

III. PROMOTION AND TENURE

A. The College of Arts and Sciences

1. General Policy

The College of Arts and Sciences of Washburn University works to maintain the highest possible standards of teaching, scholarship and service; to ensure every faculty member full academic freedom; to render every qualified faculty member secure in their profession; and to enable the College of Arts and Sciences to rely on the continuous employment of a competent faculty. It is, therefore, the policy of the College of Arts and Sciences to provide stability and continuity of employment for the faculty in an atmosphere of academic integrity and mutual confidence.

The basic responsibilities of the College of Arts and Sciences are to preserve, augment, criticize, and transmit knowledge and to encourage creativity. Thus, the College of Arts and Sciences should appoint, develop, and retain distinguished faculty members with outstanding qualifications. Tenure and promotion within the College of Arts and Sciences are consistent with general University policy in emphasizing the importance of teaching, scholarship, and service by its faculty.

Appointment or promotion to the rank of Associate Professor normally requires a record of success in teaching, scholarship, and service.

Appointment or promotion to the rank of Professor normally requires excellence in teaching, scholarship, and service.

Promotion and tenure in the College of Arts and Sciences at Washburn University are never automatic. They must be earned.

2. Minimum Requirements for Consideration for Promotion and Tenure

a. Education

Granting of tenure and appointment to the rank of Assistant Professor or higher normally requires completion of professional education in most fields marked by the Ph.D. or other recognized terminal degree.

b. Experience

Beginning with appointment to the rank of full-time assistant professor or a higher rank, the probationary period at Washburn University shall not exceed six years, unless a candidate for tenure and promotion has been granted an extension of the probationary period as outlined Section 3 II e. 3 of the faculty handbook. At least three of these six years must be at Washburn as a full-time assistant professor or higher rank. Up to three years credit may be granted, by written agreement, for full-time service at other institutions of higher education. The initial employment contract of every full-time faculty member will indicate that member's maximum probationary period at Washburn University.

For promotion to associate professor, the candidate must have completed six years of full-time college-level academic experience, the last three of which must have been at the assistant professor rank. If the candidate is eligible for promotion during the year of the tenure decision, then one petition and one departmental committee must be used for both.

For promotion to professor, the candidate must have completed ten years of full-time college-level academic experience, four of which must have been at the associate professor rank.

c. Teaching

Effective teachers are essential to the College of Arts and Sciences. The quality of instruction must be judged by its intrinsic purposes: to transmit and preserve knowledge, to encourage critical and creative thought, to foster a lively interest in learning, and to stimulate a continuing commitment to inquiry.

Evidence of teaching effectiveness could include but is not limited to

1. student learning
2. peer review by colleagues
3. record of pedagogical training
4. record of teaching innovation, in either pedagogy or content
5. student perceptions and opinions
6. a process of continuous improvement
7. mentoring of independent projects and internships
8. supervision of student research or creative activity presented or published in a student forum (e.g., Apeiron, student conferences and journals, etc.)

d. Research and Scholarship

Scholarly activity is the obligation of all tenure-track members of the faculty of the College of Arts and Sciences. A faculty member's scholarship must be judged by their contributions to knowledge through peer-reviewed publication or creative activities in their discipline that are peer reviewed, juried, refereed, and/or have been externally and professionally validated.

Research, scholarship, and creative endeavors should also include a sustained record of activities that could include but is not limited to

1. publication of books and book chapters
2. publication of articles and reviews of a scholarly nature
3. presentation of professional papers
4. conducting of, or performing in, professional workshops
5. research collaborations with students that result in peer-reviewed professional publication or presentation
6. receipt of grants, awards, and fellowships for scholarly work
7. achievement in art and/or creative endeavors related to a faculty member's discipline, such as performance compositions, published arrangements, recordings, juried or invitational performances or art exhibits, or professionally performed or disseminated work

e. Service

Service to the department, to the College of Arts and Sciences, to the University, to the profession, and/or to the community is the responsibility of each faculty member. For this purpose, community service must draw upon professional expertise.

Evidence of service activities could include but is not limited to

1. student advising
2. engagement in department activities
3. participation and/or leadership in college and/or university committees
4. administrative leadership
5. recruitment and retention activities
6. sponsorship of student organizations
7. leading students in special activities, including travel and conference attendance/participation

8. serving as a representative of the University where professionally appropriate
9. work with community partner(s)
10. mentoring of peers
11. activities promoting and advancing relating to diversity and inclusion
12. membership on professional boards or organizations
13. review of manuscripts for journals, publishers, grant funding, or conferences
14. invited lectures, performances, and other public presentations/workshops to campus or community groups

3. Procedures for Recommendation for Tenure and/or Promotion

- a. In the spring of each year, the Provost & Vice President of Academic Affairs of the University will distribute to the Dean of the College of Arts and Sciences a list of faculty members whose tenure status must be reviewed before the end of the following academic year. The Dean will then inform the appropriate department chairpersons and communicate with candidates about the requirements of this review process.
- b. In the spring before the initial year of eligibility, the Dean of the College of Arts and Sciences will forward to each department chairperson the names of all tenured members of its faculty below the rank of Professor who will have met the minimum educational and experiential requirements for promotion in academic rank by the end of the following academic year. The Dean will also communicate with potential candidates for promotion about the requirements of this review process.
- c. Early in the fall semester, the department chairperson will inform the candidates for tenure and/or promotion, invite them to submit the required information and to supply whatever other materials they desire to substantiate their qualifications, and oversee the election of a departmental committee of at least five (5) tenured members of higher academic rank than the candidate. The department chairperson will not be a member of this committee, nor will any other candidate for promotion, nor will members of the College Committee on Promotion and Tenure. In the case that department chairperson is a member of the College Committee for Promotion and Tenure during the time in which the department has a candidate for tenure and/or promotion, the chairperson will be recused from the deliberations of the College Committee for Promotion and Tenure regarding that particular candidate.
- d. If the department lacks the necessary five members, the candidate will submit to the Dean of the College of Arts and Sciences a list of higher-ranking members of other college departments. The list shall be at least twice that number lacking in the candidate's department. The Dean, in consultation with the College Promotion and Tenure Committee, then will select the final members of the committee.
- e. The candidate may choose which of the committee members they want to chair the committee.
- f. The candidate will submit the required information and other materials in support of their petition for tenure and/or promotion to the department chairperson.
- g. The candidate may withdraw their petition at any time in the process and it will not continue forward.
- h. All department members are encouraged to submit recommendations on promotion to the department promotion committee. These

recommendations are submitted as a separate file with the petition to the Dean.

