

University of Pittsburgh School of Nursing



Guidelines for Faculty Appointment and Promotion

Updated 6/17/11

**University of Pittsburgh
School of Nursing**

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University of Pittsburgh School of Nursing

Introduction

This document has been developed for the purpose of informing members of the School of Nursing at the University of Pittsburgh of the policy and procedures associated with appointment, reappointment and promotion. The University of Pittsburgh Appointment and Tenure Policy sets forth the principles upon which School of Nursing faculty appointments and promotions are based. These can be found at the University web address: www.pitt.edu/~provost/handbook.html

The criteria and guidelines contained in this document supplement and amplify University policies as they are applied in the School of Nursing. The criteria are written to be progressive in nature with each successive rank.

Faculty Appointment by Rank

The minimum qualifications for faculty appointment by rank in the School of Nursing are found on page 2. Academic ranks for faculty in the School of Nursing are Instructor, Assistant Professor, Associate Professor, and Professor. Titles may stand with or without the prefixes Visiting, Research, Adjunct, and Clinical which may be applied at all levels of rank as appropriate.

At the time of appointment individuals must be designated as tenured, tenure stream, or non-tenure stream. Faculty at the University of Pittsburgh School of Nursing must demonstrate continued scholarly contribution to the mission of the organization by sustained excellence in various areas such as teaching, service, and other forms of scholarship. Each faculty member should develop very early, in conjunction with his or her academic mentor(s), a portfolio of scholarly, teaching, and service activities, according to the talents and aspirations of the faculty member and the needs of the department and the School of Nursing.

Appointment, Reappointment and Promotion Process

The procedures outlining the review and promotion processes can be found in the School of Nursing Policy 361: Appointment and Reappointment and Placement Outside of the Tenure Stream and Policy 362: Promotion and Conferral of Tenure. These are appended as references.

Under each rank there are Administrative and Leadership Criteria for those faculty with such responsibilities. It should be noted that exceeding the Administrative and Leadership criteria will not lead to rank promotion.

MINIMUM QUALIFICATIONS FOR FACULTY APPOINTMENT BY RANK - NURSING¹

(Refer to individual track criteria for additional information)

Instructor:

- A) Preferred: Earned doctorate
Required: Master's degree in nursing or related field
- B) Indication of knowledge about teaching-learning process as evidenced by educational program or experience teaching
- C) Demonstrated expertise in area of nursing or related field

Assistant Professor

- A) An earned doctorate in nursing or a related field is required
- B) Evidence of or potential for excellence in clinical and/or classroom teaching
- C) Demonstrated expertise in area of nursing or expertise in a related substantive area
- D) Evidence of potential to produce scholarly work

Associate Professor

- A) An earned doctorate in nursing or a related field
- B) Evidence of excellence as a teacher
- C) Evidence of sustained scholarly productivity as indicated by publications, grants, or any other validating material
- D) Expertise recognized at the national/international level

Professor

- A) An earned doctorate in nursing or a related field
- B) Evidence of excellence as a teacher
- C) Evidence of authoritative knowledge and reputation as indicated by publications, grants or any other validating material.
- D) Recognized as a leader in a field through research, writing, professional practice, or leadership in professional and learned organizations.

¹Non-nurse faculty will be appointed based upon individual qualifications.

**Criteria to be used as Guidelines for
Reappointment / Promotion
as defined by rank**

Tenure Track
Assistant Professor

I. TEACHING

- A. Demonstrates evidence of increasing depth in an area of specialty
- B. Demonstrates competence in nursing or relevant discipline of teaching competency
- C. Demonstrates evidence of growth toward excellence in classroom and/or clinical teaching indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the-art knowledge, as reflected in the teaching portfolio
- D. Actively contributes to curriculum activities through relevant council and committees
- E. Incorporates evidenced-based practice models in teaching

