University of Delaware
College of Health Sciences
School of Nursing

GUIDELINES FOR PROMOTION, TENURE AND REVIEW

I. INTRODUCTION

In accordance with the University, the mission of the School of Nursing encompasses scholarship, teaching, and service. Faculty seeking promotion or tenure must demonstrate achievements in all areas where workload has been assigned. Nursing is a practice discipline; faculty with a wide range of academic backgrounds, intellectual interests, clinical and research skills, and professional experience are required. Although all faculty are subject to the same set of criteria for promotion and tenure, demonstration of those criteria will vary depending upon individually assigned roles and workload. According to the University Promotion and Tenure document, all faculty with workload assigned to scholarship must pursue some form of scholarly activity. Scholarship, whether in the form of research, publication, professional development, artistic creativity, or scholarship related to teaching or service is a significant part of each person's contribution to the academic community. How this work is made available to other scholars obviously depends upon the particular discipline, but promotion requires evidence that significant achievements have been and will continue to be made. A major goal of any educational institution is to encourage and to demonstrate excellence in teaching. Hence, faculty members with teaching responsibilities must demonstrate, at a minimum, high-quality teaching performance. (Rev 05/2011) For further information, faculty should consult the current University Guidelines as listed in the Faculty Handbook for guidance: Promotion Policy at the following link: http://www.udel.edu/provost/fachb/IV-D-1-facpt.html and in the School of Nursing Faculty Handbook.

II. EVALUATION CATEGORIES

A. Scholarship

Scholarship includes all endeavors and activities that contribute to the generation and/or advancement of nursing and healthcare knowledge. The ultimate goal for faculty is to have an externally funded, sustainable program of research. As scholars, faculty members must demonstrate independence and leadership in scholarly endeavors, activities and accomplishments as well as collaboration as appropriate to meet scientific goals. Findings of research endeavors are disseminated to appropriate audiences through peer-reviewed professional publications and refereed paper presentations.

Procurement of grants, refereed data-based publications and research presentations that support an identified and focused program of research will be considered indicators of excellence in scholarly achievement for promotion.
Obtaining contracts and grants through a peer review process to carry out scholarly research will be viewed as indicating promise for future work and will be used to help evaluate the quality of the candidate’s program of research. While there is the expectation that faculty will obtain support for their programs of research, obtaining sponsored research is not, in itself, a requirement for promotion and/or tenure except for promotion to full Professor. External peer evaluation letters, which will be accessed by the Promotion and Tenure Committee, are mandatory for promotion to Associate Professor and Professor.

Quality will be evaluated by the depth and breadth of scholarship, the quantity of scholarship, the complexity of scholarship and the scope of influence of the scholarship. Increasing depth and breadth of scholarship are expected in the promotion trajectory from assistant through full professor ranks. Depth and breadth of scholarship can be reflected in a greater:

- **Quantity** of scholarship, as seen in building and progressing to a sustained level of scholarly productivity;
- **Complexity** of scholarship, as seen in a faculty member’s substantive and/or methodological progress from novice to expert;
- **Scope of influence** as a result of that scholarship, as seen in interdisciplinary, intra-disciplinary and multi-site collaborations and partnerships and policy formation.

Faculty hired at the same rank as the previous institution: Unless otherwise noted in the faculty appointment letter, all work in rank, even if conducted at other institutions of higher education, shall be considered for promotion and tenure. It shall be the faculty's responsibility to include evidence of this work in his/her dossier and to clearly identify when and where this work was performed. (Rev. 5/10/07 Faculty Handbook). Scholarly productivity for promotion to the rank of associate professor generally cannot be based on work completed in earning the doctorate or other appropriate terminal degree prior to arrival at the University of Delaware.

### B. Teaching

For faculty teaching courses with practice components in which they are in the clinical area with students, teaching workload is based on teaching contact hours and not on credit-contact hours.

