College of Nursing
Tenure and Promotion
Statement of Procedures and Criteria

Achieving tenure and promotion at the University of South Alabama is a multi-step process that begins in the department and ends with the Board of Trustees. University policies pertaining to tenure and promotion are set forth in the Faculty Handbook, and include additional guidelines: http://www.southalabama.edu/departments/academicaffairs/facultyhandbooks.html

Tenure and Promotion Procedures
Peer review is required in arriving at both tenure and promotion decisions; departments and the college are required to indicate explicitly how recommendations evolved during the review process and must communicate these procedures to the candidates and to the administration.

Tenure
1. A candidate must submit all materials relevant to the tenure decision including materials produced throughout her/his academic career to the Department Chair, and upload materials to a specially designated Google Drive folder created by Academic Affairs as described below. Some of these materials will be in the form of a report generated from Watermark Faculty Success (formerly Digital Measures). The candidate is responsible for entering the relevant information into Watermark Faculty Success (formerly Digital Measures).

2. Academic Affairs, in turn, uses the Google Drive folder to give access to the candidate's relevant materials to the Department Tenure Committee. The Portfolio is a digital portfolio on a Google Drive that contains all relevant materials outlined in the "Naming Conventions" document, distributed by Academic Affairs.

3. The Department Chair uploads the external reviews (External Review of candidate's tenure procedures in outlined in the Faculty Handbook section 3.11.4.3) and creates the "Reviews.pdf" file. The Department Tenure Committee reviews the candidate's materials, a secret vote concerning the candidate is taken after the committee has discussed the candidate's application and a recommendation in the format of a narrative is submitted to the Department Chair using the Google Drive folder. All members of the Committee sign this narrative. The Chair of the Committee uploads the Tenure Committee recommendation to the Google Drive folder, appending them to the front of the existing "Reviews.pdf" file.

4. The Chair of the Department Tenure Committee ensures all materials relevant to the tenure decision are uploaded to the Google Drive folder for the Department Chair. The department chair reviews all materials received from the candidate and the Departmental Tenure Committee. The chair develops a written recommendation for or against tenure along with a justification for the recommended action. The chair then meets with the candidate and informs the candidate of the recommendations, giving the candidate a copy of the chair's written recommendation and justification (which should omit the names of external reviewers). The candidate signs the departmental review notification form acknowledging receipt of the Chair's report.

5. If the candidate wishes to include additional materials supporting his/her candidacy for tenure, the candidate has one week after meeting with the chair to submit them to the dean, via email, for inclusion in his/her Google Drive folder. These materials will be added behind the recommendation and

justification form for review at the college/school level where they must be clearly indicated in an extra section of the candidate's Google Drive folder (which will be behind the Departmental Review Notification pdf). If additional evidence is submitted, the College Tenure Committee may, at its discretion, consult with the Departmental Tenure Committee to clarify questions related to the additional materials.

6. The Department Chair appends his or her recommendation relevant to the tenure decision in the candidate's Google Drive folder in the "reviews.pdf" file, including her/his recommendation to the Dean appending it to the front of the existing material.

7. All materials relevant to the tenure decision will be reviewed by the College Tenure Committee in the Google Drive folder.

8. The College Tenure Committee forms a recommendation and the committee chair appends the signed recommendation to the front of the "Reviews.pdf" file in the Google Drive folder.

9. The Dean reviews all materials relevant to the tenure decision and appends her/his recommendation to the front of the "Reviews.pdf" file in the candidate's Google Drive folder for the Executive Vice President and Provost to review, who will forward her/his recommendation to the President for review.

10. All submitted materials relevant to tenure will be held until the Board of Trustees takes action on the tenure application.

Promotion

1. A candidate must submit all materials relevant to the promotion decision to the Department Chair using the Google Drive folder. Some of these materials will be in the form of a report generated from Watermark Faculty Success (formerly Digital Measures). The candidate is responsible for entering the relevant information into Watermark Faculty Success (formerly Digital Measures). Candidates will receive an email with notification of access to their google drive folder from Academic Affairs email aatenureandpromotion@southalabama.edu.

