

**Promotion and Tenure Document
Ball State University
College of Applied Sciences and Technology
School of Nursing**

EFFECTIVE FOR

2012 - 2013

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**For use by Promotion and Tenure Committee members during deliberations.*

PROMOTION AND TENURE DOCUMENT
2012-2013
SCHOOL OF NURSING
College of Applied Sciences and Technology
Ball State University
Muncie, Indiana

Approved by School of Nursing 10/7/11
Approved by College of Applied Sciences & Technology 10/27/11
Approved by University Promotion & Tenure Committee 3/23/12

PREAMBLE

The School of Nursing values a teacher-scholar model that strives for excellence in the areas of teaching, scholarship, and professional service. The goal of the process is to tenure and promote teacher-scholars that will continue to contribute to the School of Nursing, college, and university throughout their careers.

Faculty have the responsibility to assist in the promotion and tenure process by evaluating and mentoring a candidate's performance in the areas of teaching, scholarship, and professional service. Furthermore, the evaluation of a candidate's performance should be a process whereby each faculty member receives meaningful feedback that can be used for the individual's professional growth and development. Appropriate feedback and goal setting can foster an environment that encourages each faculty member to achieve maximum potential.

This document describes the procedural requirements and policies for promotion and tenure in the School of Nursing. All parties involved are encouraged to familiarize themselves with the rights, responsibilities and procedures that are outlined in the university, college, and School of Nursing promotion and tenure documents. In cases where questions arise, the university document takes precedence over the college document and the college over the School of Nursing.

I. GUIDELINES

1. The evaluation of a faculty member's eligibility for promotion or tenure shall be based on evidence of a continuing pattern of achievement throughout the individual's professional career in the following areas:
 - 1.1 Teaching;
 - 1.2 Scholarship;
 - 1.3 Service in a professional capacity.

(From Faculty and Professional Personnel Handbook, Section I, Guidelines for Promotion and Tenure)

2. Work accomplished before being hired at Ball State University and work accomplished while a faculty member at Ball State University shall be considered in promotion and tenure deliberations. Greater attention and significance shall be given

to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of quality and continuous productivity.

3. When a faculty member is employed in a tenure-track position, a probationary period of seven years is ordinarily required before tenure is granted by the Board of Trustees. Generally, the probationary period shall not exceed seven full-time years of tenure-creditable service as a faculty member at Ball State University.
4. It shall be the responsibility of the candidate being considered for tenure to annually present to the School Promotion and Tenure Committee (committee) verified cumulative evidence of his or her qualifications.
5. Information must be provided using the College of Applied Sciences and Technology approved cumulative curricular vita format.
6. Teaching is to be evaluated on the basis of the following criteria:

Administrative review by the Director/Associate Director of the School of Nursing (Appendix A)

Faculty, course, and/or clinical faculty rating forms that are completed by the students. (Appendices B, C)

Peer Review rating forms. (Appendices D, E, F)

7. The classroom and clinical teacher rating forms will be completed online and submitted to Examination Services. Rating forms will be returned to the faculty member after semester grades are submitted.

Near the end of the semester, but not during final exam week, a rating form adopted by the School to evaluate teaching shall be administered to students enrolled in classes being taught during the semester.

The instructor shall not be in the room when students are completing-faculty, course and/or clinical faculty rating forms

8. The following criteria are to be used to evaluate creative activities (e.g., video productions, interactive computer projects, CD ROM programs, interior design works, consulting with outside organizations, proprietary research, on-line course development, etc) during the promotion and tenure process in the School of Nursing.
 - 8.1 The activity must be useful to others in the profession. There must be evidence that the end product is being used by others as opposed to just the creator.
 - 8.2 There must be a planned and disciplined approach to the activity's development, design and implementation. The activity must reflect contemporary content, strategies, design, or media components.

- 8.3 The completed activity must be publicly verifiable. The activity must be documented via product, pictures, programs, models, or other appropriate means.
- 8.4 The Promotion and Tenure Vita must indicate whether the activity is nonrefereed, refereed, juried, competitive, invited, etc.
9. Publications, creative activities, and grants may be included in the evaluation for tenure once they have been officially submitted, accepted, or completed. The School of Nursing shall determine the hierarchy for valuing submitted, accepted and published works, but publications in print and completed creative activities that meet criteria listed in 4.1-4.4 above shall be weighted more heavily during all evaluation periods.
 - 9.1 Verification of submission, acceptance and published status must be included in the supplemental materials:, but only publications in print and completed activities may be evaluated for promotion.
10. In addition to mandatory student ratings, each faculty member's teaching must be evaluated by peer review and administrative review, using the School approved guidelines and forms (Appendices A through F).

II. DEFINITIONS

1. Department and departmental refers to the School of Nursing (School).
2. College or collegiate refers to the College of Applied Sciences and Technology.
3. Reconsideration is the act whereby a candidate may request that an initial adverse decision by the departmental or collegiate committee be reexamined. Reconsideration provides an opportunity for the candidate to clarify content of materials.
4. Appeal refers to the action taken by the appellant when the outcome of the school reconsideration is the same as the original recommendation or when an adverse recommendation is made at the collegiate or Provost and Vice President for Academic Affairs level. Appeals examine the process followed and not the content of materials.
5. Working days are those days when Ball State University administrative offices are open.
6. Calendar days are the days which appear on a calendar, including Saturday, Sunday and holidays. They do not relate to the Ball State University academic schedule or calendar.
7. Tenure-track faculty are those faculty who are currently in the seven year probationary tenure period.

8. Tenured faculty are those faculty who have been granted tenure.
9. An external reviewer is an individual from outside the university who has demonstrated expertise in the candidate's area.
10. Scholarship is the process of attaining new knowledge, creating a new work, or re-creating/interpreting existing works, and disseminating the results. Generally this takes the form of appropriate peer reviewed publications, presentations or exhibits, performances, other creative endeavors, and grant proposals. Scholarship can occur in four areas: discovery, integration, application, and teaching. Faculty shall not be required to participate in each of the four areas of scholarship.
 - 10.1 The scholarship of discovery is traditional research and creative endeavors that pursue and contribute to new knowledge for its own sake.
 - 10.2 The scholarship of integration makes connections across disciplines bringing together isolated knowledge from two or more disciplines or fields to create new insights and understanding.
 - 10.3 The scholarship of application applies knowledge to address significant societal issues.
 - 10.4 The scholarship of teaching studies the development of knowledge, skill, mind, character, and/or ability of others.

