

UNIVERSITY OF SOUTH CAROLINA  
College of Nursing

**Tenure and Promotion Criteria**

**I. CRITERIA**

The criteria are presented in three parts. Section A outlines general criteria considered in all tenure and promotion decisions. Specific criteria for rank are presented in Section B and tenure criteria are addressed in Section C. Clinical practice is not specifically addressed within the criteria. However, as members of a professional discipline, nursing faculty are expected to document involvement in clinical activity appropriate to rank and academic preparation. Faculty who are not nurses should be able to document the appropriate substitute activity. Clinical practice involvement may be restricted to one of the three major areas of responsibility or it may be integrated.

**A. General criteria**

**1. Scholarly Work**

- a. Publications. The quality and number of original research reports published in scientific refereed journals, scholarly publications published in scientific refereed journals, review articles, books authored, book chapters written.
- b. Research. Intramural and extramural funding obtained for research.
- c. Scientific presentations. The quality and number of papers, symposia, and posters.

**2. Teaching Performance**

- a. Effectiveness
  - 1. The quality of teaching activities as evaluated by student and faculty peers.
  - 2. Recognition of teaching performance
- b. Student Support Activities such as advisement and direction of student projects (e.g. thesis and dissertations).
- c. Innovations  
Creative teaching activities which may include development and testing of teaching materials.

**3. Service includes:**

- a. Participation and leadership on College and University committees.
- b. Leadership roles in professional organizations.
- c. Development of funded training grants and/or service grants.
- d. Evaluation of manuscripts for professional journals and/or proposals for granting agencies.
- e. Service on editorial boards and review panels.

4. **Personal Characteristics** that affect the candidate's interactions with members of the University community, particularly as to:

- a. Ability to work constructively with others to achieve common goals.
- b. Maintenance of high ethical standards in all aspects of the candidate's professional life.

**B. Promotion Criteria**

**1. Specific Criteria for Promotion to Associate Professor**

- a. **Scholarly work.** The candidate demonstrates a commitment to continued scholarship as evidenced by a research program that is based on his/her own initiative and that has advanced significantly beyond, or is independent of, dissertation and postdoctoral research accomplishments.

The work should be published in refereed scientific journals and presented at regional and national meetings. Collaborative research efforts are encouraged; However, it must be possible to identify the candidate's substantive and independent contributions to the research accomplishments.

A minimum number of publications is typically one refereed publication per year spent at USC. Publications as a whole are expected to make a significant contribution to the discipline and to be of high quality.

Quality is assessed in part by the reputation of the journals in which works are published; by the perception of the members of the Tenure and Promotions Committee; and importantly, by the opinion of the outside referees.

The candidate must have obtained extramural funding to support his/her research program. The level of extramural funding and the opinion of the outside referees are two measures by which the overall quality of the candidate's research is assessed.

- b. **Teaching.** The candidate should have provided quality educational experiences for students in courses taught at USC. Teaching performance is assessed by student and peer evaluations. Supervision of graduate student research is also considered in evaluation of the candidate's teaching competence at the graduate level. Participation in course and/or curriculum development and in student advisement is also considered.
- c. **Service.** Required service will normally be limited to participation on College Committees, on which the candidate is expected to work in a constructive manner. Other service activities will be recognized.

**2. Specific Criteria for Promotion to Professor**

The candidate exceeds the requirements for associate professor and demonstrates the continued development of a significant and independent research program as evidenced by a substantial record of scholarly publications in highly regarded journals and favorable recommendations from the majority of outside referees. National and/or international recognition of the candidate's research accomplishments are evidenced by request for research consultation, citation of

research by others, invitations to speak at national and/or international meetings, and service on editorial boards and review panels. The candidate has sustained substantial levels of funding from extramural sources in support of a research program. The candidate has sustained a consistent, positive teaching record. The candidate presents a consistent record of leadership within the College and University.

**C. Tenure**

**1. Criteria for Tenure**

Recommendations for tenure are made on the basis of demonstrated performance in scholarship, teaching, and service. A candidate must satisfy all of the criteria for rank of associate professor or higher. A candidate's record must provide evidence of consistency and durability of performance in scholarship, teaching, and service. Early tenure should be recommended only in cases of extraordinary merit. Extraordinary merit refers to a record of performance, which far exceeds criteria for tenure.

**2. Appointments with Tenure**

Under certain circumstances, it may be in the College's best long range interest to make an appointment with tenure. Such a decision is based on an assessment of institutional needs and resources and evidence of a candidate's potential for contributing to the College of Nursing. Appointments with tenure are made only at the rank of associate or full professor.

**II. Guidelines for Preparation of Files**

**GENERAL**

Maintain order and numbering system of original tenure and promotion forms. If information requested in a specific section exceeds the amount of space provided, add a page and label the page with the same section number, i.e. TP-00 and continue. Use the folder provided by the University for Tenure and Promotion files. Use index tabs to separate sections of the file and of the appendices. Select materials for the appendices carefully to reflect full documentation without unnecessary bulk. Attach the appropriate criteria to the file. Candidates are referred to USC's Guidelines for Preparation of T&P Files for additional information.