i. The department committee will provide notification of its recommendation to the candidate. The committee recommendation, together with supporting materials, will be forwarded to the Dean through the department chairperson.

j. The department chairperson will provide notification of their recommendation to the candidate and submit their recommendation to the Dean.

k. The Dean will distribute the materials and recommendations to the College Committee on Promotion and Tenure for its consideration. The College Committee on Promotion and Tenure will provide a notification of its recommendation to the candidate and submit the recommendation to the Dean.

l. Upon receipt of the College Promotion and Tenure recommendations, the Dean will also submit to the Provost & Vice President of Academic Affairs their recommendation, together with the recommendations of the College Promotion and Tenure Committee, the department chairperson, and the departmental committee. The Dean will also notify the candidate of their recommendation.

B. School of Business

1. General Policy

The guidelines for appointment, tenure and promotion for the School of Business are consistent with the appointment, tenure and promotion policies of Washburn University and reflect the criteria for accreditation by AACSB-International and the Higher Learning Commission. Performance review criteria for evaluating faculty for appointment, tenure and promotion will be applied to portfolios of teaching, research and service compiled by the individual faculty member.

The first commitment of a faculty member should be to high standards of teaching effectiveness. Each faculty member is also expected to maintain a pattern of professional and intellectual development consistent with the mission of the School.

Faculty members are encouraged to continually evaluate themselves, utilizing the guidelines as development tools.

2. Minimum requirements for appointment, tenure and promotion

a. Education

The doctoral degree in the area within which the individual teaches is the normal prerequisite to appointment at the rank of (tenure-track) Assistant Professor and above. This qualification includes individuals holding the JD degree who teach business law or legal environment of business and individuals who teach taxation holding (1) LLM (in Taxation) / CPA, or (2) JD with an accounting master's degree. Candidates who have completed all of the work for the doctorate except the dissertation and have made substantial progress on the dissertation may be considered for appointment as Assistant Professors.

b. Experience

i. To be considered for tenure, normally five years of full-time experience at the rank of Assistant Professor or higher, three of which will have been at Washburn, are required. Consideration of a petition for tenure will occur no later than in the sixth year of full-time service at Washburn University.

ii. To be considered for promotion to the rank of Associate Professor, five years of full-time teaching experience, including three years of full-time service after the attainment of the appropriate doctoral (or equivalent) degree, are required.

iii. To be considered for promotion to the rank of Full Professor, ten years of service, including at least three years of service as an Associate Professor, are normally required.

A faculty member may petition for early consideration for tenure and/or promotion. Deferral or denial of a petition at any time is not prejudicial toward consideration in subsequent years.

c. Teaching

Individual members of the faculty are responsible for:

- i. currency in their instructional field(s),
- ii. delivery of effective instruction,
- iii. accessibility to students consistent with the School's expectations.

Teaching includes academic program planning, curriculum and course-work development, classroom instruction, and student advisement.

Quality of instruction is assessed by peer, student and dean evaluations of classroom teaching and by dean and peer review of other activities relevant to teaching objectives.

d. Research and Scholarly Activity

All faculty are expected to engage in research and scholarly activity, resulting in published intellectual contributions in any of three major areas:

- i. Basic or discovery scholarship : adds to the theory or knowledge base of the faculty member's field.
Outputs from basic or discovery scholarship activities include, but are not limited to, publication in refereed academic journals, research monograph, scholarly books, chapters in scholarly books, proceedings from scholarly meetings, papers presented at academic meetings, publicly available research working papers, and papers presented at faculty research seminars.
- ii. Applied or integration/application scholarship : influences professional practice in the faculty member's field.
Outputs from applied or integration/application scholarship activities include, but are not limited to, publication in refereed professional journals, professional presentations, public/trade journals, in-house journals, book reviews, publicly available research working papers, and papers presented at faculty workshops.
- iii. Teaching and learning scholarship : influence the teaching-learning activities of the disciplines.
Outputs from teaching and learning scholarship activities include, but are not limited to, textbooks, publication in pedagogical journals, written cases with instructional material, instructional software, and publicly available material describing the design and implementation of new courses. All three categories of scholarship are valued. The quality of research and scholarly outputs, not merely the quantity, is the primary determinant in measuring the level of intellectual contribution. Maintaining the SA (scholarly academic) status as outlined by the school's FSAP (Faculty Scholarly Activity Policy) is required, 2014.9.30 Approved by FPC, SOBU Faculty, Dean

e. Service

Each faculty member is expected to provide service to the university, to the academic unit, to the profession and to the external communities served by the School. Examples of service include, but are not limited to:

- serving on school and university committees and task forces; active participation in university and school governance; providing leadership in the development of special projects or grants; active participation in professional and business organizations; conducting research studies for business or government agencies; providing leadership for student organizations; serving on committees of professional associations and organizations; appointments to professional or civic boards; providing services to community groups; and teaching in non-degree, executive education programs.

Performance is gauged in terms of the quality of the service, not just the number of committees or organizations involved.

3. Performance criteria for tenure and promotion

Faculty performance in teaching, research, and service is assessed in terms of three ratings: "above the standards", "at the standards", and "below the standards." The standards are specified in this document and other school policies, most importantly the FSAP.

For tenure and/or promotion to Associate Professor, the rating of "at the standards" in teaching, research and service represents the minimal requirement.

For promotion to Full Professor, an "above the standards" rating in teaching and "at the standards" ratings in both research and service are normally required. The standards for promotion to

Full professor are higher than those for promotion to Associate professor. Also, continued accomplishments and leadership since promotion to Associate Professor are required.