Teaching performance evaluation will be based on faculty peer observation, student course evaluation, and course materials. The Promotion and Tenure Committee Chairperson will solicit letters of evaluation from students (past and present). Special consideration will be given to the development of new and innovative courses, course materials, and teaching modalities.

Increased depth and breadth of teaching scholarship as an educator might be reflected in movement from specific teaching activities to curricular design and implementation and from influencing one’s students to influencing programs of instruction, institutions of higher education, and national accreditation and health care policies.
C. Service

Nursing is a service-oriented profession. All faculty members should be contributing citizens of their communities—professional and academic. Participation and leadership in university, professional, and community service is considered in the evaluation of the candidate for promotion and tenure decisions. This involvement will have local and regional impact on health care and will extend to national and international levels with tenure. Especially noteworthy in the evaluation are activities that contribute to the reputation of the school, college, and university, and/or to the development of the profession.

Service requires a commitment of time, expertise, and professional judgment. Over time, a candidate is expected to increase responsibilities in the citizenship of the School of Nursing, the College of Health Sciences, and the University of Delaware, as well as the larger community in which we live.

III. STANDARDS OF PROMOTION

The School of Nursing maintains an excellent reputation for the quality of its graduates. To ensure the preparation of basic and advanced practitioners and scholars of nursing and the advancement of the nursing profession, faculty recruited, retained, and promoted must demonstrate distinction in their assigned areas of workload as scholars, teachers, and leaders in nursing and health care. With the belief that an active research agenda can enhance quality teaching, we particularly value faculty profiles demonstrating clear linkages among teaching, scholarship and service activities.

- We value excellence and high quality performance and contributions in scholarship, teaching, and service.
- We consider refereed publications of greater merit than non-refereed publications, unless external reviews clearly establish the significance of the latter.
- We value collaboration; however, we place greater value on those collaborative projects in which the candidate has demonstrated a significant contribution and a leadership role.
- We value evidence of a sustained record of research and publications illustrating growth in levels of funding and quality of journals in which the candidate has published.

A. Criteria for Promotion of Tenured/Tenure-Track Faculty

For appointment or promotion to:

ASSISTANT PROFESSOR. The candidate must have an earned doctoral degree, and must demonstrate ability and desire to make positive contributions in all three areas.

- Goals in the area of scholarship should be presented in a well-articulated plan for defining/expanding a program of research through internal and external funding and with timely dissemination of results.
• High quality teaching performance should be documented through positive student evaluations of teaching and positive peer evaluations of teaching.

• Documented service contributions should include participation in appropriate professional organizations.

ASSOCIATE PROFESSOR. The candidate must demonstrate excellent achievement in teaching or scholarship and high quality performance in all areas, with clear indication, based on documented evidence and outside peer evaluations, that the candidate has in fact attained appropriate levels of accomplishment for promotion to this rank.

• High quality achievement in scholarship is demonstrated by a clearly focused program of research with dissemination of research findings in peer-reviewed professional journals, national meeting paper presentations, and reasonable efforts made to obtain external funding. For each 20% workload assigned per year to scholarship, one refereed publication that is data-based or contributes to the advancement of nursing science is the minimum requirement for promotion with the understanding that two or more refereed publications would make a stronger case for promotion. In addition, candidates are expected to deliver refereed podium presentations of research findings at regional and national professional meetings and submit research proposals for funding. Success in acquiring internal and/or external grant support for research makes a stronger case for promotion to this rank.

• To be rated as excellent in scholarship, a candidate must have met all of the requirements for high quality achievement in scholarship and also 1) have been successful in obtaining internal (UDRF or GUR) or external funding support for research, and 2) have a publication rate exceeding that required for high quality achievement in scholarship.

• High quality teaching performance should be documented through positive student evaluations of teaching and positive peer evaluations of teaching. The candidate should have made positive contributions in curriculum development to the School of Nursing and positive contributions in the advisement of students. Recognition as a teacher/mentor makes a stronger case for promotion to this rank.

