

**Policies and Procedures for
Appointment, Promotion, and Tenure**

University of Massachusetts Worcester

Graduate School of Nursing

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Introduction

Within the overarching research, education, and public service mission of the University of Massachusetts Worcester (UMW) and the Graduate School of Nursing embraces and supports several applied forms of scholarship. The definition of scholarship reflects GSNs mission to improve the quality of life and health outcomes for persons in the Commonwealth and its goals in research, teaching, and service through interdisciplinary and community linkages. The definition of scholarship is broad enough to acknowledge the full range of faculty talents required to accomplish these goals within an academic health science center.

The Graduate School of Nursing's view of scholarship recognizes that knowledge may be acquired in a variety of ways; through research, teaching, practice, service, and service learning. Scholarship involves a lifelong commitment to thinking, questioning, and pursuing answers towards the betterment of humankind and the communities in which they live. Scholars not only have a desire to explore, develop, and discover new knowledge; but also integrate ideas, connect theory and practice, engage communities, and inspire students to do likewise. All five aspects of scholarship are linked together and form an interdependent whole. Considering each aspect of scholarship individually acknowledges the importance of promoting the talents of faculty. These individual aspects of scholarship include the *Scholarship of Discovery*, *Scholarship of Teaching*, *Scholarship of Integration*, and *Scholarship of Application*.

Scholarship of Discovery. The scholarship of discovery involves contributing through conducting research or scholarly investigation. The outcome of scholarship of discovery can be broadly defined as knowledge generated through such forms as integrated reviews, research utilization (translational research), and knowledge generated through empirical studies.

Scholarship of Teaching. The scholarship of teaching involves a faculty member's ability to transform and extend knowledge by engaging others in acquisition of knowledge. The outcome of scholarship of teaching requires that faculty be well-informed about the latest in their fields. Faculty is actively engaged in creative teaching strategies including use of research and theory in the development and evaluation of new approaches to learning and development and evaluation of products to support learning (i.e., use of case studies, simulations, and interactive lessons).

Scholarship of Integration. The scholarship of integration refers to the process of giving new meaning to isolated facts. It entails making connections within and across disciplines or interpreting research in a way that places it within a larger context. Within this area of scholarship, faculty engage, partner, or consult with other disciplines (interdisciplinary) by integrating fresh ideas into practice. This engagement draws nursing and other disciplines together to add value to both.

Scholarship of Application. The scholarship of application refers to service and expert clinical practice as it relates to the mission of GSN. Service may be part of the scholarship of application when accomplishments are more than fulfillment of one's job requirements. Participation on committees is not enough. The idea is to go beyond the requirements; taking the initiative to discover needs and being serious about serving others. Expert clinical practice is also scholarship of application where an individual's expertise in practice links with theory to generate new insights and outcomes that impact patient care. Results profit and serve the profession and people for which they are intended.

Evaluating and Rewarding Scholarship

The process of evaluating and rewarding faculty acknowledges and assesses all areas of scholarship, reflecting the mission of GSN and priorities of the University of Massachusetts Worcester. It will provide an opportunity for faculty to build on their strengths and sustain their creative energies when appropriate; allowing for flexible and varied career paths.

Academic Positions within the Graduate School of Nursing (GSN)

Criteria for appointment to the faculty and/or promotion are articulated in the *Academic Personnel Policy* of the University of Massachusetts Worcester (UMW). The Graduate School of Nursing (GSN) has elaborated on specific criteria for promotion and/or tenure by providing supplemental guidance to faculty in GSN.

Appointment to the University of Massachusetts Worcester, Graduate School of Nursing can be made in two tracks; the *Non-Tenure Track* and *Tenure Track*. At the time of initial appointment, the Dean of the GSN shall recommend an appropriate track and rank based on recommendations from the Personnel Action Committee. The length of initial appointment and subsequent reappointment varies in length depending on the qualifications of the individual and needs of the GSN. As a way to recognize and retain non-tenured faculty who have made important contributions to the GSN, multi-year contracts are available for use at the discretion of the Dean. The Dean of GSN will recommend multi-year contracts. Final approval will come from the Chancellor's Office.

