UNIVERSITY OF MISSOURI-COLUMBIA
SINCLAIR SCHOOL OF NURSING

Policies for Appointment, Reappointment, Promotion, and Tenure
of Regular Faculty
approved by Faculty Assembly 3-6-2020

POLICY

Appointment to the Sinclair School of Nursing (SSON) Faculty represents a mutually beneficial partnership between the University and the faculty member to facilitate an environment that provides freedom of expression and inquiry. The SSON is dedicated to discovering new knowledge and implementing best practices in teaching, research, scholarship, service and entrepreneurship.

Tenure track faculty must have a doctorate in nursing or a related field. Each faculty member on the tenure track is considered for tenure after completing five years (at the beginning of the sixth probationary year).

Eligibility for promotion to the next academic rank is based upon established criteria for appointment to the desired rank. The criteria reflect scholarly achievement within the School's missions and related faculty roles: education, research, and service.

Faculty appointed to the tenure track are eligible for tenure. All decisions on tenure are subject to the approval of the Board of Curators upon request of the Chancellor.

In carrying out its duties and responsibilities relative to recommendations on appointment, reappointment, promotion, and tenure of regular faculty, the ARPT Committee adheres to:

1. The academic tenure regulations of the University of Missouri
(Policies and Procedures for Promotion and Tenure, Collected Rule 320.035 and
Regulations Governing Application of Tenure, Collected Rule 310.020), as specified on the website of the Provost of the University of Missouri http://provost.missouri.edu/faculty/tenure.html.

2. The current Bylaws of the SSON Faculty are available in the SSON Faculty and Staff Handbook.

3. Additional SSON of Policies that apply to Promotion Tenure Process are:
    a.   Administrative Policy #26 Research Productivity for Tenure/Tenure Track Faculty
    b.   Administrative Policy Faculty Workload Model addresses teaching productivity, and teaching reductions based on research productivity (in development).

STANDARDS AND CRITERIA

To carry out its duties and responsibilities, the ARPT Committee uses the current version of standards and criteria approved by the SSON faculty with regard to:

1.   ***Qualifications for Appointment, Reappointment or Promotion to Rank.*** These qualifications must be met before a candidate can be considered for appointment, reappointment, or promotion to any of the designated ranks.

2. ***Standards of Performance at Rank.*** These standards are used in reappointment and promotion deliberations to assess current level of performance at rank and expected achievement at the next higher rank.

3. ***Early promotion and tenure****.* Considerations for early promotion and/or tenure will not be considered except in truly exceptional cases. Candidates who attempt promotion and/or tenure will only receive one full review and will be judged by the same criteria as those attempting promotion at the expected time. (See item 5, page 11).

4. **Workload distribution.** The School of Nursing workload model begins with the traditional 40% research, 40% teaching, and 20% service distribution of workload, with variance depending on other factors (e.g., funding, administrative duties, sabbaticals or faculty development leaves). The faculty's workload should be commensurate with (a) the department workload standard, (b) consistent with the departmental standards for research productivity, time devoted to individual instruction and advising, and with consideration of assignment of administrative duties, service, and sabbaticals or faculty development leaves. The dossier should reflect all such activities.

5. ***Consideration of Prior Work****.* Publications will be included if the publication date is not prior to the date of hire. However, work that is highly impactful to the field, but that occurred prior to hire, may be considered in the reappointment and tenure decision. Credit will be allowed for previous experience on a full-time academic appointment at the rank of Assistant Professor or higher at this University or any other institution of higher education.

Scholarly nursing research is a central focus of the MU Sinclair School of Nursing (SSON) for the value it brings to the classroom and the benefits it delivers to the health of society. Advancement as a Tenure/Tenure Track Faculty member requires the following:

- That the faculty member's program of research shows **progressive significance and impact**;
- That the faculty member's program of research receives **national and/or international recognition**;
- That the faculty member also demonstrates **excellence in teaching** and **progressive contributions in service.**

The SSON values individual research efforts, but also recognizes and values team science and collaborative, interdisciplinary work; both are important mechanisms for advancing science in our field. It is important for candidates to demonstrate how they uniquely contributed to the advancement of science (program of research) completed within interdisciplinary teams. Directing student research and scholarship is considered both a research and teaching activity. The SSON also recognizes the important contributions of faculty members' advanced practice, administrative service, diversity and inclusion work, student mentorship, faculty entrepreneurship, and innovation. In all instances, candidates must meet standards for advancement, but care must be taken to apply the criteria with sufficient flexibility. This may include flexibility in terms of balancing heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another.

