

	<b>Title: Appointment Promotion and Tenure for Tenure Track Faculty</b>	Review Frequency: Two Years	<b>Effective Date:</b> July 1, 2022
	<b>Document Category / Document Type:</b> Policy	Doc Control #	CON-303
		Revision #	2

1. Purpose/Objectives.
  - 1.1. This document outlines the criteria for appointment, promotion and tenure for tenure-track College of Nursing (CON) faculty.
2. Scope.
  - 2.1. This policy applies to tenure track PhD faculty at the College of Nursing.
3. Content.

## CRITERIA FOR APPOINTMENT, PROMOTION, TENURE, AND POST-TENURE REVIEW ON THE TENURE TRACK

Also refer to the [UNM Faculty Handbook](#) for further information.

CRITERIA FOR APPOINTMENT TO ASSISTANT PROFESSOR
<ul style="list-style-type: none"> <li>• PhD or equivalent in Nursing or related field</li> <li>• Articulates a plan for a fundable program of research</li> <li>• Articulates a plan for and provides evidence of dissemination of research and scholarship</li> <li>• Demonstrable subject matter competence for teaching</li> </ul>

CRITERIA FOR APPOINTMENT TO ASSOCIATE PROFESSOR OR PROFESSOR
<ul style="list-style-type: none"> <li>• Consistent with specific criteria for promotion to Associate Professor or Professor, with the exception that separate decisions are made for rank and tenure.</li> <li>• Factors considered for appointment with tenure: Length and breadth of experience; tenured status at an R1 peer or higher-ranked institution; quality of external reviews; national or international reputation</li> </ul>

CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR	CRITERIA FOR PROMOTION TO PROFESSOR
<p>Individuals with exceptional careers outside academia will be evaluated based on equivalent accomplishments.</p> <p>In general, expectations for rank and tenure are congruent with criteria in the UNM Faculty Handbook. The Handbook states that in order to earn either tenure or promotion or both, faculty are required to be effective in four areas (teaching, scholarly work, service, personal characteristics). Excellence in either teaching or scholarly work constitutes the chief basis for tenure and promotion.</p>	<p>Individuals with exceptional careers outside academia will be evaluated based on equivalent accomplishments. Appointment or promotion to Professor should be made only after careful investigation of the candidate's accomplishments. Excellence in teaching, scholarly work, and service is expected at this rank. Professors are the most enduring group of faculty, and it is they who give leadership and set the tone for the entire University</p> <p>In general, expectations for rank and tenure are congruent with criteria in the UNM Faculty Handbook.</p>

CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR	CRITERIA FOR PROMOTION TO PROFESSOR
	Service in a given rank for any number of years is not in itself a sufficient reason for promotion to professor.
SCHOLARLY WORK	
<p><b><u>Competence</u></b></p> <p>To be considered <b>competent in scholarship/research/creative work</b> the individual must show activity comparable to others of the same rank within the discipline at an average or above average level. This will usually include:</p> <ul style="list-style-type: none"> <li>• Works published in appropriate peer-reviewed journals or other forums.</li> <li>• Scholarly works and presentations that concern nursing, health subjects, or issues of importance to the College of Nursing.</li> <li>• Generally, one peer-reviewed publication per year, on average, not including the first year, demonstrates competence in scholarship. Fewer than one published work per year would require documentation that the importance of the work clearly required more than one year to complete.</li> <li>• Scholarly work demonstrating continuity of effort.</li> <li>• The individual must be able to document their contribution to the work cited in the dossier.</li> <li>• Extramural funding supporting the scholarly work.</li> </ul> <p>Accomplishments and activities substantially different from those listed above require full documentation and justification in the tenure/promotion dossier.</p> <p><b><u>Excellence</u></b></p> <p>To be considered <b>excellent in scholarship/research/creative work</b> the individual must show activity comparable to</p>	<p>Promotion to professor is based on excellence. A sustained and consistent pattern of productivity and dissemination in scholarship/research/creative works is expected.</p> <p>Appointment or promotion to Professor represents a judgment on the part of the College and University that the individual has made significant, nationally recognized scholarly or creative contributions with significance to the field and an expectation that the individual will continue to do so.</p> <p>Minimum criteria for consideration include:</p> <ul style="list-style-type: none"> <li>• On average, one to two peer-reviewed publications per year; data-based or scholarly work; or equivalent scholarship such as a book at a reputable publisher since Associate Professor/tenure.</li> <li>• History of extramural research funding with salary support since Associate Professor/tenure</li> <li>• Professional or research mentoring of junior faculty and students</li> <li>• If doing team science, significant contributions in interdisciplinary or collaborative research and scholarly activities.</li> </ul>

