistent record of refereed publications.</li> <li>b. Presenting peer-reviewed papers/posters at state, regional, national, or international meetings</li> </ol> </li> <li>4. Influence disciplinary knowledge</li> <li>5. Mentor others in research/creative activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrate progression of extramural funding in a focused area of scholarship/creative activity.</li> <li>2. Direct interdisciplinary/collaborative scholarship/creative activities.</li> <li>3. Consistently disseminate scholarly products via refereed:               <ol style="list-style-type: none"> <li>a. Publications in high quality, refereed venues.</li> <li>b. Papers/poster presentations at regional, national, and/or international meetings.</li> </ol> </li> <li>4. Provide leadership at regional, national, or international levels in scholarship/creative activities.</li> <li>5. Mentor current and future scientists.</li> </ol>



**Examples of Evidence by rank**

Instructor	Assistant Professor	Associate Professor	Professor
<p><b>Knowledge development:</b></p> <ul style="list-style-type: none"> <li>Proposals/protocols of research/creative activities</li> </ul> <p><b>Dissemination:</b></p> <ul style="list-style-type: none"> <li>Publications/presentations of scholarly products in refereed reports, books, non-print media, and/or journals</li> <li>Scholarly materials developed for classroom, clinical settings.</li> <li>Scholarship validated by community members</li> </ul>	<p><b>Examples from previous rank plus:</b></p> <p><b>Knowledge development:</b></p> <ul style="list-style-type: none"> <li>Grant applications/resubmissions and reviewer summaries and letters of award from funding agencies.</li> <li>Evidence that community engaged scholarship informs teaching, research, and further engagement (e.g., statements from partners)</li> </ul> <p><b>Dissemination:</b></p> <ul style="list-style-type: none"> <li>Clear evidence that presentations result in refereed publications</li> <li>Community engaged scholarship published/presented in media reports, non-academic publications</li> </ul>	<p><b>Examples from previous ranks plus:</b></p> <p><b>Knowledge development:</b></p> <ul style="list-style-type: none"> <li>Assume leadership role in research/creative activity relevant to specialty area</li> <li>Engage in interdisciplinary, collaborative, and/or community engaged scholarship/creative activities</li> <li>Develop and evaluates innovative solutions that address clinical/community problems</li> <li>Demonstrate mastery of scholarship/creative activities through development, implementation, and completion of scholarly projects</li> </ul> <p><b>Dissemination:</b></p> <ul style="list-style-type: none"> <li>First-authored publications in high-quality venues</li> <li>Disseminate community-engaged research through public forums</li> </ul> <p><b>Influences disciplinary knowledge</b></p> <ul style="list-style-type: none"> <li>Serve as a reviewer for refereed journals, texts, non-print media</li> <li>Critique abstracts for local, regional, national, or international</li> </ul>	<p><b>Examples from previous ranks plus:</b></p> <p><b>Knowledge development:</b></p> <ul style="list-style-type: none"> <li>Consistent record of funding as a PI, co-PI, PD, or co-PD.</li> <li>Serve as a leader in scholarship</li> <li>Receive recognition for scholarly activities from professional colleagues</li> <li>Collaborate with others to promote the development of new knowledge</li> </ul> <p><b>Dissemination:</b></p> <ul style="list-style-type: none"> <li>Lead efforts in disseminating research/creative activity outcomes</li> <li>Edit or co-edits books, journals, or other scholarly refereed publications</li> <li>Make sustained and substantial contribution to scholarly literature in specialty area</li> </ul> <p><b>Influences disciplinary knowledge</b></p> <ul style="list-style-type: none"> <li>Consistently serve as peer reviewer for abstracts, manuscripts, or grant applications</li> <li>Serve as editor or editorial review boards for refereed publications.</li> <li>Serve as a grant reviewer for national or international funding sources</li> </ul> <p><b>Mentorship</b></p>

