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Promotion and Tenure

Policy
Policies for promotion and tenure are outlined in the Faculty By-Laws. In summary, it is the policy of OHSU School of Nursing that the process of appointment, promotion, and tenure shall include review by Appointment Promotion and Tenure (APT) Voting Faculty with recommendation to the Dean, followed by the decision of the Dean with recommendation to the Provost.

Definitions

Eligible Candidates:
Faculty at ranks of Instructor or higher seeking promotion and/or with mandatory tenure reviews within the following academic year.

APT Voting Faculty
Faculty eligible for APT voting faculty status are those at/above the rank to which the candidate seeks promotion. For tenure decisions, faculty at/above the rank and with tenure are eligible to vote. As a precondition for voting on a candidate, the faculty member must have completed private review of the candidate’s dossier and signed a confidentiality form.

Conflict of Interest
A faculty member should not participate in APT review of an individual when he or she has a conflict of interest. Such a conflict may exist when there is a familial, romantic, sexual, or comparable relationship with the candidate or a close professional relationship such that the faculty member stands to gain or lose professionally from the outcome of the review of a candidate. Examples include when the faculty member is co-author on a significant portion of the candidate’s published work, a former advisee, or when the faculty member is dependent in some way on the candidate’s professional services.

The candidate, the faculty member with the conflict, or any other member of the APT voting faculty, may identify the conflict of interest. These parties shall notify the APT committee chair in writing regarding the conflict and the source of the conflict. When there is a question about potential conflicts, open discussion and professional judgment are required to determine whether it is appropriate for the faculty member to excuse himself or herself from a particular review. The majority of the APT Voting Faculty shall reach a decision regarding this issue. If a faculty member disagrees with that decision, the matter will be referred to the Dean.
Support to the Committee Process
The Associate Dean for Academic Development, Enhancement, and Evaluation (hereafter the Associate Dean) will serve ex-officio and assist the Committee. A staff person will be identified to support the Appointment, Promotion, and Tenure Process.

Procedure
1. Finalize and publish the timeline
Annually, during the first week of Winter Term, the APT committee, in conjunction with the Associate Dean, finalizes and publishes the timeline for the following academic year.

2. Identification of Eligible Candidates
Human Resources notifies the Associate Dean of mandatory promotion and tenure reviews in the following academic year.

3. Notification of Candidates
The Associate Dean notifies eligible candidates of the dates for tenure and/or promotion review.

The candidate shall notify the Associate Dean, in writing, of the intent to seek or not to seek promotion and/or tenure. At that time, a completed, signed Promotion and Tenure Application and Eligibility Form (Appendix A) and Declaration of Option to Access Review Materials (Appendix B) will be submitted to the APT Support Staff. The waiver to access to internal and external review materials solicited as part of promotion and tenure processes (See Appendix B) is entirely up to the candidate. If you have further questions about this waiver, please consult with the Chair of the APT Committee,

The Associate Dean informs the APT committee chairperson of the anticipated reviews.

If a candidate on the tenure track decides not to apply for tenure, a letter of resignation or a request for track transfer, effective no later than June 30 of the following year, should be given to the Dean.

4. Dossier Preparation (see Appendices C and D)
   a. Materials provided by Candidate
The candidate is responsible for preparing, according to School of Nursing guidelines, a dossier documenting his or her accomplishments relevant to
the rank being sought. The candidate will submit an electronic copy of the full dossier with accompanying evidence to the APT committee. The candidate should retain a personal copy of the dossier. Significant additional information may be added electronically at any time during the process (e.g., funding). Included in this dossier are the following:

1. A copy of the Promotion and Tenure Application and Eligibility Form (Appendix A)
2. A copy of the Declaration of Option to Access Evaluation Materials (Appendix B)
3. Current, updated CV
4. Teaching and Citizenship Summary (Appendix E)
5. A summary statement of accomplishments in the primary and secondary missions as appropriate
6. Evidence table specifying the evidence included to meet rank/mission criteria
7. Evidence documents
8. Letters of support

b. Materials provided by Human Resources
Human Resources shall compile additional evidence required for review, (e.g., copies of faculty productivity reports, letters of appointment, letters of previous appointment with salary information redacted). These materials are given to the chairperson of the APT committee.

c. External Evaluation of Scholarship (Required Only for Promotion to Associate or Full Professor or for Tenure)
The candidates are responsible for submitting the names of 5 potential external reviewers to their Administrative Director or Associate Dean. The APT committee will select materials, including publications, to be included in the materials for external reviewers.