(From Faculty and Professional Personnel Handbook Section II, Definitions)

III. PROMOTION AND TENURE COMMITTEE STRUCTURE AND FUNCTION

1. Membership and Organization of School of Nursing Promotion and Tenure Committee (committee).
 - 1.1 The committee shall consist of the following: a total of three tenured faculty members plus the School Director as an ex-officio, non-voting member.
 - 1.2 Election of committee members.
 - 1.2.1 The electorate shall consist of all full-time tenured and tenure-track faculty.
 - 1.2.2 The election shall be by written ballot at the last spring Faculty Organization meeting.
 - 1.2.3 Committee members shall serve three year terms that shall be staggered.
 - 1.3 No person may serve as a member of the committee who is a candidate for promotion. An individual elected, who later becomes a candidate for

promotion, must resign from the committee and a replacement will be elected by full-time tenured and tenure-track faculty.

- 1.4 No person may serve as member of the committee who is related by family or by marriage or is a former spouse of a faculty member being evaluated for promotion and/or tenure as indicated in the Faculty and Professional Personnel Handbook, Anti-Nepotism Policy and Procedures for Faculty and Professional Personnel.
 - 1.5 Members who are on leave or ill for a semester shall have a permanent replacement, elected by full-time tenured/tenure-track regular faculty.
 - 1.6 Committee members shall meet one time in the Spring after their election for the purpose of electing a chair, vice chair, and secretary. The electorate shall be the elected members of the committee.
 - 1.7 The names of the committee members, Chair, Vice Chair, and Secretary shall be submitted to the Dean by the School Director no later than the second week of fall semester.
 - 1.8 If the School Director is a candidate for promotion, he/she shall not participate in his/her ex officio capacity during the deliberations for same rank promotion consideration.
 - 1.9 No person may serve as a member of the committee if they have a conflict of interest as indicated in the Faculty and Professional Personnel Handbook.
 - 1.10 If a reconsideration is brought before the committee, no person may serve to hear a reconsideration who has a demonstrated conflict of interest such as business involvement or relationship to any of the principals. Decisions regarding such conflicts shall be made by the committee chair.
2. Responsibilities of the School Promotion and Tenure Committee
- 2.1 The committee shall implement the College and University Promotion and Tenure policies and procedures and shall establish and implement School Promotion and Tenure policies and procedures that do not conflict with college and university policies and procedures.
 - 2.2 The committee shall assume responsibility for recommending to the School of Nursing Faculty Organization changes in the School Promotion and Tenure policies and procedures to be in accordance with the Faculty and Professional Personnel Handbook.
 - 2.3 The committee shall make recommendations for policy changes to the college committee.

- 2.4 The committee shall keep all information and all action taken confidential. Committee minutes shall be taken, will be distributed only to committee members and will be maintained on file in the Director's office.
- 2.5 The committee shall review all School Promotion and Tenure documents, including the School tenure evaluation rating form, and may give a recommendation of approval to the Dean only when the documents comply with college and university policies and procedures.
- 2.6 The committee shall establish deadlines for submission of materials for promotion and tenure to the committee based upon the dates established by the College Dean.
- 2.7 The committee shall evaluate the tenure credentials for all tenure-track faculty and forward those credentials, with recommendations via the School Director to the Dean. A copy of the School Promotion and Tenure Evaluation shall be included.
- 2.8 The committee shall evaluate all promotion credentials and consider the recommendations for all candidates for promotion and forward those credentials with recommendations via the School Director to the Dean. The names of all candidates favorably recommended must be forwarded in an unranked alphabetical order. The committee must forward a letter of explanation to the candidate and the School Director for each candidate who is not recommended for promotion.
- 2.9 The committee shall hear reconsiderations for individuals who disagree with the recommendations of the committee and/or School Director.
- 2.10 Chair responsibilities:
 - 2.10.1 Calling meetings as needed;
 - 2.10.2 Informing faculty of deadlines, policies, and procedures;
 - 2.10.3 Serving as School representative to CAST Promotion and Tenure Committee;
 - 2.10.4 In the absence of the Chair, the Vice Chair shall assume the Chair's duties.

IV. POLICY STATEMENTS

1. Policy Statements for Tenure
 - 1.1 Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.

(From Faculty and Professional Personnel Handbook, Section III, 2.1 Policy Statements)

- 1.2 A tenure recommendation will be made by the school, academic dean, and the Provost and Vice President for Academic Affairs at least one year prior to the end of a faculty member's probationary period. That recommendation will be either recommendation to grant tenure at the end of the following year or a recommendation to terminate the faculty member at the end of the following year.

(From Faculty and Professional Personnel Handbook, Section III, 2.11 Policy Statements)

- 1.3 When a candidate is hired, academic rank (if other than assistant professor) and years toward tenure (if any) must be recommended by the School Director in conjunction with the School Promotion and Tenure Committee or, if unavailable, the search committee. The recommendation subsequently must be approved by the Dean, Provost and Vice President for Academic Affairs, President, and the Board of Trustees.
- 1.4 Work accomplished before being hired at Ball State University will be considered in tenure deliberations. Greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of quality and continuous activity.
- 1.5 Significant evidence of excellent performance and the expectation for a continuance of such must be available.
- 1.6 A faculty member may request that certain years (not to exceed two years total) not be counted as tenure-creditable years if any of the following pertain:
 - 1.6.1 The faculty member is seriously ill;
 - 1.6.2 The faculty member is the principal care giver for a family member;
 - 1.6.3 The faculty member will be on leave for at least one semester of the academic year.
- 1.7 A request that a year not be counted as tenure-creditable shall be made to the Director of the School prior to the beginning of the next academic year. The request shall include documentation of the circumstances involved. The request shall be forwarded to the committee. The request requires approval of the committee, the School Director, the Dean, and the Provost and Vice President for Academic Affairs.
- 1.8 Eligibility for Tenure
 - 1.8.1 The following are necessary prerequisites in order to be eligible for tenure:

1.8.1.1 The faculty member must have satisfied any specific conditions of employment set forth in his or her letter of appointment;

1.8.1.2 The faculty member must have received a positive tenure recommendation from the committee;

1.8.1.3 There must be available, significant evidence of a continuing pattern of excellent performance by the faculty member and there must be the expectation for a continuance of such in the future.