Instructor	Assistant Professor	Associate Professor	Professor
		<p>professional meetings</p> <ul style="list-style-type: none"> <li>• Serve as a grant reviewer</li> </ul> <p><b>Mentorship</b></p> <ul style="list-style-type: none"> <li>• Serve as a mentor for students (e.g., Undergraduate Research Scholars, SROP students) in scholarship/creative activity</li> <li>• Serve as a consultant to nursing, health-care organizations, governmental bodies in research/scholarly activities</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor undergraduate students, graduate students, colleagues, and others in conducting and disseminating scholarship/creative activities</li> </ul>

### C. Service/Clinical Practice

All faculty will:

1. Participate in activities which facilitate the School of Nursing's development and recognition.
2. Provide professional service/clinical practice to the School, the University, and/or profession.
3. Actively participate on SON Committees.

Instructor	Assistant Professor	Associate Professor	Professor
<p><b><u>School</u></b> See above</p> <p><b><u>Profession</u></b> 1. Participate in professional organizations 2. Participate in health-related organizations or community related activities at local, state, or regional level</p>	<p><b><u>School</u></b> See above</p> <p><b><u>University</u></b> Participate in University functions as assigned</p> <p><b><u>Profession</u></b> Active member making significant contributions in: 1. Professional organizations, and/or 2. Health-related organizations or community related activities at local, state, or regional level</p>	<p><b><u>School</u></b> Chair SON Committee/Taskforce</p> <p><b><u>University</u></b> Participate on University committees</p> <p><b><u>Profession</u></b> Provide leadership in: 1. Professional organizations, and/or 2. Health-related organizations or community related activities at local, state, regional, or national level</p> <p>Mentor colleagues to assume a committee role within the SON, University, and/or Professional Organization</p>	<p><b><u>School</u></b> Chair SON Committees and Taskforces</p> <p><b><u>University</u></b> Participate and/or chair of University Committees</p> <p><b><u>Profession</u></b> Provide leadership in: 1. Professional organizations, and/or 2. Health-related organizations or community related activities at local, state, regional, national, or international level</p> <p>Mentor a colleague to assume a leadership role on a committee within the SON, University, and/or Professional Organization</p>
<b>Examples of Evidence</b>			
Documentation of participation and contributions to committees.	<p><b>Examples from previous rank plus:</b></p> <p>Consultation activities</p> <p>Attend University and SON function such as convocation, commencement, State of the University, etc.</p>	<p><b>Examples from previous ranks plus:</b></p> <p>Represent SON in University and/or community events</p> <p>Elected offices, chair, co-chair committees</p>	<p><b>Examples from previous ranks plus:</b></p> <p>Advisory/policy boards</p> <p>Awards, honors, or other recognitions</p>

All faculty holding **clinical practice** appointments will:

1. Possess current knowledge and competence in area of practice
2. Maintain certification in appropriate field
3. Contribute to the improvement of nursing and health care

*Faculty with average practice appointments **greater than 20% in the AWP** will meet the following rank criteria:*

Instructor	Assistant Professor	Associate Professor	Professor
Establish a role in advanced practice nursing that integrates practice, education and research	Demonstrate expertise in an advanced nursing practice role  Contribute to the integration of evidence-based practice, education and research  Evaluate models of clinical practice	Develop, test, and disseminate new clinical intervention models  Provide leadership as a clinical expert in advanced nursing practice	Receive extramural funding for clinical intervention models  Provide leadership at the state, regional, national and/or international level: 1. As clinical expert in advanced nursing practice 2. For the integration of practice, education, and scholarship
<b>Examples of Evidence</b>			
Positive reviews of clinical performance  Documentation of participation and contribution to clinical practice, and/or professional committees	<b>Examples from previous rank plus:</b>  Evidence of patient satisfaction  Documented clinical interventions and outcomes  Volunteer at under-served clinics or other practice related activities that foster community engagement  Serve as a preceptor/mentor in the clinical setting	<b>Examples from previous ranks plus:</b>  Data showing interventions/ models have positive effect on aggregate outcomes in a practice setting or with a specific patient population  Recognition as an authority in an area of clinical practice  Develop, implement, and evaluate practice guidelines/ protocols in the clinical setting  Lead quality improvement projects or practice initiatives  Disseminate practice guidelines/ protocols via peer reviewed presentations and publications	<b>Examples from previous ranks plus:</b>  Documentation of funding through grants and contracts  Documentation, recognition, or awards based on practice activities  Serve as a consultant on a grant outside the university