External evaluators will be asked to provide a critical analysis of the candidate’s scholarly work based on the candidate’s CV, summary statement for selected missions, and representative publications. Letters are solicited from eminently qualified evaluators who are above the current rank of the candidate. For each outside evaluator the dossier should include: (i) name, title and rank, and institutional affiliation; (ii) qualifications as an evaluator of the candidate; (iii) who recommended the evaluator and; (iv) relationship, if any, to the candidate. Evaluators should not have a close relationship to the candidate.

d. Selection of External Evaluators
The Associate Dean, campus Administrative Directors, or Integrative
Learning Community Chair shall review the recommendations of the candidate for external review and generate a list of three additional reviewers. The APT Committee shall review the list, refine it, and forward it to the Dean for final selection of external reviewers. No more than one-half of the external reviewers should be selected from the list suggested by the candidate.

e. Request for External Evaluation
The Associate Dean is responsible for obtaining agreement to review from four external evaluators and from other units at OHSU in which the candidate has an appointment or a substantial professional involvement, whether compensated or not. Upon agreement, the Associate Dean will provide each reviewer with the OHSU SON criteria for Promotion and Tenure and copies of the candidate’s curriculum vitae, dossier statement, and selected publications. Written evaluations shall be due the second week of Winter Quarter.

f. Disposition of External Evaluations
All solicited letters that are received must be forwarded to the chair of the APT Committee. Unsolicited letters of evaluation or letters of evaluation solicited by anyone other than the above persons may be forwarded.

5. APT Committee Review
The APT committee will verify the accuracy of citations and other/aspects of the candidate’s dossier. The APT committee is responsible for conducting a systematic review of the candidate dossier in light of the appropriate criteria and of the reviews provided by the external evaluators. For the APT Voting Faculty meeting, the APT Committee shall generate a summary of the candidate’s qualifications, strengths, and any areas of concern and shall include a recommendation for action. Minority opinions shall be noted in the summary.

6. APT Voting Faculty Review
   a. APT Voting Faculty Notification
APT Voting Faculty are notified at least 8 weeks in advance of the annual APT Voting meeting. The agenda will be published in advance with the listing of candidates, the list of eligible APT faculty for each rank, and the invitation to identify conflicts of interest.

   b. Dossier Review
The APT Committee and support staff prepare the materials for eligible faculty review, to include the candidate’s dossier, the letters of the external reviewers, and the administrative recommendation letters.
Only faculty eligible to vote on a candidate may request the dossier for review. Faculty must sign a form assuring confidentiality for the candidate and indicating that they have reviewed the dossier to establish eligibility to vote on the promotion and/or tenure of the candidate.

The support staff member shall arrange for the availability and security of the dossiers for review by eligible voting faculty. Electronic dossiers shall be password protected.

7. APT Voting Meeting
All members of the APT Voting Faculty must accept personal responsibility for assuring that reviews are procedurally correct, fair, confidential, and free of bias for all candidates. Any procedural difficulties or other concerns about the review should be brought to the attention of the APT committee who will review the concern and provide a response.

The APT Voting Meeting shall be conducted in Executive Session, starting with review of assistant professors. At each subsequent rank, members below rank shall be excused from the meeting. Finally, non-tenured faculty shall be excused from tenure decisions. All deliberations and voting of the APT Voting Faculty are confidential.

The meeting shall be chaired by the Chair of the APT Committee. A member of the APT committee will lead the discussion of each candidate’s qualifications and achievements in the areas of teaching, scholarship, practice, and service in relation to the criteria.

Faculty unable to attend may submit written evaluations to the APT chairperson for presentation during the discussion. However, only members in attendance may vote.