• To be rated as excellent in teaching, peer and student reviews of a candidate’s teaching should document rigor, quality, depth, and applicability of course material to the level of the students. Further evidence of excellence may include publications or textbooks related to teaching, new course development, use of teaching innovations, and receipt of teaching awards. In evaluating teaching, the Committee considers all pertinent evidence of a candidate’s contribution to the School’s teaching objectives.

• High quality service contributions should include participation in appropriate professional organizations, service on school and college committees, and when possible, contributions to civic or government organizations or boards. Having served in leadership positions in service activities makes a stronger case for promotion to this rank.
PROFESSOR. This rank is reserved for individuals who have established professional reputations as scholars and national experts in their fields, and whose contributions to their profession and the University’s mission are excellent. There should be unmistakable, clear documented evidence and outside peer evaluations of significant development and achievement in teaching, scholarship, and service since the last promotion. The candidate must demonstrate excellent achievement in teaching or scholarship and high quality performance in all areas. Examples of evidence of national recognition in nursing are citations of the candidate’s work in peer-reviewed professional journals, application of scholarship in clinical practice, policy development on a state or national level, and/or documentation of contributions to the advancement of nursing science.

- **High quality** achievements in scholarship must demonstrate a clearly focused and sustained program of research. For each 20% workload assigned per year to scholarship, one refereed publication in a high-quality (top tier) professional journal that is data-based or contributes to the advancement of nursing science is the minimum requirement for promotion with the understanding that additional publications would make a stronger case for promotion. In addition, candidates are expected to prepare and deliver refereed podium presentations of research findings at national and international professional meetings and have submitted a minimum of three external research proposals. Success in acquiring external grant support for research makes a stronger case for promotion to this rank.

- To be rated as **excellent** in scholarship, a candidate must have met all of the requirements for high quality achievement in scholarship and also 1) have been successful in obtaining external funding support for research, and 2) have a publication rate exceeding that required for high quality achievement in scholarship.

- **High quality** teaching performance should be documented through positive student evaluations of teaching, positive peer evaluations of teaching, positive contributions to the student advisement, and a leadership role in curriculum development in the School, College, and/or University. National recognition as a teacher/mentor makes a stronger case for promotion to this rank.

- To be rated as **excellent** in teaching, peer and student reviews of a candidate’s graduate and undergraduate teaching should document rigor, quality, depth, and applicability of course material to the level of the students. Further evidence of excellence in graduate and undergraduate teaching may include publications or textbooks related to teaching, new course development, evidence of use of teaching innovations, and receipt of teaching awards. In evaluating teaching, the Committee considers all pertinent evidence of a candidate’s contribution to the School’s teaching objectives.

- **High quality** service contributions should include leadership roles in appropriate national or international professional organizations and on School, College, or University committees. Participation on civic or government organizations or Boards strengthens the case for promotion.
B. Criteria for Promotion of Continuing Non-Tenure Track Faculty

To be promoted, faculty on the continuing non-tenure track must meet the same criteria as stated for the tenure-track (http://www.udel.edu/provost/fachb/IV-A-5-nontenuretrack.html). Individuals hired on full-time temporary appointments who are appointed subsequently as primary, full-time, continuing non-tenure track faculty will have their previous time of service counted in the computation of subsequent contract renewal periods. Work completed at the same rank while on temporary appointment at the university shall be included in subsequent decisions regarding promotion. No individual will receive a three- or five-year "rolling" contract without a full peer review.

IV. PROCEDURES

A. Review Procedures

1. Candidate submits the dossier to the Chairperson of the School Promotion and Tenure Committee according to the calendar established by the university.