#### IV. Annual Work Plan (AWP) and Presence at the University

- A. Each faculty member shall collaborate with the Associate Dean(s) to develop an AWP which they shall submit to the Dean for approval. The AWP shall specify the responsibilities of the faculty member for teaching, scholarship/creative activity, service/clinical practice, other institutional obligations, and other activities or requirements for the faculty member's presence on campus. When circumstances require changes in the AWP, the faculty member and Associate Dean shall file an amended plan (including an explanation of the necessary changes) for the Dean's approval.
- B. Although it is recognized that a faculty appointment affords flexibility in schedule and technology provides the capability to work outside the campus office, full-time faculty are expected to be regularly present at the SON and remain active members of the SON community of scholars. The dean may require the faculty to report two weeks before classes begin and to continue in actual attendance until the end of the academic term except when an approved faculty work plan provides otherwise. Temporary absence from residency for faculty members during the period when their contract requires them to be in residence shall be approved by the Dean.
- C. Each faculty member is responsible for the conduct of assigned courses and is required to meet such classes and make such assignments as will fulfill the intent of the courses.

#### V. Work outside the University

- A. Full-time faculty may carry out professional work outside the University, with or without compensation. This work must be consistent within the guidelines stated by the *Redbook* and shall not conflict or interfere with the faculty member's work plan assignment or responsibilities at the University.
- B. As part of the documentation for annual review, full-time faculty shall submit a report of all professional work outside the University.

#### VI. Resolution of Disagreements

- A. As per the *Redbook*, a dispute is considered a difference of opinion between a faculty member or between a faculty member and administrator that has led to a perceived material disadvantage by the faculty member.
- B. The University provides a range of dispute resolution procedures with the intent of resolving issues at the most informal level possible. Faculty are encouraged to attempt to resolve the issue through direct, informal discussions. When informal processes do not provide a satisfactory result, more formal grievance processes as described in the *Redbook* may be used to resolve differences.
- C. Grievance provisions described in the *Redbook* apply to all full-time term, probationary, and tenured faculty. Part-time faculty may seek resolution to their disputes through the SON administration or the university's Ombuds Office. For disputes arising out of personnel reviews and/or decisions, see Section II of this Personnel Document for applicable timelines.

**APPENDIX A - Timelines for Personnel Reviews** NOTE: For any full-time tenure-track faculty appointed with a start date other than the beginning on an academic year, dates for pre-tenure and tenure and/or promotion will be adjusted accordingly.