2. Academic Affairs, in turn, gives access to the candidate's relevant material to the Department Promotion Committee. The Google Drive contains all relevant materials outlined in the "Naming Conventions" document, distributed by Academic Affairs.

3. The Department Chair uploads the all external reviews (External Review of candidate's promotion procedures in outlined in the Faculty Handbook section 3.10.3.) and creates the "Reviews.pdf" file. The Department Promotion Committee reviews the candidate's materials, a secret vote concerning the candidate is taken after the committee has discussed the candidate's application and a recommendation in the format of a narrative is submitted to the Department Chair using the Google Drive folder. All members of the Committee sign this narrative. The Chair of the Department Promotion Committee uploads the Department Promotion Committee recommendation to the Google Drive folder, appending them to the front of the existing "Reviews.pdf" file.

4. The Chair of the Department Promotion Committee reviews all materials relevant to the promotion decision with the Department Chair. The Department Chair reviews all materials received from the candidate and the Departmental Promotion Committee. The Department Chair develops a written recommendation for or against promotion along with a justification for the recommended action. The

chair then meets with the candidate and informs the candidate of the recommendation, giving the candidate a copy of the written recommendation and justification (which should omit the names of external reviewers). The candidate signs the Departmental Review Notification form, acknowledging receipt of the Chair's report.

5. If the candidate wishes to include additional materials supporting his/her candidacy for promotion, the candidate has one week after meeting with the Department Chair to submit them to the dean (via email) for inclusion in his/her Google Drive folder. These materials will be added behind the recommendation and justification form for review at the college/school level. If additional evidence is submitted, the College Promotion Committee may, at its discretion, consult with the Departmental Promotion Committee to clarify questions related to the additional materials.

6. The Department Chair appends all materials relevant to the promotion process, including her/ his recommendation to the Dean in the Google Drive if either the Department Chair or the Department Promotion Committee recommends promotion.

7. The candidate may choose to withdraw the application for promotion by submitting a written request to both the chair and dean at any point prior to the submission of the materials to the Executive Vice President and Provost.

8. The Dean ensures all materials relevant to the promotion decision are included in the Google Drive for the College Promotion Committee.

9. The College Promotion Committee reviews all materials relevant to the promotion decision, makes a recommendation, and completes a narrative report. All members of the College Promotion Committee sign the narrative report. The chair of the College Promotion Committee uploads the recommendation to the Google drive folder, appending them to the front of the "Reviews.pdf" file.

10. The Dean reviews all materials relevant to the promotion decision and appends her/his recommendation to the "Reviews.pdf" file in the candidate's Google Drive folder for the Executive Vice President and Provost, who will forward her/his recommendation to the President for review.

11. All submitted materials relevant to promotion will be held until the Board of Trustees takes action on the promotion application.

Tenure and Promotion Criteria - Tenure

All tenure decisions will be based solely on demonstrated professional merit, the quality of contributions to the University, and the competent and regular performance of duties, including one's ability to participate harmoniously in a healthy learning environment. In making tenure decisions, the general policy of the University shall be to use faculty consultation with appropriate approval and recommendation by the department chair, academic deans/directors, Executive Vice President and Provost, with a final decision to be made by the President and the Board of Trustees.

As a matter of policy, the University has no quota system as to the number or percentage of persons who can hold tenure. In addition, full-time academic service is defined as full-time employment as a faculty member for the entire academic year. An "academic year" in the College of Nursing is twelve months covering Fall, Spring, and Summer terms. Tenure constitutes recognition of an individual's professionalism and professional achievement. The pertinent attributes of professionalism are identified

in the “AAUP Statement on Professional Ethics” (see USA Faculty Handbook, section 4.5). The degree of professional achievement is evaluated in four broad areas: teaching effectiveness; research, scholarship, and creative activity; professional service (to the department, the college, the University, and where appropriate, the community); and collegiality. While not exhaustive, the following descriptions provide broad definitions of the three areas. The area of teaching effectiveness includes classroom and laboratory performance, academic advising and counseling, availability to students, supervision of students’ independent research or study, course and curriculum development, and guest lectures to classes.