1.9 Before the end of the academic year, the committee, after consultation with the School Director shall provide each tenure-track faculty member in the School a written assessment of that faculty member's work. This assessment shall include an evaluation of strengths and weaknesses in the areas of (1) teaching, (2) scholarship, and (3) service in a professional capacity. The committee will also give suggestions for improvement. Possible decisions/recommendations for tenure include:

1.9.1 Satisfactory progress toward tenure

1.9.2 Unsatisfactory progress toward tenure

1.9.3 Termination

1.10 If the committee recommends termination of the appointment of a tenure-track faculty member at the end of any academic year during the probationary period, a letter to that effect must be filed in the Dean's office at least three weeks prior to the final date set forth in the promotion and tenure calendar provided by the Provost and Vice President for Academic Affairs. The faculty member will be provided a copy of the committee's letter.

1.11 Before the end of each academic year, the Provost and Vice President for Academic Affairs will notify each tenure-track faculty member, in writing, about his or her status with regard to progress toward tenure.

2. Policy Statements for Promotion

2.1 Faculty and eligible professional personnel shall be evaluated in the light of the University Mission Statement.

2.1.1 The evaluation of the faculty member's eligibility for promotion shall comply with guidelines and format identified in the School Promotion and Tenure Document approved by the College.

2.2 Any school member or eligible professional personnel member has the right to present herself or himself to the committee for consideration for promotion. (From Faculty and Professional Personnel Handbook, Section III, 1.1 and 1.4, Policy Statements)

- 2.3 Work accomplished before being hired at Ball State University and work accomplished while a faculty member at Ball State will be considered in promotion deliberations. Greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of quality and continuous productivity.
 - 2.4 Candidates being considered for promotion to professor must include in supporting materials two letters from external reviewers who have reviewed and commented upon the evidence of excellence in scholarship. (Appendix K)
 - 2.5 School policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the Dean and the ex-officio member of the University Promotion and Tenure Committee.
3. Policy Statements for Materials Presented for Promotion and Tenure
 - 3.1 Materials shall be presented to the committee by individual faculty members according to guidelines and format established by the School and College. The college Guidelines for Completing the Curriculum Vita for Tenure or Promotion Materials and the Curriculum Vita Format documents are to be delivered by the first working day in September to the candidate by the School promotion and tenure committee chair.
 - 3.1.1 Failure to substantially comply with format and guidelines may result in a letter indicating unsatisfactory progress toward tenure for the year in question.
 - 3.2 A personnel file for every faculty member shall be kept in the School Director's office. A promotion and tenure file will be part of the personnel file.
 - 3.2.1 This promotion and tenure file shall be open to the faculty member concerned and will contain information relevant to promotion and/or tenure. Appropriate materials shall be placed in the personnel file by the School Director in a timely manner.
 - 3.2.2 All information placed in an individual's personnel file shall immediately be brought to his or her attention in writing by the School Director. The faculty member shall have the opportunity to place materials in the file which may rebut or explain any detrimental information. Detrimental information that has not been brought to the attention of the faculty member cannot be used in promotion or tenure deliberations. Anonymous letters shall not be made a part of this file.
 - 3.2.3 An individual's promotion and tenure file shall be examined by the committee during promotion and tenure deliberations. All materials used by the committee shall be made available to the College

Promotion and Tenure Committee, Dean, Provost and Vice President for Academic Affairs, and President upon request.

V. **ACADEMIC RANK**

1. There are three basic academic ranks: Assistant Professor, Associate Professor, and Professor. Advancement in rank is based on a continuing pattern of documented achievement in the faculty member's professional career.
2. Qualifications for rank are set by the College and must be approved by the University Promotion and Tenure Committee.
 - 2.1 Assistant Professor is the rank usually assigned to a person who has earned a terminal degree in nursing or in a related field or an appropriate alternative as designated by the School and approved by the Dean and the Provost and Vice President for Academic Affairs. Ordinarily, a person nearing the completion of the terminal degree or one who has a Master's degree plus 30 semester hours of approved graduate work may be appointed or promoted to this rank. Individuals who hold a Master's degree and have exceptional training and/or previous experience related to the discipline may be considered for appointment as an assistant professor. These exceptions shall be approved by the committee, School Director, Dean, and the Provost and Vice President for Academic Affairs.
 - 2.1.1 **Quality of Work:** To be promoted to or hired at the rank of assistant professor, the individual must provide evidence of potential for success in teaching, scholarship and service in a professional capacity.
 - 2.1.2 **Professional Growth:** Documentation of consistent professional growth sustained over a period of years must be coupled with evidence pointing to reasonable expectations of continued growth.
 - 2.2 Associate Professor is the rank usually assigned to a person who has earned a terminal degree in nursing or in a related field. An exceptional individual who does not hold a terminal degree but is an excellent teacher and extremely productive scholar recognized by regional/national/international experts in the discipline may be assigned the rank of associate professor. These expectations shall be approved by committee, School Director, Dean, and the Provost and Vice President for Academic Affairs.
 - 2.2.1 **Quality of Work:** Promotion to or hiring at the rank of associate professor is granted in recognition of excellent work at the rank of assistant professor. The individual under consideration must demonstrate the impact of his/her scholarly work in the state or region beyond the confines of the University as well as excellence in teaching and examples of professional service to the School, the University, the discipline and/or community.

2.2.2 Professional Growth: Documentation of consistent professional growth sustained over a period of years must be coupled with evidence pointing to reasonable expectations of continued growth.