Promotion to Assistant Professor (TERM)	*Tenure and/or **Promotion to Associate or Full Professor (includes Probationary, Tenured and TERM)	Periodic Career Review	Pre-Tenure Review
By <b>Aug. 15</b> , faculty member sends letter to Dean requesting promotion (with a copy to the APT Chair).	* <b>April 1</b> – Dean’s office notifies faculty member.  **Candidate notifies Dean by <b>April 7</b> (with a copy to the APT Chair and Associate Deans).	By <b>May 31</b> of the prior year, faculty member is notified by Dean (with a copy to the APT Committee).	By <b>May 1</b> , faculty member is notified by the Dean of upcoming review.
By <b>mid-September</b> , Dean meets with APT Chair and faculty to discuss upcoming review. Faculty given promotion binder at the meeting.	By <b>April 30</b> , APT Chair and Dean meet with faculty to review tenure/promotion process.	By <b>mid-September</b> , Dean meets with APT Chair and faculty to discuss upcoming review.	By <b>mid-September</b> , the Dean meets with the APT Chair and faculty member to discuss upcoming review. Faculty given pre-tenure binder
By the <b>second Friday in January</b> , APT Committee receives completed file.	By <b>May 15</b> – faculty member submits 5 names of potential external reviewers to APT Committee. APT Committee may identify 3 additional potential reviewers	By <b>January 30</b> , periodic career review binders due from faculty to the Dean’s Office.	By <b>January 30</b> , pre-tenure review binders due from faculty member to the Dean’s Office.
By <b>Feb. 1</b> , APT Committee makes a recommendation to the Dean (copy to faculty member).	By <b>May 31</b> – APT Committee forwards the list and the recommendation of 3 names of external reviewers to the Dean.	By <b>March 1st</b> , APT Committee issues report to Dean (copy to faculty member).	By <b>March 1st</b> , APT issues report of review to Dean (copy to faculty member).
By <b>Feb. 15</b> , Dean notifies faculty member of Dean’s recommendation by certified mail.	By <b>August 1</b> , faculty member submits review materials for external review to Dean’s office.	By <b>March 15</b> , the Dean makes the final decision and notifies the faculty member by letter.	By <b>March 31</b> , the Dean prepares recommendation on pre-tenure.
Dean forwards recommendation to appropriate bodies by date determined by Provost for that year	By <b>Oct. 1</b> , APT Committee provides written analysis of external review to tenure file.	If unsatisfactory, within 30 days the Dean meets with the faculty member to prepare a career development plan.	
	By <b>Oct 15</b> , faculty member being reviewed has an opportunity to make a response.		
	By <b>Oct 15</b> , faculty member submits tenure/promotion file to Dean’s office.		
	By <b>Nov. 15</b> , Eligible faculty (per By-laws) vote by ballot.		

	APT Committee makes a recommendation in writing to Dean (copy to faculty member).		
	By <b>Dec. 1</b> , Dean prepares a recommendation and will notify the faculty member in writing by certified mail.		
	By the <b>first Friday in December</b> , Dean forwards recommendation to appropriate bodies.		

APPENDIX B-Guidelines of expected scholarship/creative activity for promotion from assistant to associate professor with tenure. These are guidelines to assist faculty in meeting the criteria for promotion and for tenure (See Performance Indicators for Scholarship and Creative Activity).

**By the end of Year 1:**

Examples of evidence of dissemination activities consistent with the focused program of scholarship/creative activity. Minimal expectations include:

- One (1) in-review manuscript for refereed journal as first author
- One (1) refereed podium or poster presentation for local or regional professional conference

**By the end of Year 3:**

Examples of evidence meeting minimal expectations of scholarship /creative activity engagement include at least one (1) of the following or its equivalent:

- Submission of two (2) proposals for internally-funded pilot projects
- PI on one (1) internally funded pilot-level grant
- Submission of one (1) externally-funded pilot-level multi-year grant proposals
- A team member (co-I) on two (2) externally-funded grants consistent with identified scholarship/creative activity program area

Dissemination demonstrated by meeting both of the following:

- Minimum of three (3) published or in-press refereed articles as the first or second author
- Minimum of three (3) refereed podium or poster presentations at local, state, regional, or national conferences as the 1<sup>st</sup> or 2<sup>nd</sup> author

**By the end of Year 5**

Examples of evidence meeting expectations of active scholarship/creative activity by at least one (1) of the following or equivalent:

- The PI or PD on one (1) externally funded grant
- A co-PI or co-PD on two (2) externally funded grants consistent with identified scholarship/creative activity program area
- A co-investigator or co-PD on two (2) externally funded grants consistent with identified scholarship/creative activity program area and with a clearly defined unique contribution to the project.