The areas of research, scholarship and creative activity involve all forms of scholarly activity including: publications, exhibitions, performances, professional awards, grants and fellowships, inventions and patents, presentations to professional organizations, service on editorial and advisory boards, offices held in professional organizations, participation in professional institutes and workshops, and lecture appointments.

The area of university-related service includes committee and administrative work at any level of the University, assisting in student activities and university-related community, and clinical services rendered in a professional capacity. In addition to achievement in teaching effectiveness, service, research, scholarship, and creative activity, collegiality is also an important consideration in tenure decisions. Collegiality is the cornerstone of professionalism and requisite for a healthy learning environment. Collegiality is more than civility and getting along with colleagues, staff, students and others in all university environments; rather it is consistent behaviors that show respect for others, cooperative and converted efforts to achieve department, college, and university goals, and the assumption of responsibilities for the good of the whole. Hallmarks of collegiality include, but are not limited to, cooperative interaction, open and honest communication, mutual support, respect, and trust of others, and collaborative efforts toward the common mission.

Candidates recommended for tenure must meet rank and minimum qualification requirements (see 3.11.4.2 of the USA Faculty Handbook). See the CON standards for Tenure and Promotion on the Faculty Policy Webpage for additional Criteria.

Promotion

All promotion decisions will be based solely on demonstrated professional merit, the quality of contributions to the University, and the competent and regular performance of duties. In making promotion decisions, the general policy of the University shall be to use faculty consultation with appropriate approval and recommendation by the department chair, academic deans/directors, Executive Vice President and Provost, with a final decision to be made by the President and the Board of Trustees.

Participation in university management by persons who, also, are faculty members – either through holding administrative positions at the University or through committee work of a purely administrative nature -- may not be the sole basis for promotion in academic rank. Promotions are always based on merit and achievement, rather than upon length of service only. Promotions will not be denied solely on the basis of budgetary limitations; as a practical matter, however, budgetary limitations may not always permit an immediate salary increase commensurate with the new rank at the time the promotion is granted.

As a matter of policy, the University has no quota system as to the number or percentage of persons who can hold any particular rank. In addition, full-time academic service is defined as full-time employment as a faculty member for the entire academic year. In the College of Nursing, an "academic year" is twelve months covering Fall, Spring, and Summer terms.

Promotion in academic rank constitutes recognition of an individual's professionalism and professional achievement. The pertinent attributes of professionalism are identified in the "AAUP Statement on Professional Ethics" (see section 4.5 of the USA Faculty Handbook). The degree of professional achievement is evaluated in several broad areas including: teaching effectiveness, research, scholarship and creative activity, and professional service (to the department, the college/school, the University, and, where appropriate, the community). While not exhaustive, the following descriptions provide broad definitions of the three areas. The area of teaching effectiveness includes classroom and laboratory performance, academic advising and counseling, availability to students, supervision of students' independent research or study, course and curriculum development, and guest lectures to classes. The areas of research, scholarship and creative activity involve all forms of scholarly activity including: publications, exhibitions, performances, professional awards, grants and fellowships, inventions and patents, presentations to professional organizations, service on editorial and advisory boards, offices held in professional organizations, participation in professional institutes and workshops, and lecture appointments. The area of university related service includes committee and administrative work at any level of the University, assisting in student activities and university-related community, and clinical services rendered in a professional capacity.