Candidates for advancement must include in their dossiers adequate evidence of meeting the above standards of advancement. **Examples** of such evidence that might be used are listed below. These examples are intended to be illustrative rather than exhaustive, and should not be interpreted as a checklist – that is, candidates are not expected to provide evidence of all provided examples in all areas. Further, candidates may provide other evidence of having met standards of advancement not included as examples.

Regarding how the SSON views publications in terms of advancement, publications in high-impact journals are often the metric for significance and impact. However, it is possible to have high impact papers with a low citation frequency and/or published in journals with modest impact factors. Thus, the data must be carefully interpreted. Peer-reviewed publications that are practice oriented often have low citation frequencies even if the article is read and used often. This situation often results if the research is primarily used by practitioners or educators that publish less often; thus accounting for low citation frequency. The quality of such publications therefore is not quantifiable by impact factors. First and/or multi-first, or last (senior) authorship is given more weight in the decision, but all authorship is vital to a successful academic career and should be considered.

SSON	Assistant Professor	Associate Professor	Professor
	Candidates for the rank of Assistant Professor have an earned doctoral degree, are beginning investigators who have demonstrated creativity and promise in their early program of research, and have expertise in substantive or methodological area.	Candidates for the rank of Associate Professor have demonstrated excellence in a program of research and have received national recognition for the significance and impact of their work.	Candidates for the rank of Professor are experienced investigators who have a sustained record of excellence in a program of research and have received national/international recognition for the significance and impact of their work.
Research	These faculty demonstrate: • potential for excellence and significance and impact in research	In addition to meeting the criteria for the rank of Assistant Professor, these faculty demonstrate: • excellence in research • leadership in research	In addition to meeting the criteria for the rank of Associate Professor, these faculty demonstrate both: • a sustained record of excellence in research which is recognized nationally/internationally, and, • established leadership in research

Possible examples:	Possible examples:	Possible examples:
- Focused area of independent research that has promise for obtaining future extramural research funding - Conducts own pilot research project(s) - Has received intramural or extramural small grant funding - Authors or co-authors published scholarly work from dissertation, post-doctoral research or related research collaborations in peer-reviewed journals. - Authors or co-authors article(s) in non-refereed journals or book chapter(s) in area of research. - Articulates the potential for developing entrepreneurial ventures from research outcomes. - Presents research papers/posters at local, state, regional, and/or national conferences	- Develops and submits intramural or extramural research funding applications to support a defined program of research - Serves as a principal investigator on funded studies - Serves as co-investigator, participating investigator, or consultant on research projects of other faculty - Is a research collaborator offering unique clinical, methodological, or research knowledge - Regularly publishes research and data-based articles in focused field of research in peer-reviewed journals, including top-tiered nursing research, nursing specialty, and interdisciplinary journals - Increases impact of discoveries by exploring new methods of dissemination - Authors or co-authors research and data-based articles in non-refereed journals or book chapters in area of research, in top-tiered nursing research, nursing specialty, and interdisciplinary journals - Receives local/regional award(s) for outstanding research, publications or invited lectures - Serves as scientific reviewer for internal or external research funding applications - Receives local/regional recognition as a scientist through awards, invited papers, lectures - Assures long term sustainability of discoveries by exploring entrepreneurship opportunities	- Obtains extramural funding as a principal investigator, or serves in a defined leadership role on collaborative inter-transdisciplinary research team, or institutional training or center grant. - Leads and mentors extramurally funded teams - Is a research collaborator or consultant offering unique clinical, methodological, or research knowledge nationally and internationally - Sustains a record of research publications and data-based articles within a focused field of research in peer-reviewed journals, including top-tiered nursing research, nursing specialty, and interdisciplinary journals - Increases impact of discoveries by disseminating work in innovative ways - Mentors junior faculty and students nationally and internationally - Principal author of scholarly works of exceptional quality that are frequently cited and/or recognized as major contributions in the field - Authors or edits book(s) and/or reports in area of research - Presents invited keynote or featured lectures at national/international conference - Research impacts national/international health practice, education, or policy - Writes/leads Center grants to develop student and faculty research - Obtains funding to support infrastructure - Is elected as Fellow of the American Academy of Nursing