4. Procedures for Tenure

- a. The Dean shall provide written notice to each faculty member to be evaluated prior to the beginning of the formal review process. Such notice shall contain an invitation for the faculty member to submit such materials as s/he chooses to be considered in the evaluation.
- b. The candidate's tenure committee will consist of all tenured faculty members in the candidate's discipline area. If the discipline area does not have five tenured members, the candidate will submit to the Dean a list of tenured members in cognate disciplines. The list shall include twice the number of names as the number lacking in the candidate's discipline. From the list, the Dean, together with the committee, will make the final selection. The committee will select a chairperson.
- c. The committee will evaluate the materials submitted by the petitioner and determine if the candidate has achieved the necessary level of performance to justify the granting of tenure. After careful and deliberate consideration, the committee will provide its recommendation to the Dean in the form of a written report from each individual committee member.
- d. All tenured school faculty members are encouraged to submit written recommendations on tenure to the discipline tenure committee. These recommendations become part of the candidate's file and will be submitted with the file to the Dean.
- e. Upon receipt of the committee recommendations, the Dean will submit to the Provost & Vice President of Academic Affairs his/her

recommendations together with the recommendations of the discipline committee. In addition, these recommendations will be shared with the candidate in a way that retains the anonymity of the evaluators.

f. All written correspondence from individual faculty members and from members of the committee will remain confidential.

5. Procedures for Promotion

The procedure for promotion shall follow the procedure for tenure with the following exceptions:

a. The candidate's promotion committee will consist of a minimum of three and no more than five faculty members in the candidate's discipline area holding a higher rank. If the discipline area does not have three members holding the higher rank, the candidate will submit to the Dean a list of higher-ranked faculty members in cognate disciplines. The list shall be at least twice that number lacking in the candidate's discipline. A petitioner may also request that an outside member be added to the committee. From the list, the Dean, together with the committee, will make the final selection.

b. All school faculty members holding higher rank are encouraged to submit written recommendations on promotion to the discipline promotion committee. These recommendations become part of the candidate's file and are submitted with the file to the Dean.

C. School of Law

1. Standards for Faculty Reappointment, Tenure, and Promotion

In determining whether a faculty member's appointment shall be renewed or whether such member be tenured or promoted, the Committee shall consider the following:

a. For renewal of appointment -- Demonstrated competence in teaching and satisfactory performance of service obligations.

b. For promotion to or renewal of appointment as Associate Professor -- Above average teaching ability, evidence of scholarly potential sufficient to indicate the likelihood of a career as a productive scholar, and significant performance of service obligations. Research in progress is sufficient to demonstrate scholarly potential.

c. For tenure or promotion to Professor -- Substantially above-average teaching ability, a substantial contribution to scholarship, and significant performance of service obligations.

d. Definitions:

i. Teaching: Quality of teaching will be evaluated by students, the Promotion and Tenure Committee, the Dean, and when feasible by a law teacher from another school. Student evaluation of whether the faculty member meets the above average standard will be based upon the terminology of regularly administered evaluation forms. The standards used by faculty peers or the Dean to evaluate quality of teaching will be based upon their knowledge of and experience with legal education both at Washburn and elsewhere. The evaluation by each of the evaluating entities will receive substantial weight in judging quality of teaching.

ii. Scholarship: A substantial contribution to scholarship normally consists of at least two significant law review articles or a book of similar or greater magnitude, accompanied by other less significant contributions. Those other contributions may include but are not limited to publications of notes and reviews, the preparation of unique teaching materials, and drafting of legislation. A judgment of the quality of

scholarly activities will be made by the Promotion and Tenure Committee, the Dean, and, when appropriate, by professionals from outside of the Law School with relevant special expertise. The evaluation by each of the evaluating entities will receive substantial weight in judging quality of scholarly activity.

iii. Service: Significant performance of service obligations includes fulfilling customary administrative and committee responsibilities, and may include responsible activities in local, state, or national bar associations, service for local, state, or federal government agencies, community service, or legal pro bono service.

e. Scholarly contributions by faculty on twelve-month contracts who have substantially greater than normal administrative duties: Eligibility for promotion to Associate Professor will depend primarily upon quality performance of their duties other than scholarship. For tenure and promotion to Professor there is an expectation of significant contribution to scholarship. However, the sufficiency of the scholarly contribution will be measured in light of the demands of the additional administrative responsibilities.

2. Minimum Degree and Years of Service Requirement

a. Tenure requires a probationary period not to exceed six years. Three years at another institution of higher learning may count toward the six years if agreed upon at the time of the initial contract.

b. The following are minimum requirements for the School of Law, and achievement of them will not automatically result in promotion.

1) Assistant Professor. Appointments to the faculty of the School of Law are normally made in the rank of Assistant Professor where the appointee has no prior Law School teaching experience and less than three years of law practice. Minimum qualifications include the J.D. or equivalent, and appointments without post-degree professional experience would be rare. Appointment in appropriate cases may be made where the appointee's degree is in a discipline other than law.

2) Associate Professor. Promotion to the rank of Associate Professor may be earned upon three years service in the rank of Assistant Professor. Factors considered in the promotion decision include demonstrated teaching effectiveness, performance of faculty duties other than teaching, and scholarly publications or other contributions to the profession.

3) Professor. Promotion to the rank of Professor may be earned upon three (3) years service in the rank of Associate Professor, if the initial appointment was as Assistant Professor, or upon six (6) years of service, including years of service at another institution that count toward the probationary period, if the initial appointment was as Associate Professor.