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Presents papers at state or regional and national meetings
- C. Publishes data-based research articles and other articles in refereed journals
- D. Directs funded research projects which may be internally funded and submits applications for external funding.
- E. Provides consultation on the conduct of research
- F. Participates in other scholarly activities, (e.g., grant reviews, journal peer reviewer, IRB reviews, etc.)
- G. Mentors graduate students

III. SERVICE

- A. Provides community service related to expertise
- B. Contributes to the interdisciplinary collaborative research relationship
- C. Serves as a member, chair, and/or holds offices on School committees. Serves as a member, officer, or chairperson in state and/or regional professional organizations
- D. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Tenure Track
Associate Professor

I. TEACHING

- A. Has nationally recognized expertise in an area of research
- B. Demonstrate expertise in nursing or relevant discipline and teaching
- C. Demonstrates evidence of excellence in teaching (e.g., classroom, clinical, mentoring of doctoral students) indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge, as reflected in the teaching portfolio
- D. Assumes leadership in curriculum activities
- E. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrate and analyze research findings in teaching and practice
- B. Presents papers at national and/or international meetings
- C. Publishes data-based research articles and other articles in refereed journals
- D. Initiates and conducts externally funded peer review research projects in a defined area. Provides consultation on research / clinical and/or education
- E. Achieves significant recognition and/or awards for contributions to one's profession
- F. Participates in other scholarly activities, (e.g., editorial boards, grant reviews, and consultation)
- G. Mentors junior faculty

III. SERVICE

- A. Demonstrates commitment to community service related to professional expertise
- B. Demonstrates leadership within the research arena as a consultant or collaborator in interdisciplinary or inter-institutional research projects
- C. Demonstrates ways to improve the interdisciplinary collaborative relationship
- D. Has chaired or held office in School and/or University committees
- E. Assumes leadership (eg) chairperson, officer, appointed/elected committee member, Board of Directors), state, regional, and/or national professional organizations
- F. Participates in national committees, including advisory committees
- G. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Tenure Track
Professor

I. TEACHING

- A. Nationally and internationally recognized as having sustained depth and breadth of attainment of authoritative knowledge and reputation in an area of specialty
- B. Recognized as a national and international expert in area of specialization as evidenced by awards, consultation, invited workshops and presentations
- C. Recognized for sustained excellence in teaching (e.g., classroom, clinical, mentoring of doctoral and other students) indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the-art knowledge, as reflected in the teaching portfolio
- D. Assumes sustained leadership in curriculum activities
- E. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrate, analyze and generate protocols in teaching and practice
- B. Presents peer reviewed and invited papers at national and/or international meetings
- C. Publishes data-based articles and other articles in highly regarded refereed journals which impacts the science and practice of professional nursing or other health related disciplines
- D. Conducts a program of research in a well-defined area which is externally funded and peer reviewed
- E. Provide consultation and mentorship on research
- F. Achieves significant recognition and/or awards for professional contributions
- G. Takes a leadership role in other scholarly activities, (e.g. editorial boards, grant reviews, consultation)
- H. Mentors Faculty

III. SERVICE

- A. Demonstrates commitment to community service related to professional expertise
- B. Demonstrates leadership within the research arena as a consultant or collaborator in interdisciplinary or inter-institutional research projects
- C. Demonstrates ways to improve the interdisciplinary collaborative relationship
- D. Has chaired or held office in School and/or University committees
- E. Assumes leadership (eg) chairperson, officer, appointed/elected committee member, Board of Directors), state, regional, and/or national professional organizations
- F. Participates in national committees, including advisory committees
- G. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non Tenure Track
Instructor

I. TEACHING

- A. Demonstrates evidence of a current knowledge base in an area of specialty
- B. Participates in activities to maintain teaching competency
- C. Demonstrates evidence of growth toward excellence in classroom and/or clinical teaching indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the-art knowledge, as reflected in the teaching portfolio
- D. Contributes to curriculum activities through input to primary teachers and the chair
- E. Incorporates evidenced-based knowledge in teaching