SSON	Assistant Professor	Associate Professor	Professor
Teaching and Advising	These faculty are beginning educators and demonstrate: • potential excellence in teaching • potential excellence in student advisement and mentoring	In addition to meeting the criteria for the rank of Assistant Professor, these faculty demonstrate: • excellence in teaching • excellence in student advisement and mentoring • leadership in education	In addition to meeting the criteria for the rank of Associate Professor, these faculty demonstrate: • a sustained record of excellence in teaching • a sustained record of excellence in student advisement and mentoring • and established leadership in education

Possible examples:	Possible examples:	Possible examples:
- Develops course materials that reflect the state of the science, current research findings, and application of evidence-based practice - Demonstrates effective classroom and online/distance teaching strategies, as evidence by student or peer teaching evaluations - Uses feedback from students and peers to refine courses, teaching strategies, or evaluation methods - Presents innovations in teaching or advisement to local conferences - Serves on or chairs student scholarly project committees such as directed research, DNP project and/or dissertation	- Active in curriculum/program review - Has student evaluations and/or peer evaluations that demonstrate excellence in classroom and/or online and distance education - Member or co-chair for student scholarly committees such as directed research, DNP projects, or dissertation research projects (independent investigator role) - Involves students in research, scholarly activity, and publication - Effectively mentors graduate students and junior faculty in research design, or in methodology / measurement / statistics, or content - Participates in interdisciplinary educational/ training programs within University of Missouri, or University of Missouri Health Center, and/or locally oriented service-education collaborations, educational outreach programs, or collaborative educational projects involving external agencies - Publishes contributions (such as articles in peer-reviewed or non-refereed journals, books, chapters, tapes, or computer materials) that support education in research or methodological specialty - Delivers presentations on research and education at regional or national meetings - Receives local or regional recognition or awards for effectiveness in educating students, postdocs, and junior faculty in research design, or methodology / measurement / statistics	- Synthesizes current research across disciplines in teaching - Outstanding in classroom and/or online and distance education, as evidenced by student evaluations or peer evaluations - Chair for student scholarly committees such as directed research, DNP projects, and dissertation research projects - Takes leadership role in SSON educational programs - Regularly involves students in research, scholarly activity and publication. - Recruits students via reputation for research and scholarship - Effectively mentors graduate students, postdoctoral fellows, and colleagues in research and research design, methodology/ measurement/ statistics, or content - Receives regional or national recognition or awards for effectiveness in educating students, postdocs, or junior faculty in research design, methodology/measurement / statistics, or content - Recognized by professional organizations for leadership in the education of researchers - Evidence of impact on the professional careers of former students and colleagues - Serves as senior author/mentor on student efforts for dissemination

Approved SSON Faculty Assembly 5-2-08; 3-6-2020
Supersedes 5-2-02

SSON	Assistant Professor	Associate Professor	Professor
Service	These faculty are beginning their service contributions and demonstrate: • potential for excellence in service	In addition to meeting the criteria for the rank of Assistant Professor, these faculty demonstrate: • excellence in service and the • potential for leadership in research	In addition to meeting the criteria for the rank of Associate Professor, these faculty demonstrate: • sustained record of excellence in service • established leadership in service
	Possible examples: • Serves as a member of schools, association, agency, committee or task force on a local level • Reviews abstracts for local conferences or meetings	Possible examples: • Shows consistent pattern of contributions to SSON that increase over time in both quality and scope • Provides leadership on SSON committees or activities and/or participates in joint planning groups between programs within SSON • Serves as member of a University of Missouri, or University of Missouri Health committee or task force • Serves as member, officer, chair, director of local, state or regional associations, agencies, committees, task forces or review groups • Reviews conference papers, posters, book chapters, or submissions to professional	Possible examples: • Assumes key leadership positions within SSON, University of Missouri, or University of Missouri Health • Elected or appointed to leadership positions in national or international organizations or professional societies • Serves as editor or chair of editorial board for professional journal(s) • Sustained record of reviewing articles for professional journals • Organizes national or international conferences or workshops • Leadership role in national or international initiatives, programs, services, policy committees that are concerned with professional issues