A. Non-Tenure Track

1. Academically-Salaried faculty members are eligible for appointment and/or promotions in the Non-Tenure track (*Academic Personnel Policy, Article 5, Section 5.8*). The Non-Tenure track is the academic track requiring evidence of, and promise of continuing high quality performance in two of the following areas (1) Research; (*Scholarship of Discovery*); (2) Education; (*Scholarship of Teaching*); and (3) Interdisciplinary partnerships (*Scholarship of Integration*); and (4) Practice and Service (*Scholarship of Application*).

2. Appointment and promotion in the Non-Tenure track occurs within the *Traditional Academic Pathway*.

Non-Tenure Track

Traditional Academic Pathway

Assistant Professor
Associate Professor
Professor

3. Faculty assigned to the *Traditional Academic Pathway* shall be expected to provide quality contributions in at least two of the following four areas: (1) Research (*Scholarship of Discovery*); (2) Education (*Scholarship of Teaching*); and (3) Interdisciplinary Partnerships (*Scholarship of Integration*); and (4) Practice and Service (*Scholarship of Application*).
4. *Number of Faculty in Non-Tenure and Tenure Tracks*. The number of faculty positions assigned to the Non-Tenure and Tenure Tracks shall be defined by the Dean of GSN after consultation with the Provost and Chancellor, and subject to revision in accordance with periodically-reviewed long-range plans and by implementation of any applicable retrench policy (*Academic Personnel Policy, Article 5, Section 5.8*).
5. *Transfer Between Non-Tenure Track and Tenure Track*. Transfer from the Non-Tenure to Tenure track can only be made by written agreement between the faculty member and the Dean of GSN, subject to approval by the Provost and Chancellor (*Academic Personnel Policy, Article 5, Section 5.7*).

Non-Tenure Track
Initial Appointment: Assistant Professor

Qualifications for initial appointment to the *Assistant Professor* rank is granted to those faculty members who have earned a terminal degree appropriate to their field, have proven their worth as investigators, and given evidence of character and productive scholarship. Faculty are expected to provide quality contributions in at least two aspects of scholarships (i.e., Scholarship of Discovery, Scholarship of Teaching, Scholarship of Integration, Scholarship of Application).

The Personnel Action Committee (PAC) will review candidates for initial appointment to *Assistant Professor* and make recommendations to the Dean. Faculty are eligible for appointment at the Assistant Professor rank after 2 years of teaching at the university or college level, or relevant experience and achievement other than university or college teaching sufficient to qualify for appointment as an Assistant Professor in a university school of nursing.

Criteria for Evaluation:

A. Research (*Scholarship of Discovery*)

1. Formal plan of pursuit of scholarly interest
2. Participate as a team member on a larger scholarly project, with defined scholarly focus within the larger project;
3. Present scholarly findings at regional conferences;
4. Scholarly articles accepted in appropriate referred clinical, specialty, or professional journals.

B. Teaching (*Scholarship of Teaching*)

1. Command of subject area and ability to convey this knowledge;
2. Ability to assume responsibility for designing, teaching, and evaluating a course, workshop, training session, or laboratory;
3. Success as a teacher in one or more modes (e.g., lecture, seminar, supervision, preceptorship);
4. Clear understanding of past and current literature in one's area of teaching.

C. Service (*Scholarship of Integration*)

1. Recognized as a leader in interdisciplinary and community activities.
2. Collaborates with other faculty members outside of nursing to realize mutual professional goals.
3. Demonstrates continued growth in degree of responsibility assumed in interdisciplinary and community linkages.

D. Practice (*Scholarship of Application*)

1. Practice in an identified area of clinical specialization as part of a faculty member's University responsibility.
2. Provide expert patient care and serve as role models and mentors for students.

Non-Tenure Track
Re-Appointment: Assistant Professor

Reappointment of *Assistant Professors* are expected to show promise of continuing development with clear evidence of future potential to advance significantly their field of scholarship. Reappointment as *Assistant Professor* requires evidence of continuing achievement and growth since the initial appointment and high quality performance relative to the expectations for his/her designated pathway. The Personnel Action Committee (PAC) will review candidates for reappointment to *Assistant Professor* and make recommendations to the Dean.

Refer to the Criteria for Evaluation of Assistant Professors listed above.

Non-Tenure Track
Initial Appointment: Associate Professor

Qualification for appointment or promotion to the *Associate Professor* rank is granted those faculty members who, in addition to all the qualifications for Assistant professorship, have continued to demonstrate productivity and scholarly excellence as independent researchers. This may be documented by first or second authorship of high quality papers in peer-reviewed journals, and by success in obtaining external funding to support their scholarship. Distinction may be demonstrated in publications, completed projects; clinical excellence, or academic awards. Faculty are eligible for appointment at the Associate Professor rank after 6 years of service at the level of Assistant Professor at the University or Massachusetts or another academic institution or relevant experience and achievement other than university or college teaching sufficient to qualify for appointment as an Associate Professor in a university school of nursing.

Criteria for Evaluation

A. Research (*Scholarship of Discovery*)

1. Serve as Principal Investigator (PI) on an externally funded program or research grant;
2. Receive external funding as a PI through public and/or private funding agencies;
3. Present findings at national research/scholarly conferences;
4. Publish in peer-reviewed scholarly journals (as first author);
5. Author a book chapter in field of scholarly interest;

6. Serves as a member on one dissertation committee relevant to focused scholarly interest;
7. Serves as reviewer for proposals for external funding;
8. Receives an award for excellence in research/scholarship at national level;
9. Collaborates with nationally recognized experts in the field regarding continued development of programs of scholarship.

B. Teaching (*Scholarship of Teaching*)

1. Mastery of a subject area in depth and breadth;
2. Success as a teacher in several modes of teaching;
3. Ability to assume senior responsibility for course development, administration, evaluation, and curriculum planning;
4. Student evaluations attest to high or master-level teacher.

C. Service (*Scholarship of Integration*)

1. Participates in interdisciplinary and community activities to support and interpret current nursing practices and clarifies the means for collaboration between nursing and other disciplines.
2. Appointed to state/national positions by elected officials;
3. Recognized as a regional/national leader within the profession;
4. Sought as speaker, panel leader, moderator, discussant in regional/national meetings.

D. Practice (*Scholarship of Application*)

1. Initiate change in practice as a result of integrating new knowledge into practice.
2. Participate in professional organizations and other disciplines in the development of local, national, or international health policy as it relates to your clinical expertise.

Non-Tenure Track
Re-Appointment: Associate Professor

Reappointment of *Associate Professors* are expected to show promise of continuing development with clear evidence of future potential to advance significantly their field of scholarship. Reappointment as *Assistant Professor* requires evidence of continuing achievement and growth since the initial appointment and high quality performance relative to the expectations for his/her designated pathway. The Personnel Action Committee (PAC) will review candidates for reappointment to *Assistant Professor* and make recommendations to the Dean.

Refer to the Criteria for Evaluation of Assistant Professors listed above.

Non-Tenure Track
Initial Appointment: Professor

Qualification for appointment or promotion to the rank of *Professor* is granted only after careful consideration of the faculty member's character, scholarship, productivity, teaching ability, and national and/or international reputation among peers in his or her own field. The rank of Professor is granted to faculty who have made exceptional, original, and innovative discoveries and for whom there is reasonable certainty that they will continue to make outstanding contributions throughout their remaining working years. Faculty are eligible for appointment at the rank of Professor rank after 12 years of service beyond the time the faculty member would have qualified for an initial appointment at the Assistant Professor rank, and evidence of professional maturity and experience of additional years of sustained high quality performance.

Criteria for Evaluation

A. Research (*Scholarship of Discovery*)

1. Serve as PI on externally funded program or research grant;
2. Publication of outcomes-based articles (as first author) in scholarly peer-reviewed journals;
3. Continuous involvement with graduate students;
4. Serve on an Advisory Board and/or Board of Directors for a public/private agency concerned with a particular program of scholarly and academic interest.

B. Teaching (*Scholarship of Teaching*)

1. Possess a well-developed strategy for continued growth as an exemplary teacher;
2. Received multiple awards for teaching excellence within and outside the University system;
3. Serves as mentor/advisor for faculty regarding scholarship of teaching;
4. Develops new courses to meet future professional needs;
5. Directs/develops independent study opportunities/courses;
6. Student evaluations consistently have been at highest levels

C. Service (*Scholarship of Integration*)

1. Enhances collaborative efforts within nursing and across disciplines;
2. Invited speaker for presentations/papers within area of scholarship;
3. Sought out to write white paper/executive summaries on health topics within your area of scholarship.

D. Practice (*Scholarship of Application*)

1. Commitment to the development of the professional field of specialization which he/she practices.
2. Broadening participation in decision-making in state and national forums.

Non-Tenure Track
Re-Appointment: Professor

Reappointment as **Professor** requires evidence of continuing achievement and growth since the initial appointment and high quality performance relative to the expectations for his/her designated pathway. The rank of Professor should never be granted as a reward of seniority and should be reserved as a mark of distinction. Notable academic achievement, awards and prizes, and membership in prestigious professional organizations and advisory groups should attest to this distinction.

The Personnel Action Committee (PAC) will review candidates for reappointment to **Professor** and make recommendations to the Dean.

Refer to the Criteria for Evaluation of Assistant Professors listed above.

Tenure Track

1. The Tenure track is the academic track requiring evidence and promise of, continuing high quality performance in the areas of: (1) Research, creative or scholarly activity (*Scholarship of Discovery*); (2) Education (*Scholarship of Teaching*); and (3) Service/Practice (*Scholarship of Application*).
2. All personnel actions for faculty members in the Tenure track shall be based on evaluation of performance in the full range of academic endeavors; in particular, emphasis is placed on Research (*Scholarship of Discovery*).
3. Academic positions in the Tenure track shall be at the rank of Assistant Professor, Associate Professor, and Professor.

Criteria for Evaluation (Tenure Track)

National distinction in research is a requirement for all tenured academic appointments. In addition, the individual's expertise must be in consonance with the Graduate School of Nursing goals.

A. Research (*Scholarship of Discovery*)

1. Funding from national peer-reviewed funding agencies (i.e., National Institutes of Health as an R01 funded researcher).
2. Major peer-reviewed data-based publications
3. Membership on research/scientific committees
4. National or international recognition from scholars or professionals in his/her field
5. Promise of continuing professional development and achievement. An individual's past professional achievement and performance will be considered as indicators that this level of attainment will be continued or exceeded in the future.
4. Other scholarly achievements may include receipt of honors for scientific or scholarly achievements; membership and/or leadership in professional organizations; and invitations to contribute to major scientific meetings.

Refer to *Criteria for Evaluation* for Teaching, Service, and Practice (Associate Professor and Professor ranks)

Appointments on the Tenure track are probationary. Appointments can likewise be terminated with the same notice period provided to other non-tenured faculty.

1. The probationary period of normally *no more than 8 years* is an opportunity for the faculty member to demonstrate the qualifications for the award of tenure.
2. All faculty on the tenure track shall be expected to undergo a *mini-tenure review* during the fifth year of their tenure probationary period.
3. Tenure is not awarded to faculty prior to their advancement to the rank of Associate Professor.

Rank of Instructor

1. Appointment as an ***Instructor*** is normally used for academically-salaried faculty whose contribution to GSN is primarily in the area of education. Faculty appointed at the Instructor rank do not possess a terminal degree (i.e., doctoral level) but participate to a significant extent in the academic programs of GSN.

Personnel Action Committee

- A. **Membership.** The Personal Action Committee (PAC) shall consist of three faculty members who hold the rank of Associate or full Professor. In the event that three faculty members who hold the rank of Associate or full Professor are not available, the Dean shall appoint an appropriate replacement.
- B. **Duties:** The PAC shall, in concert with the guidelines developed by the Graduate School of Nursing (GSN), consider all matters concerning faculty appointments, re-appointments, faculty development, promotions, and tenure and shall advise the Dean on faculty personnel actions, including, but not limited to, rank and duration of initial appointment, re-appointment and promotion. Committee votes on tenure cases shall be by secret ballot. Initially, review of faculty for tenure may be conducted with external academic nurse reviewers to ensure that standards are appropriate. As faculty members become tenured, they will serve as primary reviewers for subsequent cases, with input from external academic nurse reviewers. Deliberations of PAC will be initiated by a written recommendation from a member of the committee, a faculty member or the Dean.