At the conclusion of the presentation of each candidate, eligible APT Voting Faculty shall vote by secret written ballot on the recommendation for promotion and/or tenure.

For either a positive or negative recommendation, a majority vote of those present is required. In the event of a tie, the summary and vote count shall be forwarded to the Dean without recommendation. In the case where a faculty member is excluded because of conflict of interest or is unable to be present, the majority vote would be based on the number of faculty members who are present. The voting for each group of candidates at the same rank shall be tabulated and reported at the conclusion of review of each rank.
The chairperson of the APT committee or his/her designee shall prepare a report summarizing the strengths and weaknesses of the candidate, the results of the faculty vote (including number of eligible voters and complete vote count), and the recommendation made by the APT Voting Faculty, including any Minority Reports submitted. The APT chairperson shall submit the dossier and the report of the APT Voting Faculty to the Dean.

The Chair of the APT Committee shall notify each candidate of the recommendation of the faculty by the end of the next business day.

8. Opportunity for Candidate Response
The candidate may provide the APT committee with written comments on the decision for inclusion in the dossier within 10 calendar days of notification of the completion of the faculty vote. Such comments are limited to clarifying the nature and significance of existing content included in the dossier submitted at the beginning of the process. The APT committee may provide a written response to the candidate’s comments for inclusion in the dossier. Only one iteration of comments on the review is permitted. The APT Committee shall forward the dossier, along with all evaluations and reports, to the Dean.

9. Dean’s review
The Dean shall review the dossier, external evaluator reports, APT Committee summary, and the report of the APT Voting Faculty. The Dean shall prepare a separate written assessment of the candidate and make a recommendation to the Provost for inclusion in the dossier. The Dean shall report back to the APT committee with his/her recommendation, and in the case of a different recommendation, shall provide a written rationale for such decision. The Dean shall notify the candidate of the recommendation of Dean to the Provost.

10. Final Notification of Candidate
The Dean shall notify the candidate in writing of the Provost’s final decision.

Human Resources shall notify appropriate campus offices of final promotion and tenure decisions.

11. Final Notification of Faculty
At the first meeting of the Faculty Council following final APT decisions by the Dean and the Provost, formal announcements will be made of all promotions and/or tenure.
Initial Faculty Appointment Policy and Procedure

Policy

The policy for initial appointment is outlined in the Faculty By-Laws and in OHSU School of Nursing Policy.

All initial single and multi-year contracts and contract renewals, at the level of Associate Professor or above, are considered jointly by the OHSU School of Nursing (SON) Appointment, Promotion, and Tenure (APT) Committee and the SON Office of the Dean. If a search committee has been involved, they will make recommendations about rank, series, and mission(s) to the Dean.

Scope

Initial appointments to associate and full professor levels shall be reviewed by the APT committee and recommendations forwarded to the sponsor and Dean.

Definitions

Eligible Candidates:

Faculty seeking initial appointment at the rank of associate or above.

Candidates may be new hires or may be eligible for promotion by virtue of earning a doctoral degree.

Sponsor

The sponsor is the party responsible for requesting the initial appointment of a candidate. The sponsor may be the Chair of the Search Committee, Chair of an Integrated Learning Community, an Administrative Director, the Dean, or an Associate Dean.

Office of Associate Dean for Academic Development, Enhancement, and Evaluation:

The Academic Office responsible for supporting the Appointment, Promotion, and Tenure Process.

Initial Appointment Procedure

1. Meeting schedule

Reviews are scheduled according to need in the APT committee.

2. Identification of Eligible Candidates

The Sponsor notifies the Associate Dean of initial appointment reviews at the earliest opportunity.

3. Notification of Candidates
The Sponsor notifies eligible candidates of the process of initial appointment review.

The Associate Dean informs the APT committee chairperson of the anticipated reviews.