**TP-4, HONORS AND AWARDS**

Restrict documentation to professionally relevant awards.

**OUTSIDE REFEREES**

Refers to persons contacted by committee and not to letters of support which have been solicited by the candidate. The vitae and a sample of the candidate's scholarly works will be submitted to external referees who are recognized scholars. The letters from the outside referees are added by the Chair of the T&P committee after the file is closed to the candidate.

## **TP-5, COURSES TAUGHT**

The course designator is the course number, e.g. NURS 422. If the same course has been taught repeatedly by the applicant, this should be indicated by the entry under the appropriate semester rather than listing the course repeatedly. If the course is team taught, this should be indicated. Guest lectures are not listed in this section. The applicant should list only those courses for which he/she had major responsibility. The number of contact hours is the number of hours involved in direct classroom or clinical teaching, i.e., a three-credit hour lecture course is equal to three contact hours. A six-credit hour clinical course which uses a 1:3 ratio is equal to 18 contact hours. Document courses taught on Teaching Summary Form.

## **TP- 6, SCHOLARLY**

Copies of articles and other publications are included with supplementary materials. Document activities on the Scholarly & Creative Activity Summary Form.

## **TP- 7**

Document activities on the Service & Activity Summary Form. (See TP-19 directions for additional information).

## **TP-8, TP- 9, RESEARCH SUPERVISION**

The intent of the form is to identify chairpersons responsible for research supervision. Roles other than research chair may be noted; the other roles (i.e., content member) must be made explicit.

## **TP-10, TEACHER EVALUATION**

Use of the summary form provided by the Tenure and Promotion Committee is recommended for the summary of Teacher Evaluations by students for individual courses. Teacher evaluations for the most recent 5 years for all courses taught are submitted by the candidate. These are summarized by someone other than the candidate or department head and signed by the person who summarizes the data. T&P chair will appoint a T&P member to review and summarize teacher evaluations. The summary statement will include an overall rating.

Peer evaluations of teaching follow. It is recommended that the applicant use the "Guidelines for Peer Evaluations of Teaching" found in the College of Nursing Faculty Manual.

## **TP-11 & TP-12, SCHOLARLY AND PROFESSIONAL PUBLICATIONS**

Publications are categorized: 1. List of books (including book chapters), 2. List of refereed publications, (Do not list submitted publications here), 3. List of abstracts and unrefereed publications. If multi-authored, authors and their contributions are noted. A copy of each is included in the supplementary materials section.

#### **TP-14, TP-15, TP-16, OTHER SCHOLARLY ACTIVITIES**

Provide list of publications and papers:

- a. List of publications submitted or under review,
- b. List of papers presented at professional meetings,
- c. Seminars,
- d. List of book reviews and manuscripts reviewed,
- e. List of grant proposals submitted,
- f & g. Manuscripts and proposals reviewed or refereed, and
- h. Other consulting, review panels, etc.

#### **TP-17, PROFESSIONAL AND PUBLIC SERVICE**

List advisory and consulting services to private and government agencies.

#### **TP-18, CLINICAL ACTIVITIES**

List clinical courses for which there has been primary teaching responsibility. List any supplementary clinical activities.

#### **TP-7, TP-19, UNIVERSITY AND COMMUNITY SERVICE ACTIVITIES**

Include: a) administrative and committee duties, b) community, c) professional or learned society, and d) other. Minutes of committees may be used to document involvement and contributions. Appropriate documentation of effective community/professional service and continuing education offerings should be elicited from agency representatives in a position to evaluate the contribution.

#### **TP-20, FACULTY MEMBER=S PERSONAL STATEMENT**

The candidate is encouraged to include a personal statement.

#### **TP-21, LETTERS**

Letters include: a) Letters from outside referees, b) Other letters and evaluative material not supplied by the candidate, and c) Letters supplied by the candidate. When requesting letters from individuals, a guide or format for the letter should be provided. The applicant's full name should be given in the letter, avoiding the use of first names only. Tenured faculty members within the academic unit do not typically submit letters in support of an applicant's candidacy unless they are in a unique position to evaluate the applicant's function in a particular role.