<p><b>CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR</b></p>	<p><b>CRITERIA FOR PROMOTION TO PROFESSOR</b></p>
<p>others of the same rank within the discipline at peer institutions. This will usually include:</p> <ul style="list-style-type: none"> <li>• Works published in peer-reviewed journals or other forums of outstanding quality in the area of scholarship of the faculty member.</li> <li>• The number and/or the quality of the published works should be substantial and should be substantially greater than what constitutes evidence of “competence”. The actual number of published works will vary.</li> <li>• Scholarly work must be characterized by continuity of effort.</li> <li>• The individual must be a major contributor to the majority of work cited in the portfolio. For example, first, corresponding, or last author; or other major contribution.</li> <li>• The individual should have a track record of extramural funding on which he/she is the principal investigator. If the candidate is not the PI, it must be demonstrated that his/her contributions are crucial to the success of the projects.</li> <li>• Evidence must be provided that the individual has an emerging or established national or international reputation.</li> <li>• The individual should contribute to the research and/or scholarship climate of the College.</li> <li>• Evidence must be provided of mentoring students in scholarly activity.</li> </ul> <p>Accomplishments and activities substantially different from those listed above would require adequate justification in the tenure/promotion dossier.</p>	
<p><b>TEACHING</b></p>	
<p>Total number and quality of hours are both important. For example, giving one great lecture per year is not adequate nor is giving a large</p>	<p>A progression in achievement, should be widely recognized for excellence in teaching, curriculum development and/or educational leadership. It is</p>

CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR	CRITERIA FOR PROMOTION TO PROFESSOR
<p>number of poor lectures. The quantity of teaching is more than the number of student contact hours, for example, lecture preparation and evaluation may take many hours.</p> <ul style="list-style-type: none"> <li>• <b>Competence</b> - In order to demonstrate <b>overall competence</b> when compared to local and national peers, the faculty member should provide evidence that he or she meets competence through peer, learner and self-evaluation of the quality parameters (see below).</li> <li>• <b>Excellence</b> - To achieve <b>overall excellence</b> when compared to local and national peers, the faculty member should provide evidence that he or she exceeds competence standard through learner, self-evaluation of the quality parameters (see below) and other measures presented in the Teaching Portfolio</li> </ul> <p>Accomplishments and activities substantially different from those listed above would require full documentation and justification in the tenure/promotion dossier.</p> <p><b>Quality Factors in Teaching</b></p> <p>Individuals are expected to actively engage in activities to enhance teaching effectiveness. Examples of factors which demonstrate quality in teaching:</p> <ul style="list-style-type: none"> <li>• <u>Stimulation of critical thinking and reasoning</u>- Teachers role model and facilitate learners' acquisition of the necessary skills to gather, and critically examine, information. They present information and evaluate understanding of that information in a way that does not encourage rote learning.</li> <li>• <u>Presentation skills</u> - Presentations should</li> </ul>	<p>expected that the professor will continue to develop and mature with regard to teaching. This will usually include:</p> <ul style="list-style-type: none"> <li>• Is recognized as a master teacher within and outside the University             <ul style="list-style-type: none"> <li>○ Examples include, but are not limited to:                 <ul style="list-style-type: none"> <li>• Mastery of expertise in subject area,</li> <li>• Provides advisement to students that results in career success,</li> <li>• Recognized at national/international levels for teaching expertise,</li> <li>• Invitations to visit major universities as a visiting professor,</li> <li>• Acknowledged for stimulating and challenging students</li> </ul> </li> </ul> </li> <li>• Demonstrates sustained leadership related to the University's teaching mission             <ul style="list-style-type: none"> <li>○ Examples include, but are not limited to:                 <ul style="list-style-type: none"> <li>• Recognized for designing/implementing innovative instructional strategies,</li> <li>• Originates and develops new courses or programs,</li> <li>• Chairs dissertation/student research activities,</li> <li>• Formal or informal leadership in curriculum development and evaluation,</li> <li>• Serves as an expert and mentor in curriculum development and teaching innovations within and beyond the University,</li> <li>• Actively participate as a mentor in assisting less experienced faculty to improve their teaching.</li> </ul> </li> </ul> </li> </ul>

CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR	CRITERIA FOR PROMOTION TO PROFESSOR
<p>stimulate students and should encourage thinking and problem solving.</p> <ul style="list-style-type: none"> <li>• <u>Instructional innovation</u> - Introduction and incorporation of improvements in teaching methods.</li> <li>• <u>Quality of course materials used in teaching</u> – Course material used in teaching (hand-outs, syllabi) should augment teaching and should be clear and concise.</li> <li>• <u>Effective evaluation</u> - Faculty should be able to give students specific behavioral feedback, both formative and summative, that leads to a behavioral change (seeking new information, improved technical skill, improved critical thinking, etc.)</li> <li>• <u>Identification of problems in education</u> - Faculty should identify ineffective educational activity (from a lecture or seminar to an entire curriculum) and implement corrective measures. The effectiveness of the corrective measures should be assessed.</li> <li>• <u>Effectiveness in teaching/educational and curricular activities</u> - These can be within the College, Health Sciences Center, the university, or in the local, regional, or national community.</li> <li>• <u>Actively involved with mentoring students</u>. - For example, participation in graduate student committees.</li> <li>• Other things that may be used to demonstrate quality in teaching: Attainment of teaching-related extramural funding, teaching fellowships, scholarship related to teaching and learning; teaching awards.</li> </ul>	