Dissemination – evidence of each of the following:

- A minimum of seven (7) published or in-press refereed publications (e.g., journal articles, book chapter, curriculum, practice guidelines, practice protocols) consistent with identified scholarship/creative activity program area
- A minimum of five (5) refereed podium or poster presentations at local, state, regional, national, or international conferences consistent with identified scholarship/creative activity program area
- Regional or national recognition of scholarship/creative activity as evidence by:
  - Consultation requests, Publication citations, Scholarly achievement citations



## APPENDIX C- Examples of scholarly activity

Scholarly activity must be demonstrated regularly for a satisfactory periodic career review for tenured faculty, for the promotion and tenure of probationary faculty, the promotion of tenured faculty, and for the promotion of non-tenurable faculty to the rank of Associate Professor or Professor. Scholarly activity are those activities in which faculty take a scholarly approach to education, clinical, research, and/or creative activities. These occur when faculty systematically design, implement, access, or redesign, educational, clinical, research, or other creative activities.

Examples of scholarly activity include, but are not limited to the following:

- Intramural or external funding
- Poster or podium presentation at a local, state, regional or national meetings
- Journal articles, papers on pedagogic issues, review articles, case reports, monographs, clinical outcome studies, electronic dissemination, textbooks, book chapters, non-print media
- Incorporation of new teaching technology or an evidence-based educational module into curriculum
- Leadership in the development or revision of evidence-based clinical practice procedures, guidelines, or algorithms
- Invited lectureships, giving grand rounds, providing faculty development
- Serve as a board reviewer or writing board questions
- Active service/clinical practice on a regional or national committee or a board related to clinical care, education, or service
- Leadership role in a local, state, regional, or national conference on education, research, or clinical care
- Evidence-base development or revision of organizational policy
- Leadership or substantial contribution in a quality improvement project that documents effectiveness or leads to improved processes, clinical care, or outcomes
- Evidence-based consultation to organizations, communities, or public officials at the local, state, regional, or national venues
- Patents
- Community engaged scholarship/creative activity –involves working with those outside academia who have expertise, wisdom, insights, and lived experience that equips them to contribute to quality scholarship/creative activity that has relevance to public or community issues

## APPENDIX D - Full-Time Faculty Annual Work Plan

### Introduction:

The faculty work plan assignment at the School of Nursing is predicated on *The Redbook* and designed to insure equitable workloads to meet the unit's goals and objectives while maximizing the use of the school's resources. While work assignments are negotiated in good faith, the school's mission and intended outcomes are of paramount importance and may necessitate changes in assignments. Work assignment percentages by type of faculty position are guidelines and may be negotiated with the Associate Dean(s) depending on faculty talents, interests, grant monies and available resources. Although it is recognized that a faculty appointment affords flexibility in scheduled workload and technology provides the capability to work outside the campus office, faculty are expected to be regularly present at the SON and remain active members of the SON community of scholars.

### *Redbook* Sec. 4.3.1 Annual Work Plan and Presence at the University

#### A. Annual Work Plan

Each faculty member shall collaborate with the departmental chair, or the appropriate supervisor as designated by the dean in units without departments, to develop an annual work plan which they shall submit to the dean for approval. The work plan shall specify the responsibilities of the faculty member for teaching, research, service/clinical practice, other institutional obligations, and other activities or requirements for the faculty member's presence on campus. When circumstances require changes in the work plan, the faculty member and chair shall file an amended plan (including an explanation of the necessary changes) for the dean's approval.

**Workload unit (WU):** Encompasses teaching, scholarship/creative activity, service/clinical practice

10 month contract: 100% = 15 WU/semester (Fall & Spring)

12 month contract: 15 WU/semester (Fall & Spring) and 11-12 WU/semester (Summer)

### Tenured Faculty

- 60% =** Full-time usual teaching load for a tenured faculty who is research/scholarship and service/clinical practice productive. Variable career emphasis will allow negotiation for emphasis on teaching, scholarship/creative activity, service, or clinical practice at different points in time.
- 40% =** Activities related to service, clinical practice and research/scholarship and are negotiated with the appropriate program Dean (20% of load is equivalent to one day per week).