3. Procedures

a. The Committee on Reappointment, Promotion and Tenure (hereinafter called the Committee) for the School of Law shall consist of all tenured members of the Law School faculty except ex-officio members. In any year in which he or she will personally be considered by the Committee for promotion, a tenured member of the faculty shall not consider promotion of any other member of the Committee.

b. The Dean of the School of Law shall be the convening authority and serve as chairperson of the Committee, but shall in no case vote as a member of the Committee. In the event of the inability of the Dean to

serve, the senior serving member of the Law School faculty shall act in this capacity and shall be entitled to vote as a Committee member.

c. In any year in which any member of the faculty is eligible to be considered for reappointment, promotion, or tenure under the University Bylaws or Personnel Policies, the Dean shall convene the Committee for consideration of such matters at a date sufficiently early that the Committee's work may ordinarily be concluded by October 15. Where appropriate, the Committee may defer reappointment decisions until any later date consistent with University policy on notice of non reappointment, and shall notify the faculty member concerned of the date upon which the matter will be considered.

d. At the time of convening the Committee, the Dean will notify each faculty member eligible to be considered, and will request each such faculty member to submit to the Committee such information or materials as he or she may wish the Committee to consider in reaching a decision on the standard forms determined by the CPT. Notice shall also be given to all faculty of those faculty members under consideration for reappointment, promotion, or award of tenure.

e. The Committee shall have available to it the faculty member's file, which shall include at least the faculty information form and summaries of student evaluations of the faculty member under consideration.

f. Upon call by the convening authority, the Committee shall meet and, having due regard for the standards established hereunder and by University policy, shall determine whether to recommend the faculty member under consideration for reappointment, promotion, or tenure. The affirmative vote by secret ballot of a majority of the full Committee shall be required for favorable recommendation. Anything less, including a tie vote, shall be deemed a determination that the faculty member under consideration should not be recommended for reappointment, promotion, or tenure. Two-thirds (67%) of the Committee members shall constitute a quorum, and no absentee voting shall be permitted.

g. Upon reaching a determination in any case, the Committee shall make its recommendation to the Dean who shall immediately advise the faculty member concerned of the recommendation of the Committee and proceed thereafter in accordance with University policy.

D. School of Nursing

1. General statement

The guidelines for tenure and promotion for the School of Nursing (SON) are consistent with the tenure and promotion policies of Washburn University and reflect the accreditation criteria for all SON degree programs. The process of tenure and promotion is designed to provide stable and continuous employment of faculty who demonstrate educational qualifications and patterns of excellence in teaching, scholarship and service to the University, School, profession, and community. The SON may employ non-nursing faculty to address program and/or educational needs of the School. The guidelines for tenure and promotion for these faculty are also consistent with policies and procedures of Washburn University. The tenure and promotion guidelines represent minimal necessary criteria, the achievement of which will not automatically result in the awarding of tenure or promotion.

2. Procedure for third-year review of tenure-track faculty

a. Purpose

During the third year of a tenure-track appointment, non-tenured faculty in the SON will undergo a formative preliminary review to evaluate progress

toward the awarding of tenure and promotion. This review can serve as validation for re-appointment or non-re-appointment. The faculty member undergoing review is expected to submit materials patterned after those in a SON petition for tenure and promotion. For those faculty who have received one year of prior service credit, the review will be done during the fourth year of their credited service, which will be their third year at Washburn. For those who receive two years of prior service credit, the review will also be done during the fourth year of the credited service, which will be during their second year at Washburn. Faculty receiving three years of prior service credit will not undergo a third-year review.

b. Procedure

a. Candidates shall submit to the Committee on Promotion and Tenure (CPT) written petitions with supporting documentation illustrating achievement of the SON criteria for third year review. Late petitions will be considered at the discretion of the committee. No changes may be made to the petition once it has been submitted.

b. The chairperson of the CPT is responsible for receiving petitions and calling meetings of the CPT to review and evaluate third year review petitions.

c. The chairperson will complete the form entitled "Third-Year Review of Tenure-Track Faculty" for each candidate undergoing review. The chairperson will summarize and evaluate the contributions of the candidate in the three major areas of teaching, scholarship, and service. Supporting materials assembled by the candidate being evaluated will be attached.

d. Following review by the CPT committee, a report will be completed and provided to the candidate and the Dean.

e. The chairperson will notify the candidate of the decision in writing and discuss the completed evaluation, as well as any written minority report(s), if any, with him or her. The faculty member will then sign the Third-Year Review of Tenure-Track Faculty form, indicating that he or she has reviewed the evaluation and has had an opportunity to discuss it with the chairperson.

f. The committee's decision resulting from the review shall be communicated in writing to the Dean, and the original petition and all supporting documentation shall be forwarded to the Dean.

g. The Dean of the SON will adhere to the procedure for notice of non-Reappointment.

h. The original copy of the evaluation form will be kept in the faculty member's SON personnel file.

3. Procedures for recommendation of promotion and tenure candidates

a. Candidates shall submit to the CPT written petitions and supporting documentation illustrating achievement of the SON criteria for tenure and/or promotion. Late petitions will be considered at the discretion of the committee. No changes may be made to the petition once it has been submitted.

b. The chairperson of the CPT is responsible for receiving the petitions and calling meetings of the CPT to review petitions of candidates for tenure and/or promotion.

c. After careful deliberation and consideration of all available information, a vote shall be taken by the CPT. A three-fifths majority vote

is required by the CPT for recommendation of tenure and/or promotion. Any dissenting vote must be documented in writing.

d. The committee's decision resulting from the review shall be communicated in writing to the Dean, and the original petition and all supporting documentation shall be forwarded to the Dean.

e. The CPT chairperson shall notify the candidate in writing of the committee's decision. The candidate may request a meeting with the chair to discuss the report.

f. A candidate whose petition for **tenure and promotion** is not supported by the committee must meet with the Dean to discuss future options.

g. A candidate whose petition for **promotion** is not supported by the committee has the option to withdraw the petition before it advances to the Dean and the University.

h. The Dean shall prepare a separate recommendation relative to each candidate's petition for promotion and tenure.

i. The Dean shall submit his/her recommendation and that of the CPT, together with the supporting documentation, to the Provost & Vice President of Academic Affairs for review and recommendation.

4. Minimum requirements for consideration for tenure and promotion

a. Education

The granting of tenure and promotion to the rank of Associate Professor requires the candidate to have completed a doctoral degree in nursing, education, or a related field.