2.3 Professor is a rank ordinarily limited to a person who has an earned terminal degree. An exceptional individual who does not hold a terminal degree, but is an excellent teacher and extremely productive scholar recognized by regional/national/international experts in the discipline may be assigned the rank of professor. These expectations shall be approved by Committee, School Director, Dean, and the Provost and Vice President for Academic Affairs.

2.3.1 Quality of Work: Promotion to or hiring at the rank of professor is granted in recognition of superior work at the rank of associate professor. The candidate must document regional, national or international impact of his/her scholarly work, excellence in teaching and examples of professional service to the School, the university, the discipline and/or the community.

2.3.2 Professional Growth: Documentation of consistent professional growth sustained over a period of years must be coupled with evidence pointing to reasonable expectations of continued growth.

VI. PROCEDURES FOR PROMOTION AND TENURE

1. Procedures for Tenure

1.1 Each year a tenure recommendation will be made by the committee through School Director and forwarded to the Dean of the College.

1.2 Responsibilities of Candidates for Tenure

1.2.1 Submit tenure vita and support documentation to the School on or before the first working day in October.

1.2.1.1 Annual evaluations for tenure shall focus on a faculty member's accumulated body of work, with particular attention given to accomplishments during the past year (defined as the 12 months ending on the last day of September of the current year).

1.2.2 Failure to submit materials by the established deadline will result in a letter indicating unsatisfactory progress toward tenure for the year in question.

1.2.2.1 Due to extenuating circumstances, such as a death or major illness in the family or another major unexpected event, the candidate may request an extension to the Department/School Chair. The request must be made in writing prior to the October deadline. The Department/School Chair in

consultation with the chair of the department Promotion and Tenure Committee and the dean will determine if an extension is warranted and will establish a new deadline for the candidate. The decision including the appropriate deadline will be submitted in writing to the candidate within 5 business days of receiving the request for an extension.

- 1.2.3 These materials will be organized according to the guidelines established by the College. These guidelines shall be provided to each faculty member in the review process at the time the date is announced.
- 1.3 A tenure file will be a part of every faculty member's personnel file and will be kept in the School Director's office.
- 1.3.1 This tenure file will be open to the faculty member concerned and will contain information relevant to tenure. Appropriate materials shall be placed in the personnel file by the School Director in a timely manner.
 - 1.3.2 All information placed in an individual's personnel file shall immediately be brought to his/her attention in writing by the School Director. The faculty member shall have the opportunity to place materials in the file which may rebut or explain any detrimental information. Detrimental information that has not been brought to the attention of the faculty member cannot be used in promotion or tenure deliberations. Anonymous letters shall not be made a part of this file.
 - 1.3.3 An individual's tenure file shall be examined by the committee during tenure deliberations. All materials used by the Committee shall be made available to the College Promotion and Tenure Committee, Dean, Provost and Vice President of Academic Affairs, and President, upon request.
 - 1.3.4 Each item placed in an individual's tenure file will be stamped when placed in the file. The stamp will call for the signature of the faculty member, date item is placed in the file and the initials/signature of the School Director. The file will contain the following materials:
 - 1.3.4.1 Initial letter of appointment which list all contract stipulations and all letters approving any change(s) in the original contract stipulations.
 - 1.3.4.2 Letters indicating progress toward tenure including but not limited to: School Promotion and Tenure recommendation, Dean's letter, and President's letter.
 - 1.3.5 The tenure file will include School Promotion and Tenure Evaluation Letters written by the committee which include an evaluation of strengths and weaknesses in each of the areas of (1) teaching, (2)

scholarship, and (3) service in a professional capacity. The School committee may also suggest areas for improvement. Copies of transcripts verifying receipt of required degree will be included.

- 1.3.6 Signed letters of complaint, rebuttal, action taken and resolution will be placed in the personnel file. If the faculty member is exonerated after review of the situation the information pertaining to the problem will be retained in the personnel file, but not the Promotion and Tenure file. All material placed in the file must be stamped.

Sample Stamp: Acknowledgement of Item to Promotion and Tenure File

Faculty _____

School Director _____

Date _____

- 1.3.7 Letters of approval for academic leave and approval do not count the leave-year toward tenure.

- 1.4 The School of Nursing follows the College and the University policies and procedures as stated in the Faculty and Professional Handbook (Section II).

- 1.4.1 After the time period specified in the Faculty and Professional Personnel Handbook, and completion of required academic degrees and other specifications in the letter of appointment agreed upon in writing at the time of appointment, tenure will be granted to regular full-time faculty showing on-going evidence of the following:

- 1.4.1.1 Quality teaching which contributes to the attainment of the goals and purposes of the School.

- 1.4.1.2 Research, publications, creative endeavors, or other scholarship which contribute to the attainment of the goals and purposes of the School.

- 1.4.1.3 Service in a professional capacity to the institution, profession and community which contributes to the attainment of the goals and purposes of the School.

- 1.5 Tenure in the School of Nursing is neither automatic nor the product of any set formula, but based on a demonstrated record of professional excellence.

- 1.5.1 The evaluation of the faculty member's eligibility for tenure shall comply with the criteria identified in the University Promotion and Tenure Document and the College Promotion and Tenure Document.

- 1.5.2 Evaluation for tenure shall be based on evidence of a continuing pattern of achievement throughout the faculty member's professional career in the areas of teaching; research, publication, creative endeavors or other scholarship; and service in a professional capacity.
- 1.5.3 Recommendations must be supported by documentation demonstrating that the candidate satisfies established criteria. Documentation shall include evaluation forms approved by the School. (Appendices A-F)

1.6 Tenure Rating Scale Procedures

- 1.6.1 Each committee member will independently evaluate the candidate's vita and support documentation in each of the three categories (Teaching, Scholarship, and Professional Service). (Appendices G, H)
- 1.6.2 The committee will then meet to discuss the candidate's credentials and vote on the candidate's tenure qualifications.
- 1.6.3 The committee will identify the candidate's "Strengths" and "Areas for Improvement." These statements will be added to the Evaluation Form.
- 1.6.4 The committee's recommendation will then be forwarded to the College Dean through the School Director's office. Included with the School committee's recommendations will be the School Director's evaluation and recommendation. If there is a difference of opinion between the School Director and the committee the faculty member shall be provided with a copy of the Director's letter to the Dean. All documentation will be forwarded to the Dean.