### III. T & P Procedures

#### Tenure and Promotion Criteria

1. The Tenure and Promotion Committee of the College of Nursing operates as a committee of the whole. All tenured faculty of the College of Nursing are members. The chair is elected annually at the April meeting of the committee. Department chairs are not eligible to serve as T&P chair. If not tenured, the Dean serves as an ex-officio member without a vote.
2. A quorum consists of two-thirds of the total membership. A quorum must be present for all tenure and promotion issues.
  - a. In the matter of promotion, only those with higher rank are eligible voting members. Of all members eligible to vote, two-thirds must vote "yes" to approve recommendations.
  - b. In the matter of tenure, only those with equal or higher rank are eligible voting members. Of all the members eligible to vote, two-thirds must vote "yes" to approve recommendations.
  - c. A simple majority of the members eligible to vote and voting "yes" or "no" is necessary to approve other recommendations (non-promotion and non-tenure recommendations).
3. Discussion by the committee as a whole takes place relative to each candidate under consideration. All such discussion is highly confidential, as is the report of the vote. Violation of confidentiality is grounds for removal from the committee. Concerns of the committee (other than those that relate to specific candidates for appointment, promotion, and/or tenure and general information about policy and procedures) may be freely discussed with non-tenured faculty.
4. New and continuing faculty are reviewed by the T&P Committee each spring in relationship to the most recently approved tenure and promotion criteria.
5. In the spring semester all faculty below the rank of professor and all non-tenured faculty are asked by the Dean if they wish to be considered for promotion and/or tenure in the upcoming academic year. The Dean informs the T&P Chair of the faculty who wish to be considered for promotion and/or tenure.
6. Upon receiving faculty statements of intent to apply for promotion and/or tenure, the T&P chair compiles a list of candidates.
  - a. The T&P chair notifies candidates of an orientation for faculty who plan to prepare a file for promotion and/or tenure in the upcoming year.
  - b. The T&P chair notifies the members of the T&P Committee of the candidates under consideration. In the event that there are ten or more candidates to be considered, the T&P chair may designate panels for a primary review and recommendation on selected candidates.
  - c. The T&P chair notifies the department chairs of persons applying for promotion and/or tenure from their departments and requests a criterion-based evaluative statement from the Chair to the committee about each candidate.

- d. The T&P chair requests from the candidate a curriculum vitae and a sample of scholarly work to send to outside referees.
  - e. The T&P chair identifies at least five additional individuals external to the academic unit qualified to evaluate the candidate's scholarship. The identity of these outside reviewers is not reported to the candidate. Referees should not be the candidate's dissertation chair, supervisor, research collaborator, or any other person with possible conflict of interest.
  - f. Following informal telephone agreement from those selected, the T&P chair sends copies of the candidate's scholarly work, curriculum vitae, and College tenure and promotion criteria to outside referee. A cover letter specifies the parameters to be evaluated.
7. Prior to the deadline for the vote, the T&P chair schedules meetings for the purpose of discussing the candidate's qualifications for promotion and/or tenure. Committee members may take up to two working days following the discussion for the purpose of casting their vote and preparing letters in support of their vote.
  8. The Dean appoints an administrative assistant to safeguard the files prepared by the candidates. Candidates are notified by the T&P chair of the deadline for closing the files. The files are normally closed on the date designated for submission of complete files to the unit T&P chair. Candidates may add materials such as letters of reference, publications, or funded grants to the file after the file is closed, if prior reference is made to the material. Addition of materials to the file shall be handled by the administrative assistant assigned to file maintenance.
  9. A record of the committee vote and written justifications of votes by the tenured faculty are forwarded to the Office of the Dean.
  10. The T&P chair notifies the candidate of the committee's decision. The Dean may choose to support the committee decision or not. The Dean forwards all materials related to candidates who are recommended for tenure and/or promotion as well as a list of those candidates who were considered but not recommended by the unit to the Office of the Provost.
  11. Faculty receiving an unfavorable vote on either promotion or tenure by the unit have the right to appeal to units T & P committee decision. A faculty member appealing an unfavorable unit decision notifies the unit T&P chair, who immediately announces to the unit faculty all such appeals and invites letters from the unit faculty regarding these cases (vide supra).
  12. The section of the Faculty Manual entitled "Tenure Regulations and (non) Reappointment Procedures" (page 29) describes the process of consideration for tenure and promotion at the University level.
  13. Faculty dissatisfied with the University-level decision on tenure and/or promotion have access to a grievance procedure, which is described in the Faculty Manual entitled, "Academic Grievance Procedure."
  14. The College of Nursing criteria for Tenure, and Promotion are reviewed and revised every five years.

15. Faculty members appointed into the tenure track AFTER January 1, 1995 will be responsible within their probationary period to meet the unit tenure and promotion criteria and University standards in effect at the time of their appointment. For all subsequent promotions the faculty member will be responsible for meeting unit criteria and University standards in effect at the time of their application for that promotion.

Faculty members appointed into tenure track PRIOR to January 1, 1995 are strongly encouraged to use current criteria when applying for promotion; however, they may use the promotion criteria in effect at the time they were hired. (See p.28 of the University Faculty Manual). In no event shall any change in tenure and promotion regulations be made retroactively for faculty hired before January 1, 1995, unless the faculty member chooses otherwise. It is the responsibility of the candidate to inform the T&P Committee that he/she wishes to be considered under an earlier version of the criteria for promotion and/or tenure.

#### **IV. SUMMARY. Tenure and Promotion**

In summary, scholarship, teaching, and service are all considered at the time of promotion and/or tenure. As a clinical profession, the College of Nursing Tenure and Promotion Committee is also concerned with evidence of appropriate clinical practice activities. Teaching is the basic mission of the College of Nursing, and therefore, all faculty are expected to demonstrate and maintain competence as teachers. The College does not expect every faculty member to be outstanding in all functions; however, candidates who are weak in either teaching or scholarship are unlikely to be recommended for tenure or promotion.

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