Candidates recommended for promotion must meet rank requirements and the minimum qualifications specified in the USA Faculty Handbook section 3.10.2 as well as the highest standards of the discipline according to the general criteria found above, and must display evidence of substantial research, scholarship, and creative activity since attaining their present rank. See the CON Standards for Promotion for on the Faculty Webpage for additional promotion criteria at each rank.

Presentation of Material General Guidelines

The candidate bears the primary responsibility for the presentation of material in support of her/ his tenure and/or promotion application, including running the Watermark Promotion and/or Tenure Report. The Departmental committees, Department Chair, College committees, and Dean must, in turn, provide reasons and any appropriate additional information in support of their recommendations. All materials and comments should be structured according to specific criteria, as indicated in the "Naming Conventions" document distributed by Academic Affairs. Important dates associated with the tenure and/or promotion process are presented by the dean's office.

The following documents are required by the College of Nursing during the promotion and/or tenure process. (This should be considered portfolio.pdf)

1. Candidates must include a letter specifying what they are applying for (tenure and/or promotion).
2. A copy of the letter that specifies whether the Candidate is eligible for tenure or promotion or both. If the Candidate is eligible for promotion, the appropriate rank should be specified.
3. A copy of the promotion and/or tenure criteria of the Department and/or College.

External Reviewers- Candidate's Responsibilities:

1. Not later than August 21 of the academic year during which a candidate will be considered for tenure and/or promotion, the candidate must submit three items to the Department Chair: 1) curriculum vitae, 2) a Google Drive folder titled “External Reviewers for {insert Last Name, First Name}”created by the candidate and shared with the Department Chair containing copies of publications, presentations, and/or creative activities, and 3) a list of at least three appropriate sources for external reviewers in compliance with the Faculty Handbook Section 3.10.3.

2. The curriculum vitae and the other materials on the Google Drive folder including copies of publications, presentations, and/or scholarly activities should be in a format that may be easily reviewed by an external reviewer. Here and elsewhere, “appropriate sources for external review” must be reviewers of the appropriate rank: Associate or Full Professor for applicants for tenure and/or promotion to Associate Professor; Full Professor for applicants for promotion to Full Professor.

3. The list of appropriate sources may contain specific names of people or names of institutions comparable to the University of South Alabama.

a. The candidate should briefly describe relationships between themselves and each of the sources.

b. The external reviewers should not be a former teacher or personal friend of the candidate nor a co-worker in research, creative activities, and publication activities.

4. The Nursing Google Drive folder titled “External Reviewers for {insert Last Name, First Name}” may include the following sections.

   Section 1: Letter of Application.
   1.1 Candidates must include a letter specifying what they are applying for (tenure and/or promotion.

   1.2 A copy of the curriculum vitae.

   Section 2: Promotion and/or Tenure Report
   This section is generated from a Watermark Faculty Success (formerly Digital Measures) Promotion and Tenure Report run by the candidate.

   Section 3: Letter of Eligibility from the Department Chair and Dean

   Include a copy of the letter that specifies whether the Candidate is eligible for tenure or promotion or both. If the Candidate is eligible for promotion, the appropriate rank should be specified.

   Section 4: Promotion and/or Tenure Criteria
   A copy of the promotion and/or tenure criteria of the Department and/or College should be included.

External Review Responsibilities of Departmental Committees and Chairs:

For Tenure:

1. Along with the list submitted by the candidate, a list of appropriate sources for external reviewers must be submitted by the Chair of the Department Tenure Committee and tenured faculty of the department. Each will submit a list of names of external referees who are recognized scholars in the candidate's field of scholarship.

2. The Chair of the Department Tenure Committee will select at least one name from each of the three lists; at least three external reviewers must be selected. The reviewers will be contacted by the department chair to provide a written review of the candidate's scholarship. The names of the external reviewers must be disclosed to the candidate as described in the Faculty Handbook.