1.7 Notification of Decisions Related to Tenure

- 1.7.1 Before the end of the academic year, the committee, after consultation with the Director of the School, shall provide each tenure-track faculty member with a written assessment of that faculty member's work. This assessment shall include an evaluation of strengths and weaknesses in each of the areas of (1) teaching, (2) research publication, creative endeavors, or other scholarship, and (3) service in a professional capacity. The committee will also give suggestions for improvement.
- 1.7.2 The candidate will meet with the Promotion and Tenure Committee to review the evaluation.

2. Procedures for Promotion

- 2.1 A faculty member shall submit a letter of intent to apply for promotion to the Chair of the committee on or before March 15 to be evaluated in the following academic year.

- 2.2 It shall be the responsibility of the candidate being considered for promotion to present to the committee a cumulative vita and supporting documentation of the candidate's qualifications with special attention to work done since the last promotion, (or when appropriate since appointment to the University) on or before the first working day of October.
- 2.3 Promotions in the School of Nursing are neither automatic nor the product of any set formula, but based on a demonstrated record of professional excellence.
 - 2.3.1 The evaluation of the faculty member's eligibility for promotion shall comply with the criteria identified in the University Promotion and Tenure Document and the College Promotion and Tenure Document.
 - 2.3.1.1 Failure to meet all department and college deadlines will result in no review of the promotion materials during the year in question.
 - 2.3.2 To be considered for promotion to professor supporting materials must include two letters from external reviewers who have reviewed and commented upon the evidence of excellence in scholarship. See Guidelines for External Review for Promotion to Professor, Appendix K.
 - 2.3.3 Evaluation for promotion shall be based on evidence of a continuing pattern of achievement throughout the faculty member's professional career in the areas of teaching; research, publication, creative endeavors or other scholarship; and service in a professional capacity.
 - 2.3.4 Recommendations must be supported by documentation demonstrating that the candidate satisfies established criteria. Documentation shall include evaluation forms approved by the School. (Appendices A-F)
- 2.4 Promotion Rating Scale Procedures
 - 2.4.1 Each committee member will independently evaluate the candidate's vita and support documentation in each of the three categories (Teaching, Scholarship, and Professional Service) (Appendices I, J).
 - 2.4.2 The committee will then meet to discuss the candidate's credentials and vote on the candidate's promotion qualifications.
 - 2.4.3 Credentials and support documentation of candidates favorably recommended for promotion will then be forwarded to the College Dean through the School Director's office.
- 2.5 If the committee does not recommend a faculty member for promotion the School committee shall provide that faculty member with a written statement delineating his/her strengths and weaknesses. This assessment shall include

an evaluation of strengths and weakness in the areas of (1) teaching, scholarship, and (3) service in a professional capacity. The School Committee will also give suggestions for improvement.

- 2.6 The candidate will meet with the committee to review the evaluation.
- 2.7 If in presenting evaluations, the School Director has serious reservations concerning a faculty member's qualifications, the School Director shall inform the committee of the basis of the reservations. If the differences between the School Director and the committee are not resolved, the School Director may forward to the Dean his or her evaluation and recommendations concerning the faculty member's qualifications. The faculty member will be provided a copy of the Director's letter to the Dean.

VII. RECONSIDERATION AND APPEAL

1. Any faculty member may ask for consideration of a negative recommendation given by the committee. The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting him or her.
 - 1.1 The request for reconsideration is made to the committee and must be submitted in writing ten (10) calendar days following the date of the receipt of the School committee's negative recommendation. The request must be filed in the office of the School Director.
 - 1.2 If, after reconsideration at the School level, the faculty member is not satisfied with the response of the School committee then he or she may appeal the decision. The appeal is made to the College Promotion and Tenure Committee and must be submitted in writing within ten (10) calendar days following the date of the receipt of the School committee's reconsideration decision. The appeal must be filed in the Office of the Dean.
 - 1.3 For specific details related to reconsideration at the School level and/or appeal at the College level, refer to the Right of Appeal described in the University Promotion and Tenure Document, Section VII, numbers 1 to 3.6.
2. An appellant or respondent may appeal the decision of the College Promotion and Tenure Committee/College Hearing panel.
 - 2.1 The appeal is made to the University Promotion and Tenure Committee and must be submitted in writing within ten (10) calendar days following the date of the receipt of the College Committee's decision. The appeal must be filed in the Office of the Provost and Vice President for Academic Affairs.
 - 2.2 For specific details related to appeal at the University level, refer to the Right of Appeal described in the University Promotion and Tenure Document, Section VII, numbers 3.6 to 4.2.

3. No person may serve as a member of the School Promotion and Tenure Committee if they have a conflict of interest as indicated in the **Faculty and Professional Personnel Handbook** under the Anti-Nepotism Policy and Procedures for Faculty and Professional Staff.

FACULTY TEACHING EVALUATION BY SCHOOL DIRECTOR

NAME: _____

CLASS/VIRTUAL VISIT DATE: _____

COURSE/CLINICAL: _____

| | | | | | | |
|--|-----|----------|---|---|---|-----------|
| | N/A | Low 1 | 2 | 3 | 4 | High 5 |
|--|-----|----------|---|---|---|-----------|

1. VIRTUAL/ONSITE CLASSROOM INSTRUCTION:

- | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Course syllabus and calendar clear and organized | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Content is current | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Content covered topic | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Faculty feedback was appropriate | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Faculty feedback was timely | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

2. ASSESSMENT

- | | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Assignments, quizzes, and exams address course outcomes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Interaction was evident between faculty and students | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Participation was evident among students | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Critical thinking was required | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Time was appropriate for assignments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Respects diversity: talents and ways of learning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

3. SIMULATION LAB AND CLINICAL INSTRUCTION

- | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a. Learning opportunities optimize meeting the course outcomes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Provides constructive feedback | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Available for consultation, guidance, and answer student questions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

4. STRENGTHS/RECOMMENDED AREAS FOR IMPROVEMENT

Director's Signature _____

Date _____

5. FACULTY RESPONSE (Optional)

Faculty's Signature _____

Date _____

(My signature does not necessarily indicate my agreement with all parts of the evaluation)

**BALL STATE UNIVERSITY
SCHOOL OF NURSING
UNIVERSITY CORE QUESTIONS – FACULTY AND COURSE EVALUATION
QUESTIONS**

INSTRUCTIONS: Students will receive evaluation instructions through Digital Measures each semester for each course.