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Disseminates research findings or clinical expertise to practice (e.g., publications, consultation to clinical agencies, evidenced-based practice protocols) *
- C. Completes the faculty practice requirement *

III. SERVICE

- A. Serves as an active member, in local health and/or other community service groups and/or nursing centers or clinical agencies.
- B. Contributes to interdisciplinary- collaborative relationship
- C. Serves as an active member of committees within the School of Nursing *
- D. Serves as an active member in local professional organizations
- E. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

*May be waived for faculty teaching 80% or greater in the clinical setting. Evaluation will be based on teaching and related services

Non Tenure Track
Assistant Professor

I. TEACHING

- A. Demonstrates evidence of a current knowledge base in an area of specialty
- B. Demonstrates competence in nursing or relevant discipline and teaching
- C. Demonstrates evidence of growth toward excellence in classroom and/or clinical teaching indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the-art knowledge, as reflected in the teaching portfolio
- D. Actively contributes to curriculum activities through relevant council and committees
- E. Incorporates evidenced-based practice models in teaching

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Presents papers at state and/or regional meetings *
- C. Publishes articles in refereed journals (data based or non-data based) *
- D. Submits applications for foundation/ professional organizations, training grants, etc *
- E. Provides consultation on the conduct of quality improvement studies in the clinical agency *
- F. Participates in other scholarly activities, (e.g., journal peer reviewer participates on research teams, book reviews) *
- G. Completes the faculty practice requirement

III. SERVICE

- A. Provides community service related to expertise
- B. Contributes to the interdisciplinary service / clinical collaborative relationship
- C. Serves as a member, chair, and/or holds offices on School committees *
- D. Serves as a member in state, regional and/or national professional organizations.
- E. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

*May be waived for faculty teaching 80% or greater in the clinical setting. Evaluation will be based on teaching and related services

Non Tenure Track
Associate Professor

I. TEACHING

- A. Has nationally recognized expertise in an area of specialization.
- B. Demonstrate expertise in nursing or relevant discipline and teaching
- C. Demonstrates evidence of excellence in teaching (e.g. classroom, clinical, precepting students) indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge, as reflected in the teaching portfolio
- D. Assumes leadership in curriculum activities
- E. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Presents papers at national and/or international meetings
- C. Publishes book chapters, case studies and/or articles in refereed journals (data based or non-data based)
- D. Initiates and conducts clinical, educational, or research projects with funding (foundation/ professional organizations/ training grants, etc.)
- E. Provides consultation on clinical questions, quality improvement studies, or education
- F. Achieves recognition and/or awards for contributions to one's profession
- G. Participates in other scholarly activities, (e.g., editorial boards, manuscript reviews, video productions)
- H. Mentors junior faculty
- I. Completes the faculty practice requirement

III. SERVICE

- A. Demonstrates commitment to community service related to professional expertise
- B. Demonstrates leadership within the practice setting as a clinician or teacher (educator) through development of improved practice, policies, more efficient systems of care, etc.
- C. Demonstrates ways to improve the interdisciplinary collaborative relationship
- D. Has chaired or held office in School and/or University committees
- E. Assumes leadership (e.g., chairperson, officer, appointed/elected committee member, Board of directors, committee member) in state, regional and/or national professional organizations
- F. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non Tenure Track
Professor