		- journals - Organizes local, state, or regional conferences or workshops - Participates in local, state, or regional health care or education focused initiatives, programs, services, policy committees; may take leadership role at the local, state or regional level - Advocates for or testifies on issues at the local, state or regional level - Consults for local, state or regional institutions, organizations or media - Engages in service contributions that have significant effects on policies/programs of organizations served - Elected as Fellow in professional societies for service - Recognized by SSON or other groups for excellence and leadership in service	- for or testifies on national or international policy issues that affect health care or education - Consults for national or international institutions, organizations or media - Service activities have led to improved health care delivery or education, or significant impact on health at national or international level - Serves on grant review panels

PROCEDURES: APPOINTMENT

The ARPT participates in initial appointment of tenure-track/tenured faculty as follows:
1. A committee representative (ARPT Chair or the Chair's designee) will meet with the faculty candidate during the interview to provide information regarding promotion and tenure expectations.
2. For individuals seeking appointment at the rank of Associate Professor and/or Professor with tenure, the expedited review process will be used including submission of a current CV; philosophy of teaching, scholarship, and service; table of publications including percent effort and impact factors; table of grants including role and percent effort; names and contact information of four external reviewers. The ARPT Committee Chair will seek two additional external reviewers. Optimally, four letters will be included in the dossier. In preparing the dossier and the supplemental materials file, faculty are to refer to "Dossier Contents and Preparation" and follow the current guidelines published on the Provost's website.
3. Before the Dean makes an offer, the Committee will review the curriculum vitae of the candidate and make a recommendation on appropriate rank, if appointed
4. The Dean will inform the ARPT Committee if negotiations with the candidate result in a different appointment status, rank or job description than originally established. If the committee does not concur with the Dean's recommendation, following discussion, the committee will forward a position statement to the Provost's Office.

DOSSIER and SUPPLEMENTAL MATERIALS FILE

Tenure-track faculty must be building their dossier from their day of hire. In preparing the dossier and the supplemental materials file, faculty are to refer to "Dossier Contents and Preparation" and follow the current guidelines published on the Provost's website. The Chair of the ARPT Committee is responsible for providing additional support to faculty regarding this process as needed.

PROCEDURES: REAPPOINTMENT

1. The ARPT Committee will review the dossier of full time tenure-track faculty for reappointment according to the following schedule:
- During the fifth semester of employment, by September 15.
- During the seventh semester of employment, by September 15.
- In the spring semester prior to the application for tenure due to the Office of the Provost December 1, according to the mandatory timeline in the 6th year of employment.

2. The Chair of ARPT will notify faculty in advance to prepare the dossier for review.

3. The ARPT Committee will review the dossier for evidence that faculty member meets the *Standards of Performance at Rank*.

4. The committee will recommend to the faculty member and inform the Dean of either (a) reappointment with an evaluation statement regarding progress toward tenure or (b) non-reappointment with written rationale given.

5. Recommendations for promotion and/or tenure before the sixth year should be rare and restricted to

truly exceptional cases. Early recommendations for promotion and/or tenure should not be made primarily on the basis of market conditions which make it appear that a faculty member might accept an offer elsewhere. (CRR 320.035, section B.2.a). Early recommendations must be submitted in writing to the ARPT committee chair including a letter requesting an early timeline, a current dossier, updated curriculum vitae, and details specifying how the candidate is "truly exceptional" in relation to research, teaching, and service at the next rank. The ARPT committee will review the documents and make a written recommendation to the Dean to either accept or deny the requested shortened timeline based on the following criteria: record of substantial extramural funding from federal agencies such as NIH, NSF or others federal sources, have an exemplary record of publication, be esteemed in the discipline, and achieve excellence in teaching

PROCEDURES: PROMOTION and / or TENURE

The faculty of the MU Sinclair School of Nursing (SSON) adhere to current academic tenure regulations of the University of Missouri Collected Rules and Regulations as posted on the website of the Provost of the University of Missouri: http://provost.Missouri.edu /faculty/tenure/html.

Faculty who have questions about matters involving promotion and tenure applications or decisions should direct them to the ARPT Chair, the Dean, or both.

By January 1st of the year preceding the final decision on promotion and/or tenure, the faculty member must notify the ARPT Chair and the Dean of the intent to apply for promotion and/or tenure.

By January 1st of the year preceding the final decision on promotion and/or tenure, the candidate must submit a list of five or six potential external reviewers to the ARPT Chair. Criteria for external reviewers are in the "Call Document for Promotion and Tenure" on the Provost's website (see Tab VII, External Reviewers, Regulations 1 – 3). A list of peer public AAU institutions on the University's website (https://irqi.missouri.edu/useful-links/aau-institutions/) or designated as research intensive universities. External reviewers for SSON candidates must also meet the criterion of conducting research relevant to that of the candidate. Reviewers can have degrees in disciplines other than nursing if that discipline is directly relevant to the inter-disciplinary focus of the candidate's research.

The list provided by the candidate must include this information for each potential reviewer:
- Name, credentials, and rank
- Department, university address, e-mail address,
- A rationale for suggesting this potential reviewer including
  - a summary of the person's research focus
  - recent /current external research funding
  - any honors (holds a named chair, is a Fellow of . . . , serves as editor of / on the editorial board of . . .).

Faculty candidates can obtain the information above from university websites and other sources. Individual contact with potential reviewers by faculty candidates is prohibited.
- A statement as to whether the candidate knows the potential reviewer, and if so, in what context.

Candidates should also provide names of persons who meet the qualifications for a reviewer but would be unable to offer an unbiased review for any reason.

By February 15th, the ARPT Committee will review the list of external reviewers nominated by the faculty candidate and nominate at least 5 other potential external reviewers, prioritizing potential reviewers from

the combined lists. In making the final selections of preferred reviewers to contact first, the ARPT Committee will consider diversity of research foci, expertise, and geographic location.

By March 1st, the ARPT Committee chair will contact potential reviewers about willingness to review the candidate's materials. The Chair will ask reviewers who agree to state a preference for receiving materials in hard copy or as e-mail attachments in pdf or Word file format.

By March 15th, the candidate submits to ARPT Committee chair (note these document requirements may vary based on annual call document):
- The candidate's CV, as submitted in dossier, not to exceed 25 pages
- The candidate's "Statement of Research/Scholarly Accomplishment"
- Copies (pdfs or reprints) of appropriate publications or links to those materials
- CDs or DVDs of creative works or links to those materials (if applicable)

By April 1st, the materials be sent to external reviewers. The ARPT Committee Chair will send attachments by e-mail to reviewers in PDF format.

The ARPT Chair will maintain communication with reviewers, receive the letters and vitas of reviewers, and acknowledge their assistance with the review process.

By September 1st, the candidate will submit to the ARPT Committee Chair a draft dossier for review by an ARPT Chair-selected, tenured faculty member above the rank being sought. The dossier must include 2-4 peer reviews of teaching and the 7th semester review letter. The candidate will seek feedback from the selected faculty member regarding improvements in formatting and content of the dossier.

By October 1st, the candidate will submit the completed dossier to the ARPT Committee Chair, who will forward materials to the SSON Administrative Manager.

By October 15th, tenured faculty at or above the rank of the candidate for promotion and/or tenure will review the dossier and make a recommendation on promotion and/or tenure.

By November 1st, the ARPT Committee will endorse the faculty vote on the promotion and/or tenure decision. The ARPT Committee Chair will prepared the committee letter for the Dean and the dossier

Following the Dean's review of the dossier, the candidate will be notified of the review and faculty recommendation, and be given the opportunity to withdraw the dossier or move it forward. The Dean addresses a letter to the Provost regarding the outcome of the dossier review. This letter is added to the dossier.

Once the Dean's letter is added, the dossier is reviewed by the Campus Promotion and Tenure Committee in January and February. The dossier is then reviewed by the Provost, the Chancellor, and the Board of Curators. The final decision regarding promotion and/or tenure is made near the end of the 6th academic year of employment. Approved promotions become effective on September 1st of the next academic year.

Approved Faculty Assembly 5-2-08; 3/6/2020
(Original approved Faculty Assembly 5/10/85: mem: 9/93)