FACULTY WILL NOT HAVE ACCESS TO THESE RATINGS BEFORE THIS SEMESTER'S GRADES ARE AVAILABLE TO STUDENTS. UNIVERSITY POLICY REQUIRES THAT FACULTY BE EVALUATED EACH SEMESTER. PLEASE NOTE THAT THESE STUDENT RATINGS ARE USED IN MAKING PERSONNEL DECISIONS.

| | <u>Strongly Disagree</u> 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|---|-----------------------------------|---------------|--------------|------------|------------------------|
| 1. My instructor explains the course objectives clearly. | 1 | 2 | 3 | 4 | 5 |
| 2. My instructor explains course content clearly. | 1 | 2 | 3 | 4 | 5 |
| 3. My instructor uses effective examples and illustrations. | 1 | 2 | 3 | 4 | 5 |
| 4. My instructor is respectful when I have a question or comment. | 1 | 2 | 3 | 4 | 5 |
| 5. My instructor provides feedback that helps me improve my performance in the class. | 1 | 2 | 3 | 4 | 5 |
| 6. My instructor is available for consultation (e.g., after class, email, office hours, or by appointment). | 1 | 2 | 3 | 4 | 5 |

Please provide any additional written comments on the faculty's strengths and weaknesses.

| | <u>Strongly Disagree</u> 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|---|-----------------------------------|---------------|--------------|------------|------------------------|
| 1. This course has clear objectives. | 1 | 2 | 3 | 4 | 5 |
| 2. This course is effective in meeting its objectives. | 1 | 2 | 3 | 4 | 5 |
| 3. This course has assignments related to the objectives of the course. | 1 | 2 | 3 | 4 | 5 |
| 4. This course has a clear grading system. | 1 | 2 | 3 | 4 | 5 |
| 5. This course broadens my perspective and/or my knowledge. | 1 | 2 | 3 | 4 | 5 |

Please provide any additional written comments on the strengths and weaknesses of the course. You may comment on such things as the use of assignments, text(s), exercises, exams, etc.

SCHOOL OF NURSING COURSE EVALUATION QUESTIONS

| | <u>Strongly Disagree</u> 1 | 2 | 3 | 4 | 5 Strongly Agree | |
|--|--|----------|----------|----------|-------------------------------|-----------|
| 1. My instructor was well organized. | 1 | 2 | 3 | 4 | 5 | |
| 2. My instructor emphasized relationships between and among topics. | 1 | 2 | 3 | 4 | 5 | |
| 3. Critical thinking was required (analysis/synthesis, evaluation). | 1 | 2 | 3 | 4 | 5 | |
| 4. Interaction was evident among participants. | 1 | 2 | 3 | 4 | 5 | |
| 5. The online environment facilitated learning. | 1 | 2 | 3 | 4 | 5 | NA |

Comments:

**BALL STATE UNIVERSITY
SCHOOL OF NURSING
CLINICAL TEACHING RATING FORM**

INSTRUCTIONS: Students will receive evaluation instructions through Digital Measures each semester for each course.

FACULTY WILL NOT HAVE ACCESS TO THESE RATINGS BEFORE THIS SEMESTER'S GRADES ARE AVAILABLE TO STUDENTS. UNIVERSITY POLICY REQUIRES THAT FACULTY BE EVALUATED EACH SEMESTER. PLEASE NOTE THAT THESE STUDENT RATINGS ARE USED IN MAKING PERSONNEL DECISIONS.

| | <u>Strongly Disagree</u> 1 | Disagree 2 | Neutral 3 | Agree 4 | Strongly Agree 5 |
|--|-----------------------------------|---------------|--------------|------------|------------------------|
| 1. This teacher functioned as a professional role model | 1 | 2 | 3 | 4 | 5 |
| 2. This teacher demonstrated competence in the clinical area | 1 | 2 | 3 | 4 | 5 |
| 3. This teacher related theory to clinical practice | 1 | 2 | 3 | 4 | 5 |
| 4. This teacher explained clinical expectations clearly | 1 | 2 | 3 | 4 | 5 |
| 5. This teacher adapted to changes in client care situations | 1 | 2 | 3 | 4 | 5 |
| 6. This teacher facilitated students to critically think through clinical problems | 1 | 2 | 3 | 4 | 5 |
| 7. This teacher provided help when needed | 1 | 2 | 3 | 4 | 5 |
| 8. This teacher was available for consultation | 1 | 2 | 3 | 4 | 5 |
| 9. This teacher was respectful toward students | 1 | 2 | 3 | 4 | 5 |
| 10. This teacher gave suggestions for improvement in a positive way | 1 | 2 | 3 | 4 | 5 |
| 11. I felt free to ask questions in the clinical setting | 1 | 2 | 3 | 4 | 5 |

Additional Comments:

**BALL STATE UNIVERSITY
SCHOOL OF NURSING
PEER REVIEW GUIDELINES**

I. GENERAL INFORMATION

- A. Peer review process includes classroom and/or clinical teaching.
- B. The faculty member being evaluated should choose a minimum of one faculty member who is outside the immediate course and knowledgeable in the content area to do a peer review yearly.
- C. Faculty should consult specific committee guidelines (i.e. Salary and/or Promotion and Tenure).

II. DIAGNOSTIC PEER REVIEW

- A. Purpose: The Diagnostic Peer Review is a tool which the individual must follow to evaluate clinical and/or classroom effectiveness.
- B. It is recommended that the faculty member being reviewed submit teaching materials to the evaluator prior to the evaluation date. Examples are:

- 1. Lesson plan(s).
- 2. Syllabus.
- 3. Handouts, if pertinent.
- 4. Visual aids, if pertinent.
- 5. Teaching material or aids, if pertinent.
- 6. Study guides, if pertinent.
- 7. Examples of test questions or other evaluation methods over material taught.
- 8. Copy of student clinical evaluation method or form.