I. TEACHING

- A. Nationally and internationally recognized as having sustained depth and breadth of attainment of authoritative knowledge and reputation in an area of specialty
- B. Recognized as a national and international expert in area of specialization as evidenced by awards, consultation, invited workshops and presentations
- C. Demonstrates evidence of sustained excellence in outstanding teaching (e.g. classroom, and/or clinical, teaching precepting students) indicated by peer and student evaluations, taking into account innovative strategies, use of technology and incorporation of state-of-the-art knowledge, as reflected in the teaching portfolio
- D. Assumes sustained leadership in curriculum activities
- E. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrate, analyze and generate protocols in teaching and practice
- B. Presents peer reviewed and invited papers at national and/or international meetings
- C. Publishes books, , and/or articles (data based or non-data based) in highly regarded refereed journals, which impact evidence-based practice
- D. Implements major externally funded grants (e.g. foundations, training grants) in a well defined area.
- E. Provides consultation and mentorship on clinical teaching or quality improvement
- F. Achieves recognition and/or awards for professional contributions
- G. Takes a leadership role in other scholarly activities, (e.g., editorial boards, and grant reviews)
- H. Mentors faculty
- I. Collaborates on other externally funded projects
- J. Completes the faculty practice requirement

III. SERVICE

- A. Has demonstrated sustained commitment to community service related to professional expertise
- B. Has recognized leadership within the practice setting as a clinician or teacher (educator) through development of improved practice, policies, more efficient systems of care, etc.
- C. Mentors interdisciplinary colleagues
- D. Has chaired or held office on School and/or University committees
- E. Has demonstrated sustained leadership activities in national and/or international professional organizations
- F. Participates in national committees, including advisory committees
- G. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Research Assistant Professor

I. SCHOLARLY ACTIVITIES

- A. Presents papers at state or regional and national meetings
- B. Contributes to data-based research articles and other articles in refereed journals demonstrating an increasing depth in an area of specialization.
- C. Makes substantial contributions to funded research and collaborates on submission of applications for external funding
- D. Participates in other scholarly activities, (e.g- journal peer reviewer participates on research teams, book reviews)
- E. May participate as a guest lecturer and/or precept students in research.

II. SERVICE

- A. Provides community service related to expertise
- B. Serves as a member in state, regional and/or national professional organizations
- C. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

III. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Research Associate Professor

I. SCHOLARLY ACTIVITIES

- A. Presents papers at national and/or international meetings
- B. Publishes book chapters, case studies and/or articles in refereed journals (data based or non-data based) demonstrating an increasing depth in an area of specialization.
- C. Initiates and conducts research projects in a defined area
- D. Participates in other scholarly activities, e.g., editorial boards, grant reviews, consultation, and mentoring other faculty, etc.
- E. May participate as a guest lecturer and/or precept students in research.

II. SERVICE

- A. Demonstrates commitment to community service related to professional expertise
- B. Assumes leadership (e.g.) chairperson, officer, appointed/elected committee member, Board of Directors), state, regional, and/or national professional organization
- C. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

III. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Research Professor

I. SCHOLARLY ACTIVITIES

- A. Presents peer reviewed and invited papers at national and/or international meetings
- B. Publishes data-based articles and other articles in highly regarded refereed journals demonstrating an increasing depth in an area of specialization.
- C.
- D. Conducts a program of research in a well-defined area
- E. Achieves recognition and/or awards for professional contributions
- F. Participates in scholarly activities, e.g., editorial boards, grant reviews, and consultation
- G. May participate as a guest lecturer and/or precept students in research.

II. SERVICE

- A. Has demonstrated sustained commitment to community service related to professional expertise
- B. Demonstrates sustained leadership in regional, national and/or international professional organizations
- C. Participates in national committees, including advisory committees
- D. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

III. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Clinical Instructor

I. TEACHING

- A. Demonstrates evidence of a current knowledge base in an area of specialty
- B. Demonstrates growth toward excellence in clinical practice
- C. Demonstrates evidence of growth toward excellence in classroom and/or clinical teaching indicated by participating as a guest lecturer and/or precepting of students, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge, as reflected by peer evaluation
- D. Contributes to curriculum activities through input to primary teachers and the chair
- E. Incorporates evidenced-based knowledge in teaching

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Provides consultation to the clinical agency in the utilization and application of research findings