4. **Review Materials Preparation**
   a. **Materials provided by the Sponsor**
   The Sponsor is responsible for preparing the recommendation to the APT committee, including a cover letter outlining the proposed rank, a position description, and a copy of the candidate’s CV.

   b. **Materials provided by Human Resources**
   Human Resources shall compile additional evidence required for review. These materials are given to the chairperson of the APT committee.

   c. **External Evaluation of Scholarship**
   There is no external evaluation of scholarship for initial appointments.

5. **APT Committee Review**
   The APT committee will verify the accuracy of citations and other aspects of the candidate’s materials. The APT committee is responsible for conducting a systematic review of the candidate’s materials commensurate with recommended rank and contractual expectations, if relevant. The APT Committee shall generate a written summary of the candidate’s qualifications, strengths, and any areas of concern and shall include a recommendation for action. Minority opinions shall be noted in the summary.

6. **Dean’s review**
   The Dean shall review the materials, APT Committee summary, and the report of the APT Voting Faculty. The Dean shall prepare a separate, written assessment of the candidate and make a decision regarding appointment. The Dean shall report back to the APT committee with his/her decision, and in the case of a different outcome, shall provide a written rationale for such decision. The Dean shall notify the Candidate of the decision.

7. **Final Notification of Candidate**
   The Dean shall notify the candidate of the final decision. Human Resources shall notify appropriate campus offices of final appointment decisions.

8. **Final Notification of Faculty**
   At the first meeting of the Faculty Council following final APT decisions by the Dean and Provost, formal announcements will be made of all appointments.
Reappointment Policy and Procedure

Policy
Policies for reappointment are outlined in the Faculty By-Laws:

Prior to renewal of a multi-year contract, APT committee to review the Faculty Productivity Reports and updated CV of faculty at Assistant Professor and above and make recommendations to the Associate Dean for Academic Development, Enhancement, and Evaluation or appropriate Campus Administrative Director.

This procedure addresses the academic review of candidates only. Reappointment recommendations are coupled with budgetary and resource allocations by the appropriate academic officers.

Definitions

Eligible Candidates:
- Faculty with multi-year contracts (assistant professor and above) during the academic year prior to renewal
- Faculty with annual contracts seeking multi-year appointments and promotion at the rank of assistant professor or above

Office of Associate Dean for Academic Development, Enhancement, and Evaluation

Procedure
1. Finalize and publish the timeline
Annually, during the first week of Winter Term, the APT committee, in conjunction with Associate Dean, finalizes and publishes the timeline for the following academic year.

2. Identification of Eligible Candidates
Human Resources notifies Associate Dean of mandatory reappointment reviews in the following academic year.

3. Notification of Candidates
The Associate Dean notifies eligible candidates of the dates for reappointment review.

The candidate shall notify the Associate Dean, in writing, of the intent to seek or not to seek reappointment.

The Associate Dean informs the APT committee chairperson of the
anticipated reviews.

4. Preparation of Materials

   a. Materials provided by Candidate
   The candidate is responsible for preparing materials documenting his or her accomplishments, including current CV, completed Reappointment Promotion and Tenure Application and Eligibility Form (Appendix A), completed table of accomplishments appropriate to rank (attached), and a letter from the Administrative Director or appropriate Associate Dean. The candidate should provide an electronic copy and retain a personal copy of the materials. Significant additional information may be added electronically at any time during the process (e.g., funding).

   b. Materials provided by Human Resources
   Human Resources shall compile additional evidence required for review, (e.g., copies of faculty productivity reports, letters of appointment, letters of previous appointment with salary information redacted). These materials are given to the chairperson of the APT committee.

5. APT Committee Review
The APT committee will verify the accuracy of citations and other/aspects of the candidate’s materials. The APT committee is responsible for conducting a systematic review of the candidate’s materials for productivity commensurate with rank and contractual expectations. The APT Committee shall generate a written summary of the candidate’s qualifications, strengths, and any areas of concern and shall include a recommendation for action. Minority opinions shall be noted in the summary.

6. APT Voting Faculty Review
   a. APT Voting Faculty Notification
   APT Voting Faculty are notified of voting meetings according to the annual timeline. The agenda will be published in advance with the listing of candidates and the invitation to declare conflicts of interest.

   b. Review of Materials
   The APT Committee and the Office of the Associate Dean prepare the materials for eligible faculty review, to include the candidate’s materials.