For Promotion:

1. Along with the list submitted by the candidate, a list of appropriate sources for external reviewers must be submitted by the Chair of the Department Promotion Committee and tenured faculty of the department senior in rank to the candidate. Each will submit a list of names of external referees who are recognized scholars in the candidate's field of scholarship.

2. The Chair of the Department Promotion Committee will select at least one name from each of the three lists; at least three external reviewers must be selected. The reviewers will be contacted by the department chair to provide a written review of the candidate's scholarship. The names of the external reviewers must be disclosed to the candidate as described in the Faculty Handbook.

Contacting External Reviewers

1. By September 1, the Chairs of the Department Promotion/Tenure Committee/Department Promotion Committee will select name(s) from each of the three lists and will request that the Department Chair contact reviewers.

2. By September 11, the Department Chair will send a standard letter to the selected external reviewers requesting a review of the candidate's research/creative activity credentials. This standard letter should contain language such as the following: "I ask that you only examine the enclosed materials and evaluate the quality and significance of the research and/or creative work."

3. The external reviewers' comments should be returned to the Department Chair by November 3, and should be made available to the Department Tenure Committee/Department Promotion Committee.

4. The external reviewers' comments are confidential and are not shown to the candidate. These comments along with other materials are forwarded to the Dean by the Department Chair. Caution: External reviewers must provide an original signature on their letter/memorandum. Some reviewers have, in the past, used a script font to 'sign' their review, while others have emailed their review, neither of which is acceptable.

Supplementary Materials. No later than October 20, candidates must upload to Watermark Faculty Success (formerly Digital Measures) copies of all scholarly presentations, publications and documentation of exhibits, productions, and performances as well as other documents evidencing

teaching, research/creative activities, and service during the years in rank or the probationary period. The Candidate may submit a hard copy of a book separately.

Watermark Faculty Success (formerly Digital Measures) file sizes are limited to 100 MB per uploaded file. In the event that a candidate's supplementary materials exceed this file size, the candidate may make a request to the dean that a supplementary file is necessary in the google drive.

The Department Tenure and Promotion Committee Responsibilities

The members of the Department Tenure Committee and Promotion Committee are responsible for the strictest professionalism and confidentiality during and after the review process.

1. The Department Tenure Committee/Promotion Committee reviews all material with the realization that evidence of continuing scholarly/creative productivity as well as teaching effectiveness are typically the essence of all tenure and promotion recommendations. In addition, collegiality is considered in the tenure evaluation.

2. Department Tenure Committee/Promotion Committees are expected to distinguish between scholarship and popularization and between creative activity/research for scholarly purposes and activities that are essentially service oriented. This requires a careful evaluation of the candidate's research creative objectives, contributions, publications, exhibitions, and an evaluation of any published commentaries on the candidate's work.

3. The Department Tenure Committee/Promotion Committee should include an assessment of the quality of the journals in which papers have been published and identify refereed and non-refereed journals. The discipline's and/or journal's practice in listing co–authored articles should also be clarified for the College Tenure Committee/College Promotion Committee.

4. A Department's recommendation(s) must also include evaluations of the candidate's work by the external reviewers.

5. A secret vote concerning the candidate is taken after the Department Tenure Committee/Promotion Committee has discussed the candidate.

6. Faculty members who serve on both the departmental tenure committee, and on the collegiate tenure committee, shall vote concerning the candidate at the departmental tenure committee only, and must abstain from voting at the College Tenure Committee/ College Promotion Committee when department colleagues are considered.

Committee Recommendations

1. The Department Tenure Committee/Promotion Committee recommendations, which are written in narrative form, must communicate the sense of their deliberations and decisions and should address teaching, creative activity and/or research activity, service, and in the case of tenure, collegiality.

2. Expectations and criteria of standards of performance for tenure and promotion should be included in the recommendation.

3. In the case of split decisions, the Department Tenure Committee/Promotion Committee recommendations must clearly represent both the majority and minority viewpoints.

4. Each member of the Department Tenure Committee/Promotion Committee must personally sign the Committee's recommendation.