III. SERVICE

- A. Serves as an active member, officer, or chairperson-in local health and/or other community service groups and/or nursing centers or clinical agencies
- B. Contributes to the service-education collaborative relationship
- C. Serves as an active member of committees within the School of Nursing
- D. Serves as a member, in professional organizations
- E. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Clinical Assistant Professor

I. TEACHING

- A. Demonstrates evidence of increasing depth in an area of specialty
- B. Demonstrates expertise in nursing or relevant discipline through clinical practice
- C. Demonstrates evidence of growth toward excellence in classroom and/or clinical teaching indicated by participating as a guest lecturer and/or precepting of students, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge, as reflected by peer evaluation
- D. Contributes to curriculum activities through input to primary teachers and the chair
- E. Incorporates evidenced-based practice models in teaching

II. SCHOLARLY ACTIVITIES

- A. Integrates research findings in teaching and practice
- B. Presents papers at state and regional meetings
- C. Publishes articles in refereed journals (data based or non-data based)
- D. Submits applications for foundation/training grants etc.
- E. Provides consultation to the clinical agency in the utilization and application of research findings
- F. Participates in other scholarly activities e.g., collaborates with researchers, participates on research projects

III. SERVICE

- A. Provides community service related to expertise
- B. Contributes to the service-education collaborative relationship
- C. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations.

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Clinical Associate Professor

I. TEACHING

- A. Has recognized expertise in an area of specialty
- B. Demonstrates evidence of excellence in teaching indicated by participating as a guest lecturer and/or precepting of students, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge as reflected by peer evaluation
- C. Contributes to curriculum activities through input to primary teachers and the chair
- D. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrate and analyze research findings in teaching and practice
- B. Presents papers at national and/or international meetings
- C. Publishes book chapters, case studies and/or articles in refereed journals (data based or non-data based)
- D. Initiates and conducts research or quality improvement projects in a defined area

III. SERVICE

- A. Demonstrates commitment to community service related to professional expertise
- B. Assumes leadership (eg chairperson, officer, appointed/elected committee member, Board of Directors), state, regional, and/or national professional organizations
- C. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives

Non-Tenure Track
Clinical Professor

I. TEACHING

- A. Demonstrates sustained depth and breadth of attainment of authoritative knowledge and reputation in an area of specialty
- B. Demonstrates evidence of sustained excellence in teaching indicated by participating as a guest lecturer and/or precepting of students, taking into account innovative strategies, use of technology and incorporation of state-of-the art knowledge as reflected by peer evaluation
- C. Contributes to curriculum activities through input to primary teachers and the chair
- D. Teach critical analysis of evidence in evidenced based practice models

II. SCHOLARLY ACTIVITIES

- A. Integrate, analyze and generate protocols in teaching and practice
- B. Presents peer reviewed and invited papers at national and/or international meetings
- C. Publishes clinical and/or other articles in highly regarded refereed journals
- D. Initiates and conducts sustained program of research or quality improvement project in a defined area
- E. Achieves recognition and/or awards for professional contributions
- F. Participates in scholarly activities, e.g., editorial boards and consultation

III. SERVICE

- A. Has demonstrated sustained commitment to community service related to professional expertise
- B. Has recognized leadership within the practice setting as a clinician or teacher (educator) through development of improved practice, policies, more efficient systems of care, etc.
- C. Demonstrates sustained leadership in regional, national and/or international professional organizations
- D. Participates in national committees, including advisory committees
- E. Participates in service to the profession through consultation or continuing education in the School of Nursing and/or professional organizations.

****For faculty with administrative appointments****

IV. ADMINISTRATIVE AND LEADERSHIP

- A. Encourages employee contributions to the achievement of department and school goals through mentoring, motivation, work distribution and timely constructive feedback
- B. Contributes to the development of the vision and goals of the School by generating and evaluating innovative ideas and implementation strategies
- C. Effectively manages department, school and university resources to support School objectives