2. Solicitation of external peer evaluations follows the University guidelines. Solicited external peer evaluations are always required for promotion. Although the number may vary by rank, every dossier must include external peer reviews, written by individuals with established reputations in the candidate's field. These statements should analyze and evaluate critically the candidate's work and accomplishments. They also should comment on the candidate's potential for future development.
   a. A candidate submits a list of names and addresses of potential external reviewers but the School committee will suggest additional names. A minimum of five (5) external reviews of a candidate’s record should be obtained.
   b. The Chairperson of the Committee solicits letters of evaluation. Letters soliciting external peer review of a candidate should request a current curriculum vitae and a statement describing the reviewer's relationship to the candidate. Only external peer reviewers without personal/professional ties to the candidate should be selected.

3. The Dossier Evaluation Subcommittee (DES) shall consist of all voting members of the School of Nursing at or above the rank for which the candidate is being considered. All members of the appropriate DES meet and conduct a critical evaluation of the completed dossier based on the criteria set forth in this document. The committee is encouraged to consult with the candidate regarding additional evidence that might clarify the dossier. The composition of a DES is described below.
   a. All Assistant, Associate and Full Professors in the School will review the dossier of a candidate for promotion to the rank of Assistant Professor.
b. All Associate and Full Professors in the School will review the dossier of a candidate for promotion to the rank of Associate Professor.

c. All Full Professors in the School will review the dossier of a candidate for promotion to the rank of Full Professor.

4. The DES will meet, designate a Chairperson, discuss the candidate’s application for promotion and/or tenure, and members in attendance who reviewed the dossier shall, by secret ballot, vote for promotion, against promotion, or abstain from voting. Proxy (absentee) votes will be accepted only for unusual cases, e.g., sabbaticals, determined on an individual basis by the DES.

5. The Chairperson of the DES shall draft a comprehensive written report that reflects accurately the proceedings of the DES meeting, including the numerical vote, recommendations and the reasons for the decision. The report will be made available for all DES members to read and sign.

6. The signed report will be transmitted to the School Director for inclusion in the candidate’s dossier. When they arise, signed minority opinions will be forwarded as appendices. A copy of the report and any appendices shall be given to the candidate. Upon conclusion of the DES process, the Promotion and Tenure Committee Chairperson will forward to the School Director the external faculty reviews and external student/alumni letters for inclusion in the dossier.

B. Appeals

1. After receiving the Committee’s recommendation, any candidate wishing to appeal may do so, in writing, to the Chairperson of the School Promotion and Tenure Committee within five (5) working days of notification of the Committee’s decision.

2. Upon receipt of a written appeal, the Committee will hold a hearing with the candidate within two (2) weeks, except under extenuating circumstances.

3. The final decision of the Committee will be forwarded, in writing, to the candidate, the Director of the School, and the Dean within two (2) working days unless the candidate chooses to withdraw from the promotion process.

4. The Director of the School will review the dossier and will either endorse or recommend against the promotion/tenure in a written notification to the candidate and School Committee. The dossier and statements of action are forwarded to the College Promotion and Tenure Committee.
C. **Dossier Preparation and Presentation**

1. The candidate is strongly encouraged to consult with members of the School Promotion and Tenure Committee at the time of each periodic review prior to application for promotion regarding the content and preparation of the dossier. Please see the School of Nursing Faculty Handbook for dossier preparation and evidential materials specific for nursing.

2. The candidate should organize the dossier according to the pattern outlined in the University Promotion and Tenure document which is found at the following link: [http://www.udel.edu/provost/fachb/IV-D-9-dossier.html](http://www.udel.edu/provost/fachb/IV-D-9-dossier.html). The Recommendation for Promotion form is available from the School of Nursing Director’s office personnel.

3. The candidate must include a chart documenting the percentage of workload assigned to teaching, scholarship, and service and annual evaluations for all years in rank as well as the candidate’s goals for subsequent years appropriate to rank. This information must be verified by the Director of Nursing.

D. **Timetable**

See UD Faculty Handbook: Promotion Policy at the following link: [http://www.udel.edu/provost/fachb/IV-D-1-facpt.html](http://www.udel.edu/provost/fachb/IV-D-1-facpt.html)

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