Reporting Committee Recommendations

1. The Department Tenure Committee and the Department Promotion Committee are separate committees (even if there is overlapping membership); hence the recommendations from each committee, even about the same candidate, must be kept separate.

2. The Chairs of the Department Tenure/Promotion Committees must submit to the Department Chair a recommendation, in the form of a narrative, for each candidate by November 30.

3. Each member of the Department Tenure Committee/Promotion Committee, including the Committee Chairs, must personally sign the Department Tenure Recommendation Narrative/Form and/or Department Promotion Recommendation Narrative/ Form.

The Department Chair 's Responsibilities

In addition to the external reviewer duties described above, the Department Chair must constitute the appropriate departmental committees (see Faculty Handbook section 3.11.4.3) and:

1. Academic Affairs must provide access to the google drive that includes each candidate's relevant materials, and an electronic copy of the Watermark Faculty Success (formerly Digital Measures) Promotion and/or Tenure Report, to each of the members of the Department Promotion and/or Tenure Committees. Members of these Committees will be granted access to the candidate's supplementary materials in Watermark (formerly Digital Measures) by the College of Nursing Dean's Office.

2. The Chair must provide his or her recommendations (promotion and/or tenure) and justification for the recommendations. This should be a carefully documented and considered statement assessing the candidate's strengths and weaknesses in teaching, creative activity or research, service, and when appropriate collegiality. The statement, which considers the Departmental Committee's report and external reviewers' comments, should address all relevant criteria and assess the extent to which the candidate meets them.

3. After completing his or her recommendation report, the chair meets with the candidate and informs the candidate of the recommendation, giving the candidate a copy of the Departmental Review Notification form and written recommendation and justification (which should omit the names of external reviewers). If the candidate wishes to include additional materials supporting his/her candidacy for promotion, he/she will have one week to submit the materials, via email, to the Dean This evidence will be added behind the Departmental Review Notification form on the Tenure and/or Promotion Google Drive folder for review at the College level.

4. For each faculty member reviewed, Academic Affairs is responsible for granting access to the Google Drive folder, including the letters from external reviewers, any additional materials the candidate wishes

to add after meeting with the chair, and the reports of the Committees and the Department Chair, to the Dean of the College of Nursing.

College Promotion and Tenure Committee Responsibilities

1. The College Promotion and the College Tenure Committees charge shall be to review the departmental promotion and/or tenure committee recommendations submitted to the dean's office and to evaluate the candidates so that it can make its own recommendations to the dean.

2. The committee shall submit its recommendation to the dean. The recommendation submitted to the dean should contain a rationale for the committee's action and a report of the committee's vote on each recommendation. The committee's recommendation shall be signed by all members present for each recommendation for promotion (for the College Promotion Committee) or tenure (for the College Tenure Committee). Signing will indicate participation in the voting process and attest to the accuracy of the outcome of the vote tally, including abstentions. Proxy votes are not permitted.

Below is a summary of the files that should be added to the candidate's Google Drive folder.

File Item Name and Extension	File Creator and Source	Contributors
T&PReport.pdf	Candidate, from Watermark (formerly Digital Measures) Promotion and/or Tenure Report	Candidate
Reviews.pdf	Department Chair, starting with scanned copies of external reviewer letters	i. External Reviewers (scans added by Department Chair) ii. Department Tenure or Promotion Committee Chair iii. Department Chair iv. College Tenure or Promotion Committee Chair v. College Dean vi. Executive Vice President and Provost
Departmental Review Notification.pdf	College Dean's Office, from paper Recommendation & Justification form initialed by Department Chair and signed by Candidate and Dean	College Dean's Office from paper form copy, and from candidate's electronic additional supplemental materials submitted after meeting with the Chair, if any.
Portflio.pdf	Candidate, from various sources (CV, letter of application, lists, scanned eligibility letter, criteria)	Candidate

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