Only faculty eligible to vote on a candidate may request materials for review. Faculty must sign a form assuring confidentiality for the candidate and indicating that they have reviewed the materials to establish eligibility to vote on the promotion and/or tenure of the candidate.
The APT Committee and Office of the Associate Dean shall arrange for the availability and security of the materials for review. Electronic materials shall be password protected.

7. APT Voting Meeting
All members of the APT Voting Faculty must accept personal responsibility for assuring that reviews are procedurally correct, fair, confidential, and free of bias for all candidates. Any procedural difficulties or other concerns about the review should be brought to the attention of the APT committee who will review the concern and provide a response.

The APT Voting Meeting shall be conducted in Executive Session, starting with review of assistant professors. At each subsequent rank, members below rank shall be excused from the meeting. All deliberations and voting of the APT Voting Faculty are confidential.

The meeting shall be chaired by the Chair of the APT Committee. A member of the APT committee will lead the discussion of each candidate’s productivity and achievements commensurate with rank and contractual expectations.

Faculty unable to attend may submit written evaluations to the APT chairperson for presentation during the discussion. However, only members in attendance may vote.

At the conclusion of the presentation of each candidate, eligible APT Voting Faculty shall vote by secret written ballot.

For either a positive or negative recommendation, a majority vote of those present is required. In the event of a tie, the summary and vote count shall be forwarded without recommendation. In the case where a faculty member is excluded because of conflict of interest or is unable to be present, the majority vote would be based on the number of faculty members who are present. The voting for each group of candidates at the same rank shall be tabulated and reported at the conclusion of review of each rank.

The chairperson of the APT committee or his/her designee shall prepare a report summarizing the strengths and weaknesses of the candidate, the results of the faculty vote (including number of eligible voters and complete vote count), and the recommendation made by the APT Voting Faculty, including any Minority Reports submitted. The APT chairperson shall submit the materials and the report of the APT Voting Faculty to the Dean.

The Chair of the APT Committee shall notify each candidate of the
recommendation of the faculty by the end of the next business day.

8. Dean’s review
The Dean shall review the materials, APT Committee summary, and the report of the APT Voting Faculty. The Dean shall prepare a separate written assessment of the candidate and make a decision regarding reappointment. The Dean shall report back to the APT committee with his/her decision, and in the case of a different outcome, shall provide a written rationale for such decision. The Dean shall notify the candidate of the decision.

9. Opportunity for Candidate Response
The candidate may provide the Dean with written comments on the decision within 10 calendar days of notification of the completion of the Dean’s review. The Dean, after consultation with the APT committee, may provide a written response to the candidate’s comments. Only one iteration of comments on the review is permitted. The Dean shall review the comments and affirm or reverse the prior decision.

10. Final Notification of Candidate
The Dean shall notify the candidate in writing of the final decision.

Human Resources shall notify appropriate campus offices of final reappointment decisions.

11. Final Notification of Faculty
At the first meeting of the Faculty Council following final APT decisions by the Dean and the Provost, formal announcements will be made of all reappointments.
Appendix A: Promotion and Tenure Application and Eligibility Form

Applicant: __________________ Initial Appointment Date:__________________

Current Rank: __________________Date of Last APT Review: _________________

I am requesting application for (applicant to check one):
☐ Tenure only
☐ Tenure and Promotion to Rank __________
☐ Promotion only to Rank ____________

Missions (check all that apply): (In the Clinical Track, only 1 mission; in the Academic Track, 2 missions)

___ Teaching ___ Research ___ Practice

Employment History at OHSU:

Please fill out the table below only if your FTE has been less than 1.0 during any of the last three years.

<table>
<thead>
<tr>
<th>Year</th>
<th>FTE</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
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<tr>
<td>2.</td>
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<tr>
<td>3.</td>
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<tr>
<td>4.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td></td>
</tr>
</tbody>
</table>

ELIGIBILITY: (Information above, including mission and tracks, to be certified by Administrative Director or Associate Dean for both tenure and promotion applicants.)