- C. The Evaluator will use the above materials in the evaluation process and then return the supportive materials and the completed peer review form to the faculty member being reviewed.

III. PEER REVIEW FOR SALARY AND/OR PROMOTION/TENURE DOCUMENTATION

- A. Diagnostic Peer Review Form must be used.

**BALL STATE UNIVERSITY
SCHOOL OF NURSING
DIAGNOSTIC PEER REVIEW FORM: CLASSROOM INSTRUCTION –
VIRTUAL AND/OR ONSITE**

Faculty Member: _____ Date: _____

Evaluator: _____

Instructions:
Circle the rating which represents your perception of the level of accomplishment of the faculty member being evaluated.

Legend: 0 = no evidence for response, 1 = low to 5 = hi

Accomplishment

| | <u>Low</u> | | | | | <u>Hi</u> | |
|---------------------------|---|---|---|---|---|-----------|---|
| <u>CLASSROOM TEACHING</u> | | | | | | | |
| 1. | Develops and presents content consistent with the objectives. | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. | Is knowledgeable and current in content area. | 0 | 1 | 2 | 3 | 4 | 5 |
| 3. | Demonstrates preparation for the class. | 0 | 1 | 2 | 3 | 4 | 5 |
| 4. | Presents material in an organized manner. | 0 | 1 | 2 | 3 | 4 | 5 |
| 5. | Gives explanations clearly, distinctly, and concisely. | 0 | 1 | 2 | 3 | 4 | 5 |
| 6. | Uses examples and applications of subject matter. | 0 | 1 | 2 | 3 | 4 | 5 |
| 7. | Uses audio-visual aids and/or teaching materials appropriately. | 0 | 1 | 2 | 3 | 4 | 5 |

PARTICIPATION AND CLASS INTERACTION

| | | | | | | | |
|-----|---|---|---|---|---|---|---|
| 8. | Is receptive to participant's questions and comments. | 0 | 1 | 2 | 3 | 4 | 5 |
| 9. | Is receptive to divergent points of view. | 0 | 1 | 2 | 3 | 4 | 5 |
| 10. | Encourages critical thinking. | 0 | 1 | 2 | 3 | 4 | 5 |
| 11. | Answers questions effectively. | 0 | 1 | 2 | 3 | 4 | 5 |

Legend: 0 = no evidence for response, 1 = Low to 5 = Hi

| | <u>Low</u> | | | | <u>Hi</u> | | |
|-----------------------------|---|---|---|---|-----------|---|---|
| <i>INSTRUCTOR'S STYLE</i> | | | | | | | |
| 12. | Speaks distinctly and with sufficient volume. | 0 | 1 | 2 | 3 | 4 | 5 |
| 13. | Displays enthusiasm in the subject presented and student learning. | 0 | 1 | 2 | 3 | 4 | 5 |
| 14. | Avoids distracting mannerisms (such as excessive reading of notes). | 0 | 1 | 2 | 3 | 4 | 5 |
| <u>SUPPORTING MATERIALS</u> | | | | | | | |
| 15. | Lesson plan is workable. | 0 | 1 | 2 | 3 | 4 | 5 |
| 16. | Material is current and includes recently published research. | 0 | 1 | 2 | 3 | 4 | 5 |
| 17. | Material is pertinent to program and course objectives. | 0 | 1 | 2 | 3 | 4 | 5 |
| 18. | Handouts, teaching materials, and/or visual aids are illustrative of course content. | 0 | 1 | 2 | 3 | 4 | 5 |
| 19. | Handouts, teaching materials, and/or visual aids are clear, concise, and explanatory. | 0 | 1 | 2 | 3 | 4 | 5 |
| 20. | Study guides enhance the student's learning and are pertinent to the subject matter discussed in class. | 0 | 1 | 2 | 3 | 4 | 5 |
| 21. | Test questions and other evaluation methods reflect material presented in the classroom or readings. | 0 | 1 | 2 | 3 | 4 | 5 |

Comments:

Evaluators signature

Date

**BALL STATE UNIVERSITY
SCHOOL OF NURSING**

DIAGNOSTIC PEER REVIEW FORM: CLINICAL SUPERVISION

Faculty Member: _____ Date: _____

Evaluator: _____

Instructions:

Circle the rating which represents your perception of the level of accomplishment of the faculty member being evaluated.

Legend: 0 = no evidence for response, 1 = Low to 5 = Hi

Accomplishment

| <u>CLINICAL SUPERVISION</u> | <u>Low</u> | | | | | <u>Hi</u> |
|--|------------|---|---|---|---|-----------|
| 1. Assumes responsibility for teaching and supervision on clinical unit. | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. Is a role model in clinical setting. | 0 | 1 | 2 | 3 | 4 | 5 |
| 3. Is knowledgeable about principles of nursing care. | 0 | 1 | 2 | 3 | 4 | 5 |
| 4. Plans assignments with regard to individual student learning needs. | 0 | 1 | 2 | 3 | 4 | 5 |
| 5. Promotes a meaningful teacher-student relationship. | 0 | 1 | 2 | 3 | 4 | 5 |
| 6. Encourages students to function at their optimum level. | 0 | 1 | 2 | 3 | 4 | 5 |
| 7. Conducts clinical conferences to enhance transfer of theory to clinical practice. | 0 | 1 | 2 | 3 | 4 | 5 |
| 8. Is available for student questions and guidance. | 0 | 1 | 2 | 3 | 4 | 5 |
| 9. Assists in development of the student's psychomotor skills. | 0 | 1 | 2 | 3 | 4 | 5 |
| 10. Assists in development of the student's communication skills. | 0 | 1 | 2 | 3 | 4 | 5 |