### Tenure Track Faculty during years 1 to 3 of appointment

- 40% =** Teaching
- 50% =** Research
- 10% =** Service/Clinical Practice

### Tenure Track Faculty during years 4 to 5 of appointment

- 40% =** Teaching
- 40% =** Research
- 20% =** Service/Clinical Practice

### Term Faculty

- 80-90% =** Usual teaching load for a term (consistent with proposed bylaws) faculty.
- 10-20% =** Activities related to service/clinical practice
- Service/clinical practice defined as: 1.5 WU = 10% service, 3.0 WU = 20% service
  - Service/clinical practice further defined as: 10% to SON, university and others. Those faculty members with service/clinical practice may serve as voting faculty members dependent upon tenure track/term faculty ratio as delineated in SON Bylaws and Rules and *The Redbook*.
  - Practice and/or scholarship/creative activity may be added to workload for faculty to be negotiated with appropriate Associate Dean. Typically not to exceed 20%.

**Undergraduate:**

- Undergraduate class, 1cr = 1.0 WU
- Undergraduate class with 81 - 100 students = .5 WU; > 100 = 1.0 WU
  
- Undergraduate clinical: direct clinical supervision, faculty on site 8-10 students  
1 contact hr. = .6 WU (contact hour = average number of contact hrs. per week)  
(Calculate based on # of hours with students on site: 8hr clinical=4.8WU, 6hr clinical=3.6 WU)
  
- Undergraduate clinical: indirect clinical supervision, faculty not on site 8-10 students  
1 contact hr. = .4 WU (contact hour = average number of contact hrs. per student)
  
- Undergraduate Research Scholar mentor: .375 WU/student

**Graduate:**

- Graduate class, 1 cr. = 1 WU ( $\geq 35$  students for writing intensive class 3cr + 1WU)
- Graduate clinical: indirect clinical, not on site, preceptor = .4 WU per student
- Graduate clinical: direct supervision, faculty on site full-time, WU to be negotiated
- Doctoral Committee Chair = .75 WU or 5%
- Doctoral Committee Member = .225 WU or 1.5%

**SON Undergraduate/Graduate Information**

- Course coordinator (major clinical course) = 1 WU
- New didactic course (online or face to face) or first time taught (one, not both) 1 WU based on 3 cr. hr. course
- Didactic team taught courses = WU shared among team members  $\geq 80$

\*If more than one person teaches the classroom content, each person will be credited for the proportion of the credit hours taught.

\*Independent studies and special projects are not included in faculty workloads.

Approved by Faculty Org on 5/16/2014

## APPENDIX E- Sabbatical Leave Policy

Sabbatical leaves for faculty will be granted only on the basis of an approved plan designed to improve the professional performance of the candidate and benefit the University.

1. Continuing members of the tenured faculty may become eligible for sabbatical leave upon completion of a period of meritorious service. Such leave shall be granted for purposes of :
  - Research or creative activity that will enhance the faculty member's academic and professional stature and contribute to the academic reputation of the University, and
  - Scholarly study to advance knowledge in the discipline or other areas of professional expertise.
2. A member of the tenured faculty shall become eligible for a full sabbatical leave at the end of not less than six years of full-time service from the initial date of full-time appointment or six years of full-time appointment from the terminal date of a previous sabbatical leave. Time spent on unpaid leave of absence shall be excluded in determining years of service.
3. Sabbaticals may either be six (6) months in length with full pay or twelve (12) months with half pay.
4. A faculty member who is granted sabbatical leave shall recognize an obligation at the termination of the leave to return to the University for a period of service of not less than one year of full-time service.
5. Sabbatical requests are submitted to the Dean and include the following:
  - Specific plan for the sabbatical from the faculty member that includes expected outcomes and products, and the length of sabbatical being requested with specific dates of absence;
  - Summary of outcomes from any previous sabbaticals taken;
  - Letter of support from the associate dean stating how workload assignment needs will be met during the faculty member's absence
6. Upon return from sabbatical leave the faculty member must submit to the Dean a detailed report concerning the completion of the sabbatical program. A copy shall be retained in the individual's personnel file, and such reports are to be considered by the Dean in evaluation of future requests for sabbatical leave. The Dean will provide a written assessment to the faculty member addressing how well the faculty member met the sabbatical objectives.