The above faculty meets the eligibility criteria for application to the desired rank in the appropriate track. Based on my recent evaluation of this candidate, this is an appropriate time to seek promotion and/or tenure.

Signature: _____________________________ Date _____________________

Administrative Director/Associate Dean
Appendix B: Declaration of Option to Access Evaluation Materials

Oregon Revised Statute 353.260 provides that a faculty member shall have full access to his or her personnel file or records kept by the University. That law further provides that the university when evaluating employed faculty members shall not solicit or accept letters, documents, or other materials, given orally or in written form, from individuals or groups who wish their identity kept anonymous or the information they provide kept confidential.

All faculty members, therefore, have a right to view any reviewer’s evaluations submitted in connection with the faculty member’s proposed promotion and tenure. Some faculty prefer to waive the right to review evaluation materials requested from on-campus and off-campus reviewers. You may execute the waiver below, if you choose to do so. However, it is not required, and all faculty are entitled to and will receive full and fair evaluation of dossier materials submitted in support of promotion and tenure, including evaluations, whether submitted confidentially or not.

PLEASE COMPLETE ONE OPTION BELOW:

Option A: Waive Access to Submitted Evaluation Materials from Reviewers

I hereby waive, in advance, my legal right of access to see the evaluation materials requested from and submitted by reviewers both from within the University and external to it in conjunction with my _________ (fill in current year) dossier prepared in support of promotion and/or tenure. I make this waiver with full knowledge of my legal rights under Oregon law as outlined above. This form may be submitted to proposed reviewers.

______________________________________ __________________
Name        Date

Option B: Retain Access to Submitted Evaluation Materials from Reviewers

I hereby reserve, in advance, my legal right of access to see the evaluation materials requested from and submitted by reviewers both from within the University and external to it in conjunction with my _________ (fill in current year) dossier prepared in support of promotion and/or tenure. I retain this right with full knowledge of my legal rights under Oregon law as outlined above. This form may be submitted to proposed reviewers.

______________________________________ __________________
Name        Date
Appendix C: Guidelines for Creating a Dossier to Submit for Promotion to Associate or Full Professor and or Tenure

I. Overview

Faculty requesting review for promotion or tenure must submit a dossier. The task of reviewers is to evaluate the quality and quantity of the candidate's scholarship as reflected in the dossier. The committee may request supplemental information from a candidate; however, data from sources outside the dossier (e.g., personal knowledge of a candidate by a committee member) are not included in the review process. **There is a hierarchy of strength in evidence, with peer-reviewed documents (e.g., peer-reviewed publications, approved grant proposals, and funded grants) being strongest and required at the higher ranks in all missions.**

The dossier should be organized to support the argument that the candidate has met or exceeded the rank-specific criteria for promotion or tenure in the missions for review. The missions will depend upon the applicants’ appointment and assignment and should have been validated on the Promotion and Tenure Application and Eligibility Form.

Materials must be divided into sections by mission and clearly delineated by the criteria for the appropriate mission and rank.

II. Preparation of Dossier: Candidates are encouraged to review the APT Policy in detail prior to creating the dossier and to organize the Mission Summary Statement using the rank criteria as headings.

The dossier should include the following sections:

1. A letter from the candidate requesting review for promotion specifying the rank s/he wishes to be promoted to and whether the review includes a review for tenure. The letter should identify the mission or missions the candidate has for primary focus. The letter should include a rationale for why the review is being requested. Materials to be considered for promotion should include relevant information about activities participated in since the last promotion or appointment at the School with an emphasis on the last 5 years and giving an overview for the remainder of the time period.

2. Copy of the Promotion and Tenure Application and Eligibility Form (See Appendix A)

3. Copy of Declaration of Option to Access Evaluation Materials (See Appendix B)

4. A current curriculum vitae.

5. Teaching and Citizenship Summary (see Appendix E)
6. Mission Summary Statement: The candidate should include a summary statement introducing the two identified missions, a brief rationale for the mission selection, and the scholarship related to both missions. Please note that although there are no limitations on page length, candidates are encouraged to be concise and limit the length of the summary to five pages.
   a. The secondary mission: as described above.