Faculty candidates with an appropriate doctoral degree are eligible for appointment to the rank of Assistant Professor without meeting any length of service requirement.

b. Experience

To be considered for tenure and promotion to the rank of Associate Professor, the candidate must have completed a probationary period of not less than five years as a full-time college level faculty member, and usually not less than three years as a full-time faculty member at Washburn. Up to three years as a full-time college level faculty member, not including a position as graduate or teaching assistant, at another accredited institution of higher learning, may be counted toward the minimum probationary period if agreed upon at the time of the initial contract. In no case shall one's probationary period exceed six years as a full-time faculty member at Washburn University (See Faculty Handbook, Section 5, for leaves without pay).

To be considered for promotion to the rank of Professor, the candidate must have completed ten years as a full-time college level faculty member, four years of which must have been at the Associate Professor rank.

c. Teaching

SON faculty must demonstrate a commitment to excellence in teaching. Teaching focuses on understanding, describing, explaining teaching-learning strategies, and assessing impact on learner outcomes (American Association of Colleges of Nursing [AACN], 2018). It encompasses advising, academic program planning, curriculum development, education of students and assessment/evaluation.

Academic program planning and curriculum development are evaluated by the candidate, the Program Director, and the Associate Dean.

Academic program planning and curriculum development are measured by achievement of educational outcomes. Examples may include but are not limited to completeness and relevance of the course syllabus to the subject area and to the overall program plan; the relationship of course objectives to the total curriculum; and the achievement of educational outcomes through assigned student learning activities.

Academic advisement is assessed by the candidate, the Program Director, and the Associate Dean. The quality of academic advisement is based on student evaluations of faculty member's availability for meetings with advisees and by the knowledge of program requirements and accuracy of information the faculty member brings to the advising situation. The quality of advising is further based on the development of an appropriate educational plan for achievement of educational goals, monitoring of student progress toward attainment of goals, and the frequency of personal interactions with students to permit attainment of educational goals.

The quality of didactic and clinical instruction is assessed by students, the candidate, peers, and Associate Dean evaluations of teaching, based on the appropriate use of resources, methods, and strategies. The quality of clinical instruction may also be assessed by agency staff and preceptors.

Self-reflection and trend analysis of evaluation data in teaching must be included.

d. Scholarship

Scholarship is the obligation of all faculty members in the SON and is measured in broadly defined terms appropriate for the responsibilities of the faculty. The nature of the discipline of nursing requires that faculty members develop knowledge and expertise in both the theoretical and practice aspects of their chosen profession. Nursing scholarship is defined as "...the generation, synthesis translation, application, and dissemination of knowledge that aims to improve health and transform health care" (AACN, 2018, p. 2). Scholarship includes the communication of knowledge, generated through multiple forms of inquiry (AACN, 2018).

Scholarship is characterized by faculty-led systematic investigation that generates data to be analyzed and interpreted, with the results being disseminated to others. Expressions of scholarly activity may vary from year-to-year for individual faculty members according to their role in the SON, their educational experience, and their annually identified goals.

Substantial activity in scholarship shall require the faculty member to have achieved one of the following:

1. published or have accepted for publication a minimum of two manuscripts in peer-reviewed professional journals,
2. published or have accepted for publication a minimum of one manuscript in a peer-reviewed professional journal and one chapter in a textbook, or
3. published or have accepted for publication a minimum of one manuscript in a peer-reviewed professional journal and one national grant application in which the faculty member has been a key writer and the grant was funded, or if not funded, the faculty member provides evidence that the review evaluation had a score of 90% or higher.

The faculty member must also have several other diverse contributions as outlined in the examples derived from Boyer's Model described

below. Peer-reviewed dissemination of scholarship adding to the body of education and nursing knowledge is the expectation.

Excellent activity in scholarship shall require the faculty member to have sustained an established pattern of scholarship over time. The quality of the candidate's scholarly products is also an essential factor in determining whether tenure and promotion will be granted.

Boyer's Model of Scholarship provides the foundation for a nuanced description of scholarship and includes: the scholarship of discovery or scientific inquiry, the scholarship of practice, and the scholarship of teaching. Additionally, the scholarship of community engagement is identified as an important area of scholarship for faculty in the SON. Each is described below.

A. Scholarship of discovery or scientific inquiry:

The scholarship of discovery or scientific inquiry results in new knowledge, refines or expands existing knowledge, is translatable into practice, and results in culturally sensitive strategies that positively impact the social determinants of health of diverse populations. The scholarship of discovery or scientific inquiry encompasses empirical research using traditional quantitative and qualitative design, analysis of large data sets, health services research, and methodological studies including implementation science (i.e. Lean and quality improvement initiatives) (Adapted from AACN, 2018).

Examples of dissemination of research include, but are not limited to, peer reviewed manuscript submission; peer-reviewed poster or podium presentations at professional workshops, seminars, and/or conferences.

B. The scholarship of practice:

The scholarship of practice (also called practice scholarship) is directly related to the need to address and resolve specific individual, organizational, or population issues within practice. Practice scholarship is a critical component in the maintenance of clinical competency of faculty in a university setting and the advancement of clinical knowledge in the discipline (NONPF, 2017). Practice scholarship encompasses all aspects of nursing service delivery where there is evidence of a positive direct impact on health problems (individuals, families, communities, or population health) with the aim of improving and transforming health care delivery and patient outcomes. The practice scholar applies evidence to practice by incorporating implementation and translational science. Thus, the practice scholar is continuously inspiring new questions and innovations. Key to scholarship of practice activities is the generation of data to be analyzed and interpreted, with the results being disseminated. The results may contribute to new knowledge. Components of faculty practice include development of applied knowledge, analysis of the impact of nursing services on patient outcomes, implementation of new and/or innovative health care strategies, and/or creation of delivery system models to improve access to health care (Adapted from AACN, 2018). Professional certification is the expectation of NP faculty engaged in the scholarship of faculty practice.

Examples of the scholarship of practice include:

- securing external, competitive funding to support innovations in practice;
- manuscript submission in peer-reviewed venues;
- dissemination of policy papers through peer-reviewed venues;

- program development for special populations; and
- evaluation and dissemination of patient outcomes data.

Examples of dissemination of faculty practice include but are not limited to manuscript submission, poster or podium presentations at professional workshops, seminars, or conferences, consultant reports, executive summary reports analyzing patient or health services outcomes, and policy papers related to practice (Adapted from AACN, 2018).