<b>SERVICE</b>	
<b>CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR</b>	<b>CRITERIA FOR PROMOTION TO PROFESSOR</b>
<p><b>Pre-Mid-probationary Review:</b></p> <ul style="list-style-type: none"> <li>• Ongoing membership on a CON committee or taskforce</li> </ul> <p><b>Post-Mid-probationary Review:</b></p> <ul style="list-style-type: none"> <li>• Increasing responsibility as leader on a CON committee or task force</li> <li>• Participation on a HSC or UNM committee or taskforce</li> <li>• Actively participates in college and campus activities critical to education (or the CON, HSC, and/or University’s mission)</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of leadership at the CON and UNM or HSC</li> <li>• Evidence of leadership in state, regional, national or international professional organizations or other committees related to the University’s mission</li> </ul>
<b>PERSONAL CHARACTERISTICS</b>	
<b>CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR</b>	<b>CRITERIA FOR PROMOTION TO PROFESSOR</b>
<p>This category relates to personal traits that influence an individual’s effectiveness as a teacher, a scholar, researcher, and a leader in a professional area. Of primary concern are intellectual breadth, emotional stability or maturity, and a sufficient vitality and forcefulness to constitute effectiveness. There must also be demonstrated collegiality and interaction skills so that an individual can work harmoniously with others while maintaining independence of thought and action. Attention shall also be given to an individual’s moral stature and ethical behavior, for they are fundamental to a faculty member’s impact on the University. Information used in the objective appraisal of personal characteristics may be acquired from peer evaluations and must be handled with prudence.</p> <p>The following characteristics are of primary importance in the evaluation of this area:</p> <ul style="list-style-type: none"> <li>• Collaboration and interaction with faculty, students, and staff</li> <li>• Industriousness</li> <li>• Conscientiousness</li> <li>• Motivation</li> <li>• Emotional stability and maturity</li> <li>• Leadership</li> <li>• Moral stature and ethical behavior</li> </ul>	

## CRITERIA FOR POST TENURE REVIEW

Refer to UNM Faculty Handbook for further  
Information

	Minimum Criteria
<b>Scholarly Work</b>	A continual record of research and scholarly productivity and dissemination is expected. Specific criteria include: <ul style="list-style-type: none"> <li>• An average of one peer-reviewed publication published or in press every year</li> <li>• Evidence of at least one of the following two out of every three years: <ul style="list-style-type: none"> <li>• Current funding (including innovation/consultation/technology)</li> <li>• Submission or resubmission of an external grant</li> </ul> </li> <li>• Evidence of research and scholarly mentorship</li> </ul>
<b>Teaching</b>	<ul style="list-style-type: none"> <li>• Teaching as negotiated</li> </ul>
<b>Service</b>	<ul style="list-style-type: none"> <li>• Evidence of service and a pattern of leadership at the CON, HSC, UNM or external organizations</li> </ul>

### 4. Responsibilities.

RESPONSIBILITIES	
Position/Title/Group	Requirements/Expectations/Duties
CON Faculty Affairs Committee, Office of Academic Affairs	Responsible for assuring adherence to this policy and reviewing and approving promotion based on recommendation from Faculty Affairs Committee and review of performance prior to the granting of tenure as a basis for an expectation of sustained contributions, leadership, and growth in productivity. The Dean will work with Human Resources to update faculty contracts in accordance with this document.

### 5. Records Applicability/Retention

5.1. "Documentation related to this policy will be maintained in accordance with UNM Administrative Policies and Procedures, UAPPM Policy 6020, and applicable requirements of the New Mexico Public Records Act, N.M.S.A § 14-3-1 et. seq."

### 6. Internal Reference(s).

6.1. UNM UAPPM Policy 6020: <https://policy.unm.edu/university-policies/6000/6020.html>

### 7. Definitions.

7.1.

## 8. Key Words.

8.1. Tenure, Appointment, Promotion, faculty

## 9. Approval Authority.

APPROVAL and Information			
Item	Contact Information	Date	Approved/ Reviewed
<b>Document Owner</b>	<i>College of Nursing Faculty</i>		
	College of Nursing Faculty	02/21/2022	<i>Approved</i>
	College of Nursing Faculty Affairs Committee	01/2022	<i>Reviewed</i>
<b>Official Approver</b>	<i>Christine E. Kasper, Dean and Professor, College of Nursing</i>		
<b>Official Signature</b>			
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## 10. Document History.

HISTORY LOG				
Date and Date Type: (Specify: Origination, Effective or Retired Date) In addition: Add <b>Review Date</b> when Effective Date does not change due to no major updates.	New/ Revision #	Title of Document:	Description of Change(s):	Approved By: Print Name/Title
4/13/2013	Original	Appointment, Promotion, and Tenure for Tenure Track Faculty	New document	Dean, Nancy Ridenour
4/1/2020	1	Appointment, Promotion, and Tenure for Tenure Track Faculty	Transferred CON Policy #3.2.1 content to revised HSC policy template and numbering system to #CON 303.	Christine E. Kasper, Dean and Professor
7/1/2022	2		Revised criteria for promotion.	Christine E. Kasper, Dean and Professor