7. Evidence Table: The table includes columns for mission, rank, element, criteria, rationale for evidence selected and where the reviewer will find the specific evidence.

8. Evidence documents

9. Letters of support clearly specifying evaluation of scholarship in the first mission*

* Candidates submit a list of persons from whom they have requested letters of support to the APT committee chair. These letters are requested by the applicant from people familiar with their scholarly work and are NOT included as potential external reviewers on the list provided to the Associate Dean/Program Director.
Appendix D: Guidelines for Creating a Dossier to Submit for Promotion from Instructor to Clinical Assistant Professor

I. Overview
Faculty requesting review for promotion must submit a dossier that reflects their accomplishments at the desired rank. The task of reviewers is to evaluate the quality and quantity of the candidate’s scholarship as reflected in the dossier. The committee may request supplemental information from a candidate; however, data from sources outside the dossier (e.g., personal knowledge of a candidate by a committee member) are not included in the review process. **There is a hierarchy of strength in evidence, with peer-reviewed documents (e.g., peer-reviewed publications, approved grant proposals, and funded grants) being strongest and required at the higher ranks in all missions.**

The dossier should be organized to support the argument that the candidate has met or exceeded the rank-specific criteria for promotion in the mission for review. The mission will depend upon the applicants’ appointment and assignment and should have been validated on the Promotion and Tenure Application and Eligibility Form.

II. Preparation of Dossiers: Candidates are encouraged to review the APT Policy in detail prior to creating the dossier and to organize the Mission Summary Statement using the rank criteria as headings.

The dossier includes the following sections:
1. A letter from the candidate requesting review for promotion specifying the rank to which s/he wishes to be promoted. The letter should identify the mission the candidate has for a primary focus. The letter should include a rationale for why the review is being requested. Materials to be considered for promotion should include relevant information about activities participated in since the last promotion or appointment at the School with an emphasis on the last 5 years and giving an overview for the remainder of the time period.

2. Copy of the Promotion and Tenure Application and Eligibility Form (See Appendix A)

3. Copy of Declaration of Option to Access Evaluation Materials (See Appendix B)

4. A curriculum vitae.

5. Teaching and Citizenship Summary (see Appendix E)

6. Mission Summary Statement:
   a. The candidate should include a brief rationale for the mission and a summary statement introducing the mission and summarizing his or her scholarship in the primary mission
   b. Evidence Table: The table includes columns for mission, rank, element,
criteria, rationale for evidence selected, and where the reviewer will find the specific evidence. Please note that, although there are no limitations on page length, candidates are encouraged to be concise and limit the length of the summary statement to two or fewer pages.

c. Evidence documents
d. Solicited letters of support that clearly evaluate scholarship in the mission and at the rank sought. A maximum limit is three letters of support with one of these from the Administrative Director or immediate Associate Dean. This letter should address the applicant’s commitment to the mission(s) of the school and summarize recent performance evaluations (one page limit).

**Page Limit:** The letter from the applicant, the mission summary statement, and evidence table length should not exceed 15 pages.
# Appendix E: Teaching and Citizenship Summary

## Teaching Activity Table

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<thead>
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<th>Quarter / Year</th>
<th>Course Number &amp; Credit Hours</th>
<th>Course Title</th>
<th>Course Enrollment</th>
<th>% of Course Taught</th>
<th>Explanation if &lt; 100%</th>
<th>Formal Evaluation</th>
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## Graduate Student Involvement Table (if applicable)

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<th>Number Completed</th>
<th>Names of Students who have completed</th>
<th>Names of Current Students</th>
</tr>
</thead>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctoral Candidacy Chair</td>
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<td></td>
<td></td>
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<td>Doctoral Candidacy</td>
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<tr>
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Summarize your citizenship activities to school, university and profession:
### Appendix F: Sample Evidence Table

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<th>Element</th>
<th>Criterion</th>
<th>Rationale</th>
<th>Selected Evidence/location</th>
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<td>Service</td>
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