C. The scholarship of teaching

While excellence in teaching is the expectation of all faculty, the scholarship of teaching "focuses on understanding, describing, explaining teaching-learning strategies, assessing their impact on learner outcomes, and disseminating results" (AACN, 2018, pg. 7). Key to the scholarship of teaching is the generation of data to be analyzed and interpreted, with the results being disseminated with others. The results may contribute to new knowledge.

The scholarship of teaching is advanced through:

- evaluation research that involves investigation of teaching-learning processes, teaching methodologies and curriculum processes;
- application of theoretical concepts used to guide teaching and curriculum development;
- innovation necessary to improve nursing education; and
- securing external, competitive funding to support innovations in teaching.
- NLN certification as a Certified Nurse Educator
- OLC recognition as a Certified Online Educator
- CNE certification as a Certified Nurse Educator
- Health Educator certification

Examples of application of the scholarship of teaching may include but are not limited to redesign or development of educational systems; development and implementation of evidence-based educational strategies that promote clinical decision-making; development of innovative teaching methods and strategies; use and evaluation of instructional technology; and innovation in interprofessional education (AACN, 2018).

D. The scholarship of community engagement:

The scholarship of community engagement is described as the application of professional expertise and leadership to address and solve community challenges through active engagement with community partners and by co-creating meaningful solutions to complex societal needs and issues (Commission on Community-Engaged Scholarship in the Health Professions Linking Scholarship and Communities, 2005). Key to scholarship of community engagement is the development of evidence-based products to be disseminated. Peer-reviewed journal articles are often not the most important mechanism for disseminating the results of community-engaged scholarship (CES). Service-learning, community-based participatory research and other community-engaged activities require diverse pathways and products for effective dissemination in reaching and benefiting community members, practitioners, and policy makers (<http://www.ces4health.info/about-us/about-ces4health.aspx>).

Dissemination of community engagement scholarship may include but are not limited to:

- development of training manuals;
- creation of policy briefs;
- professional and community presentations;
- creation of instructional videos;
- securing competitive funding to support community innovations; and
- development of online curricula with an academic-practice partner (<http://www.ces4health.info/about-us/about-ces4health.aspx>).

Additionally, providing community-based professional lectures, co-managing a health agency that provides direct care service, conducting workshops or seminars, and contributing to community service publications may be considered appropriate dissemination activities.

e. Service

Service to the University/SON, profession and community is the responsibility of each faculty member.

Examples of service to the University/SON include serving on University and SON committees; mentoring of students outside of regular advising duties; career counseling and formal recruitment activities; assuming delegated administrative responsibilities; providing leadership in development of special projects or grants that will benefit the University or the SON; making financial contributions to the University or School; conducting institutional studies for the University and/or School; and providing leadership in faculty, student, or School organizations or functions. Other examples include supervision of independent study courses, Washburn Transformational Experience projects, and honors projects; and serving as a member of graduate project committees.

Service to the profession is demonstrated through membership, leadership and/or offices held on committees of professional associations and organizations at the local, state, regional, national, or international levels. Appointments to editorial boards of refereed journals and offering continuing education programs for professional peers may also be considered service to the profession. Additionally, serving on a peer review abstract committee for podium or poster presentations can be considered as service to the profession.

Service to the community is demonstrated through community-based activities related to the discipline. Examples of service to the community include but are not limited to appointments to professional or civic boards and providing professional consultation services to community groups, government, business, or industry. Offering educational programs may also be considered service to the community.

The assessment of a faculty member's record of service for tenure and/or promotion considerations should include an analysis of the person's commitment in that service, the relatedness of the service to the discipline, the effectiveness of the service given and the relation of the service to the general welfare of the University.

Assessment of teaching, scholarly activity, and service in relation to tenure and promotion considerations

1. Tenure and promotion to the rank of Associate Professor

Excellence in Teaching and Service, with substantial Scholarship is required.

2. Tenure and promotion to the rank of Professor

Excellence in Teaching, Scholarship and Service is required.

3. Promotion to the rank of Professor

For promotion to Professor, excellence in Teaching, Scholarship and Service is required.

Process of review of standards and criteria

The guidelines and criteria for tenure and promotion shall be reviewed every third year or as requested by the Dean of the SON, the Provost & Vice President of Academic Affairs or a member of the SON Committee on Promotion and Tenure.

Nursing committee on promotion and tenure (CPT)

1. Membership

A. The SON CPT shall consist of five full-time, tenured members of the faculty holding the rank of Associate Professor or higher. A minimum of three committee members reviewing an application for tenure or promotion must hold the academic standing (tenure/and/or rank) to which the candidate is applying.

B. In situations where there are not enough faculty holding the proper credentials, committee members holding the necessary faculty status outside the candidate's academic area may be designated in collaboration between the applicant, Dean of the SON, and Provost & Vice President of Academic Affairs.

C. The chairperson shall be elected annually from among the committee members and shall be a non-administrative faculty when possible.

D. No member of the committee shall participate in the deliberations or voting on his/her own promotion recommendations.

2. Functions

A. Mentor petitioners and respond to concerns of faculty regarding promotion and tenure.

B. Complete third year review process as outlined.

C. Receive written petitions for promotion and tenure submitted by eligible candidates. Late petitions will be considered at the discretion of the committee.

D. Review all data available regarding qualified candidates in accordance with the guidelines adopted by the SON and approved by the Board of Regents.

E. Vote on recommendations of candidates.

F. Submit in writing the determination of the vote and the results of the committee action to the Dean of the SON, together with the original petition of the candidate, and all supporting documents. No changes may be made to the petition once it has been submitted.

G. Notify candidates of results of the committee action in writing by the chair of the CPT committee.

H. Review and make recommendations for revision of promotion and tenure criteria as provided in the SON or University guidelines.

Revised May 2006/APC 05/12/06 Revised March 27, 2009/APC May 8, 2009 Revised January, 2024

E. School of Applied Studies

1. General Policy

The School of Applied Studies is one of the major academic units at Washburn University. The School is administratively responsible for a variety of professional Master's Degrees, Baccalaureate Degrees, Associate Degrees, and one-year certificates.

The basic responsibility of faculty in the School of Applied Studies is to preserve and transmit knowledge and skills in their fields and to be responsive to the needs and interests of the community they serve. Within these programs, the School seeks to provide qualified faculty members with the right to teach in an atmosphere of intellectual inquiry commensurate with institutional regulations and subject to the constraints of federal and state legislation.

In sections 2. "Tenure" and 3. "Requirements for Appointment and/or Promotion in Rank", the basic criteria are outlined for achieving the accomplishment of tenure or promotion. It should be noted that while quantitative criteria are specified, a qualitative factor is inherent in the evaluation process. The significance of contributions cited by candidates for tenure or promotion weighs heavily in the evaluation process.

2. Tenure

The awarding of tenure rests on the individual faculty member's professional qualifications, as judged by students and peers, and must be special and appropriate for the applied and career orientation of the School.

Tenure within the School of Applied Studies is consistent with general University policy in emphasizing the importance of teaching, service, and scholarship by the faculty. Tenure may be earned, but it is not a right and should never be assumed to occur automatically. After an appropriate probationary period, as defined by the University Bylaws, a faculty member who has completed the appropriate professional education and holds the rank of assistant professor or higher may petition for the award of tenure pursuant to the criteria listed below.

However, it should be noted that the criteria for tenure may change and until tenure is granted, faculty are considered probationary employees. If the criteria for tenure change during the non-tenured faculty member's employment, the candidate will be expected to meet the new and current criteria at the time of tenure application.

a. Completion of professional education. The granting of tenure in the School's baccalaureate and master's degree programs ordinarily requires the completion of the doctoral degree. The minimum requirement for tenure in all School programs is a Master's degree plus at least 12 additional post Master's degree credits in a relevant field. What constitutes a relevant field can be determined through negotiation with the department chair and the approval of the Dean. In addition to educational requirements, some departments may require professional licensure, registration or certification. The official Letter of Appointment will outline for new faculty any expectations in degree, licensure, certification or registration expected of the tenure track faculty person in order for tenure to be granted. These requirements may be specific to the position and determined at the time of appointment to meet School, academic program or departmental needs.

b. Classroom teaching effectiveness. The effectiveness of teaching will be documented through student evaluations, peer evaluations (including classroom visitations), quality of syllabi, student performance on standardized entrance and exit examinations in courses, sequences, or overall curriculum, the effective use of innovative or "best practice"

techniques, and any other information deemed appropriate by the faculty and approved by the Dean. A combination of all appropriate information will be used to give sufficient evidence for an overall judgement of teaching effectiveness.

c. Service. Two areas of service are recognized. These areas are service to the institution and service to the community. Service to the institution is demonstrated through active participation in University/School committees, quality of academic advising, level of cooperation with colleagues in fostering development of program and University goals, quality and quantity of curriculum development, formal recruitment efforts approved by the Dean, quality of administrative or program grant writing and grant acquisition (professional research and demonstration grants are considered under the category of Scholarly Activity), willingness to accept program work assignment, speed and efficiency of execution of work assignments, and any other data deemed appropriate by the faculty and approved by the Dean. Service to the community is demonstrated through community based activities related to the professional discipline. Such activities as memberships and/or offices held in professional organizations, community based professional lectures, consultations and/or advising, conducting workshops or seminars, community service publications, community service recognition or awards, leading and/or assisting with organizing continuing education activities and other service deemed appropriate by faculty and approved by the Dean.

d. Scholarly activity, research and creative productivity. Demonstration of scholarly activity includes publication in books, book chapters, papers, monographs, articles in refereed or select edited publications, and book reviews; delivering papers at national, regional, state or local professional meetings; participation in scholarly panels; invitational lectures or presentations; participation in editorial boards of professional publications; editing or co-editing professional publications; awards and/or recognition for scholarship, development and application of research/demonstration grants, acquisition of research/demonstration grants, development of experimental programs; and any similar scholarly productivity deemed appropriate by the faculty and the Dean. The mere number of scholarly and creative products is not a sufficient condition for granting of tenure. The quality of the candidate's products is an essential factor in determining whether tenure should be granted.

To receive the award of tenure, the petitioner must demonstrate through documentation a pattern of performance that suggests the applicant will continue to perform as a highly desired and valued member of the academic unit. In addition to meeting the degree requirements of the discipline, documentation must indicate excellence in teaching and service as well as substantial accomplishment in the area of scholarly activity, research and creative productivity.

A person in the rank of lecturer is not eligible for tenure. Only those faculty in rank of assistant professor or higher are eligible for tenure.

3. Requirements for Appointment and/or Promotion in Rank

The Dean will appoint faculty members to the ranks as indicated below provided candidates already fully meet the minimum requirements.

a. Assistant Professor

i. Appointment to the rank of Assistant Professor typically requires a completed doctorate. The minimum requirement would be a Master's degree. The determination of which tenure track positions will require a doctorate is made by the Dean in consultation with the Department Chair.

In addition, and where applicable, professional licensure, registration or certification is required.

ii. Candidates with the Doctoral degree are eligible for the rank of Assistant Professor without meeting any length of service requirements.

iii. Candidates with the Master's degree must have completed at least three (3) years of full-time teaching or have the equivalent of four (4) years of part-time teaching and a minimum of five (5) years of professional experience.

iv. The candidate for promotion to Assistant Professor will be evaluated for teaching effectiveness by means of:

a. Student evaluations.

b. Faculty colleague (peer) evaluations

c. Program Director's/Department Chair's evaluation.

v. The candidate for Assistant Professor must demonstrate service contributions to the department/program, School and to the University by fulfilling at least two (2) of the criteria listed under "c. Service" for institutional service and at least two (2) of the criteria listed under "c. Service" for community service in the section under "2. Tenure" of this document. The significance as well as the quantity of the contributions presented as argument for promotion is of vital importance in the evaluation of a candidate's merit.

vi. The candidate for Assistant Professor must demonstrate satisfactory professional growth and scholarly achievement as documented by accomplishment of at least two (2) or more of the criteria listed under "d. Scholarly activity, research and creative productivity" in the section describing "Tenure" requirements. The significance as well as the quantity of the contributions presented as argument for promotion is of vital import in the evaluation of a candidate's merit.

For promotion or appointment to the rank of Assistant Professor, documentation must demonstrate performance which is considered good in the area of teaching. Performance which is considered good also must be demonstrated in the area of service. In the third area, some scholarly activity must be demonstrated by the candidate.

b. Associate Professor

i. Appointment to the rank of Associate Professor typically requires the doctorate. The minimum requirement will be the Master's degree plus 12 credits beyond the Master's. The determination of which tenure track positions require a doctorate for promotion is made by the Dean in consultation with the Department Chair.

The candidate must also have (8) years of full-time college level academic experience or four (4) years of full-time college level teaching and five (5) years of professional experience directly related to the academic discipline. Four (4) years of teaching experience must have been at the rank of Assistant Professor.

ii. The candidate for promotion to Associate Professor will be evaluated for teaching effectiveness by means of:

a. Student Evaluations

b. Faculty colleague (peer) evaluations

c. Program Director/Department Chair Evaluation

iii. The candidate for Associate Professor must demonstrate above average service contributions to the School, department/program and University by fulfilling a minimum of three (3) or more of the criteria listed under "c. Service" for institutional service and three (3) or more of the criteria listed under "c. Service" for community service in the section under "2. Tenure" of this document.

iv. The candidate for Associate Professor must demonstrate substantial evidence of professional growth and scholarly achievement as documented by evidence from multiple areas listed under "d. Scholarly activity, research and creative productivity" in the Tenure section of this document. Excellence should be demonstrated in two or more areas for rank advancement at this level.

For promotion or appointment to the rank of Associate Professor, documentation of teaching effectiveness must demonstrate excellence. Above average performance also must be demonstrated in the area of service. In the area of scholarly activity substantial evidence of accomplishment must be present. However, the demonstration of excellence in scholarly activity and substantial performance in the area of service may be considered sufficient for meeting the criteria for promotion to Associate Professor.

c. Professor

i. Appointment to the rank of Professor will require the doctoral degree. This qualification includes individuals holding the Juris Doctor degree for the Legal Studies program. The determination of which other doctoral degrees that may be required for promotion to Professor in other departments is made by the Dean in consultation with the Department Chair. The candidate must have ten (10) years of full-time college level academic experience or a combination of eight (8) years of full-time academic experience and five (5) years of professional experience directly related to the subject being taught. At least four (4) years of teaching experience must be as an Associate Professor.

ii. The candidate for promotion to Professor will be evaluated for teaching effectiveness by means of:

a. Student Evaluations

b. Faculty Colleague (peer) evaluations

c. Program Director/Department Chair's evaluation

For appointment to the rank of Professor evaluations of teaching should be outstanding. iii. The candidate for Professor must demonstrate outstanding service contributions to the Department/Program, School, and University by addressing with strength most of the criteria listed under "c. Service" for institutional service and for community service in the section under "2. Tenure" of this document.

iv. The candidate for promotion to Professor must demonstrate outstanding professional growth and scholarly achievement as documented by significant accomplishment in multiple areas of the criteria listed under "d. Scholarly activity, research and creative productivity" including areas of publication and research.

For promotion to the rank of Professor the candidate should be excellent in all areas. However, special accomplishment and excellence of the highest calibre in the area of either service or scholarly activity may allow candidates to achieve the rank of Professor with substantial performance in the other.

4. Procedures: Committee on Promotion and Tenure

Affairs will work in a consensual process to help the faculty member reach the professional level where promotion may be obtained.

- a. The School of Applied Studies Committee on Promotion and Tenure shall consist of five full-time tenured faculty members with a rank of Associate or Full Professor appointed from the School and/or the University at large by the Dean of the School of Applied Studies. The majority of members of the committee shall be selected from eligible faculty who have appointment within the School of Applied Studies. However, if it is not possible to appoint a majority of faculty from the the School of Applied Studies, the Dean will appoint a committee using all eligible SAS faculty and faculty from outside the School. A committee considering promotion petitions for the rank of Professor must have the majority of its membership at the rank of Professor.
- b. The Chairperson of the committee shall be elected annually by the members of the Promotion and Tenure Committee. The Dean of the School of Applied Studies is responsible for calling for petitions and convening the CPT.
- c. No member of the committee shall participate in the deliberations or voting on his/her own promotion recommendations.
- d. Candidates eligible for consideration for promotion and/or tenure shall be notified by the Dean of the School of Applied Studies that they are eligible to petition.
- e. Candidates may submit names of three qualified faculty to the Dean for consideration and the Dean will appoint at least one of these individuals to the committee.
- f. The Dean will notify the candidate of the proposed committee membership. The candidate will have the right to submit a confidential memo to the Dean (within 5 days) if there is a concern about a conflict with a committee member. Replacement of a committee member remains at the discretion of the Dean.
- g. Candidates shall submit to the Committee written petitions and supporting documentation illustrating achievement of School criteria for promotion or tenure. Documentation should be thorough and specifically relate to each criteria, and be as current as possible.
- h. After careful deliberation and consideration of all available information, a vote shall be taken by the committee as to whether or not each candidate shall be recommended for promotion or tenure. A three-fifths majority vote is required for recommendation of candidate by the Committee.
- i. The determination of the Committee which results from the review shall be communicated in writing to the Dean of the School via the School Form and the original petition and all supporting documentation shall be forwarded to the Dean. In addition, the Chair of the department in which the faculty member applying has appointment shall submit to the Dean an independent recommendation.
- j. The Dean shall prepare a separate recommendation of the concurrence or non-concurrence relative to each candidate's recommendation by the committee and shall notify each candidate of the results of the review.
- k. The Dean shall submit the recommendation of the Committee and the Dean's recommendation, together with the supporting documentation, to the Provost & Vice President of Academic Affairs.
- l. In cases where candidates are awarded tenure but do not earn the rank of Associate Professor, the faculty member, in collaboration with the department chair, dean, and/or Provost & Vice President of Academic