Policies and Procedures for Appointment and Re-Appointment of GSN Part-Time Faculty

1. All faculty candidates' CVs are reviewed by the Office of the Dean and appropriate Director.
2. Evaluation of a faculty candidate will be the combined input of the Office of the Dean, appropriate Director, and Search Committee.
3. Recommendation of the faculty candidate from all concerned will be forwarded to the Personnel Action Committee (PAC).
4. Recommendation of the faculty candidate from the Personnel Action Committee (PAC) will be forwarded to the Dean of the Graduate School of Nursing.
5. Salary negotiations will take place between the Office of the Dean and faculty candidate.
6. Term of appointment for part-time faculty is one year.
7. Requests for re-appointment of part-time faculty should be sent to the Office of the Dean by **May 1** for the next academic year.
8. Materials to include with request for re-appointment consist of an updated curriculum vitae and progress made on GSN Annual Report Form.

**Policies and Procedures for Appointment and
Re-Appointment of Full-Time
Academically-Salaried GSN Faculty**

Academically-Salaried Faculty Member: Faculty member whose primary employer is UMass Medical School and whose primary responsibilities are those associated with appointment in an academic position.

1. All full-time GSN faculty members on the Non-tenure track are eligible for re-appointment or promotion.
2. Faculty will be notified on **November 1** by the PAC when they are in the next to the last year of their multi-year contract to submit their re-appointment/promotion materials to the PAC no later than **February 1**. Recommendation on their re-appointment/promotion will be made to the Dean by **April 1**.

Guidelines for Submission of Materials for Appointment/Re-Appointment

1. What to think about early in your first years of appointment at GSN

It is helpful to start a folder at the beginning of each term of appointment into which materials are accumulated over the course of the term.

- Keep an ongoing file of materials relating to your teaching, scholarly efforts, clinical practice, and consultation (e.g. old calendars; copies of course materials; bibliographies; lecture notes; etc – this will help simplify compilation of materials)
- Maintain a list of the committees on which you serve, the dates and note your role (e.g., Member or Chairperson)
- Begin to compile a list of names of individuals who can provide letters of support
- State your goals for the first year of your appointment and review them with the Dean of GSN. Revisit your goals and think about the direction in which they are leading you. The Personnel Action Committee will attend to and evaluate your progress in achieving the goals when you submit your materials.

Goals: Your goals should (increasingly, as one moves up the ladder) identify a conceptual field that you are developing; your area of scholarly expertise.
- As you move up the academic ladder, you need to begin to think about whether you will request to be put on the Tenure Track (if you were initially appointed on the Non-Tenure Track). Discuss your thoughts about the Tenure Track with the Dean of GSN.
- Update your CV at least yearly

2. When the time is approaching for request for Reappointment or Promotion

- Review and Update your CV
- *Compile materials.* Materials for review include all materials pertaining to the period immediately following your most recent submission of materials, not the beginning of your appointment or term, unless this is a first review.
- *Draft narrative.* Review goals that you drafted for the previous appointment. These will be useful as you draft the narrative. In the narrative, specifically address the progress you have made toward accomplishing the goals within your area of scholarship.
- *Compile a list of individuals who will provide letters of support.* The Dean of GSN will request all letters of reference. Faculty do not solicit their own letters of reference. Faculty invite individuals to write a letter of reference based on their familiarity with your teaching, scholarship, service, and community-engaged initiatives. Faculty submit a list of three names (name, title, mailing and e-mail address, phone and fax numbers) to the Program Coordinator. The Dean will review the list of names and possibly recommend additional names. Provide an updated copy of CV for each person for whom a reference will be requested.
- *Review materials with the Dean of GSN*
- *Finalize all materials*
- *A formal letter should accompany your materials.* This letter should include a statement about the term of your current appointment. The letter should also clearly state what you are seeking; reappointment or promotion. The letter is addressed to the Personnel Action Committee.

3. Suggested Outline of Materials for Review by Personnel Action Committee (PAC)

- A. Letter to the Committee
- B. Narrative Report and Goal Statement
- C. Curriculum Vitae
- D. Letters of Reference
- E. Materials related to Course/Teaching (e.g., course syllabi)
- F. Materials related to Scholarship (e.g., published articles, manuscripts, grant proposals, presentations, monographs)
- G. Materials related to Service
- H. Student Evaluations