Legend: 0 = no evidence for response, 1 = Low to 5 = Hi

| | | <u>Low</u> | | | | <u>Hi</u> | |
|-----|--|------------|---|---|---|-----------|---|
| 11. | Adapts to varying clinical situations. | 0 | 1 | 2 | 3 | 4 | 5 |
| 12. | Shares knowledge regarding student objectives and assignments with staff. | 0 | 1 | 2 | 3 | 4 | 5 |
| 13. | Promotes attitude of mutual respect between staff and teacher; student and teacher; and student and staff. | 0 | 1 | 2 | 3 | 4 | 5 |
| 14. | Responds constructively to student's ideas, actions and experience. | 0 | 1 | 2 | 3 | 4 | 5 |
| 15. | Evaluates clinical competence based on course/clinical objectives. | 0 | 1 | 2 | 3 | 4 | 5 |

Comments:

Evaluator's signature

Date

TENURE RATING SCALE PROCEDURES*

**For use by Promotion and Tenure Committee members during deliberations.*

1. Each tenure track faculty member will provide a vita and supporting documentation using the current college format and guidelines.
2. Each committee member will independently review the candidate's vita and documentation and complete the Tenure Rating Scale for each candidate. The committee will meet to discuss the candidate's credentials.
3. The committee will then determine the points for each category. These scores are not binding, but are used to guide committee deliberations regarding tenure. The committee will then vote on the candidate's tenure qualifications.
4. The committee will identify the candidate's "Strengths" and "Areas for Improvement." These statements will be added to the Evaluation Form.
5. The committee's recommendation will then be forwarded to the College Dean through the School Director.
6. The candidate will meet with the committee to review the evaluation.

School of Nursing
Ball State University
Tenure Rating Scale

Name of Candidate _____ Date _____

After examining the curriculum vitae and supporting documentation of the candidate, rate the candidate by circling the appropriate number on the rating scale for each category.

| CATEGORIES | Category Score |
|---|-----------------------|
| <p>A. Teaching Evaluation of this category will be made by using the information provided in the curriculum vitae document</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |
| <p>B. Scholarship Evaluation of this category will be made by using the information provided in the curriculum vitae document.</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |
| <p>C. Professional Service Evaluation of this category will be made by using the information provided in the curriculum vitae document.</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |

Strengths:

Areas for Improvement:

PROMOTION RATING SCALE PROCEDURES*

**For use by Promotion and Tenure Committee members during deliberations.*

1. The candidate requesting promotion will provide a vita and supporting documentation using the current college format and guidelines.
2. Each committee member will independently review the candidate's vita and documentation in each of the three categories and complete the Promotion Rating Scale for each candidate. The committee will meet to discuss the candidate's credentials.
3. The committee will then determine the point scores for each category. These numbers are not binding, but are used to guide committee deliberations regarding promotion. The committee will then vote on the candidate's promotion qualifications.
4. The committee's recommendation will then be forwarded to the College Dean through the School Director.
5. The candidate will meet with the committee to review the evaluation.

School of Nursing
Ball State University

PROMOTION RATING SCALE

Name of Candidate _____ Date _____

After examining the curriculum vitae and supportive documentation of the candidate, rate the candidate by circling the appropriate number in the rating scale for each category.

| CATEGORIES | Category Score |
|---|-----------------------|
| <p>A. Teaching Evaluation of this category will be made by using the information provided in the curriculum vitae document</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |
| <p>B. Scholarship Evaluation of this category will be made by using the information provided in the curriculum vitae document.</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |
| <p>C. Professional Service Evaluation of this category will be made by using the information provided in the curriculum vitae document.</p> <p style="text-align: center;">Category Score</p> <p style="text-align: center;">0 1 2 3 4 5 6 7 8 9 10 Poor Excellent</p> | |

Strengths:

Areas for Improvement:

School of Nursing

Guidelines for Supplemental External Review of Scholarship for Promotion to Professor

1. The candidate will provide the School Director in writing with names of three proposed external reviewers who have demonstrated expertise in the candidate's area of scholarship. This list will include a statement of the qualifications of each external reviewer.
2. The School Director will propose three additional external reviewers. The School Director will consult with the candidate and other knowledgeable individuals to develop sources from which a list of appropriate reviewers may be drawn. The School Director will provide the candidate in writing the list of three external reviewers proposed by the School Director. This list will include a statement of the qualifications of each external reviewer.
3. If the candidate objects to any of the reviewers proposed by the School, the candidate will provide the School Director reasons in writing why a particular reviewer is inappropriate. If the School Director objects to any of the reviewers proposed by the candidate, the School Director will provide the candidate reasons in writing why a particular reviewer is inappropriate. If a compromise on proposed external reviewers cannot be reached between the School Director and candidate, the Dean will decide the issue.
4. The School Director is responsible for contacting one reviewer from each list and securing the external letters within a time frame specified within the School Promotion and Tenure document. The process of identifying reviewers will continue until two external reviewers return required letters.
5. Letters requesting external reviews will be accompanied by a copy of the (1) candidate's curriculum vitae, (2) school and college promotion criteria, and (3) a selection of publications or other scholarship materials relevant to the area(s) of excellence agreed to by the School Director and the candidate. A copy of the letters and list of materials sent to external reviewers will be included with required supporting promotion materials.
6. When the external review letters are received, a copy of each letter shall be made which protects the anonymity of the reviewer. All evidence of the reviewers' identities and affiliations are to be removed. The copy is to be placed in a candidate-accessible file.
7. The candidate shall be given an opportunity to read all letters placed into the candidate-accessible file prior to the beginning of promotion deliberations. The candidate may write a rebuttal to any content of received review letters perceived as inaccurate or inappropriately detrimental to the request for promotion to Professor. The rebuttal information is to be included with the external review letters.
8. The supporting materials, including all external letters and rebuttal information, will be available for review by the committee in accordance with the School's promotion calendar.

9. If the School recommends the candidate for promotion, complete supporting materials, the external letters, and any rebuttal information will be forwarded to the Dean.
10. Upon completion of all deliberations and appeals for the promotion to Professor, all candidate-accessible external review letter files are to be destroyed by the School Director and committee chair. The original letters are to be placed into a separate confidential file in the Dean's Office and cannot be reopened for purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate.