Attached are the documents related to the role and responsibilities of the Promotion, Tenure and Reappointment Committee for the School of Nursing. These documents include the following:

<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Relevant School of Nursing</td>
<td>2</td>
</tr>
<tr>
<td>Bylaws</td>
<td></td>
</tr>
<tr>
<td>II. Guidelines for the Operation of the PTR</td>
<td>4</td>
</tr>
<tr>
<td>Committee</td>
<td></td>
</tr>
<tr>
<td>III. Candidate’s Information</td>
<td>8</td>
</tr>
<tr>
<td>Form</td>
<td></td>
</tr>
<tr>
<td>IV. Candidate’s Cover Page</td>
<td>9</td>
</tr>
<tr>
<td>V. Directions for Preparing Dossier for Promotion, Tenure &amp; Reappointment</td>
<td>10</td>
</tr>
<tr>
<td>VI. Use of External Referees in Promotion and Tenure Decisions</td>
<td>13</td>
</tr>
<tr>
<td>VII. Candidate’s Review Form</td>
<td>14</td>
</tr>
<tr>
<td>VIII. Criteria for Evaluation of Faculty (Source: GMU Faculty Handbook)</td>
<td>15</td>
</tr>
<tr>
<td>IX. Candidate’s Review Form Summary</td>
<td>16</td>
</tr>
</tbody>
</table>
PROMOTION, TENURE, AND REAPPOINTMENT COMMITTEE
(Herein referred to as the PTR Committee)

The Promotion, Tenure and Reappointment (PTR) Committee has compiled guidelines for the operation of the Committee. Therefore, this document contains both the School of Nursing Bylaws related to the PTR Committee as well as guidelines for Committee Operation. Faculty are also referred to the George Mason University Faculty Handbook of July 1, 1994 and the College of Health and Human Services (CHHS) Bylaws of May 2006.

SCHOOL OF NURSING BYLAWS RELATED TO THE PROMOTION, TENURE AND REAPPOINTMENT COMMITTEE

I. Promotion, Tenure and Reappointment Committee

a. Purpose: Review candidates on tenure and probationary appointments for reappointment, promotion, and/or tenure and make recommendations to the Dean of the College. Review faculty in restricted non-tenure track appointments for reappointment in rank and promotion, and make recommendations to the Associate Dean of the School of Nursing and the Dean of the College.

b. Charges: The Promotion, Tenure, and Reappointment Committee shall

(1) recommend guidelines for submission of applications of faculty on tenure and probationary appointments for reappointment, promotion, and tenure. The Committee shall also recommend guidelines for submission of applications of faculty on restricted, non-tenure track appointments for promotion. These guidelines will be consistent with the George Mason University Faculty Handbook, (1994).

(2) recommend guidelines for submission of applications of faculty on restricted, non-tenure track appointments for promotion. These guidelines will be consistent with the George Mason University Faculty Handbook, (1994).
(3) recommend procedures for implementation of peer review of each candidate for reappointment, promotion, or tenure. Such procedures shall provide for polling all faculty who hold tenure appointment, except that the Associate Dean/Director of the School, Dean of the College and the candidate shall be excluded from the poll. Only tenured faculty may review and vote for faculty seeking tenure or tenured faculty seeking promotion. Tenured and term faculty at equal or higher rank than the applicant will review and vote for the promotion of term faculty seeking promotion.

(4) recommend Committee procedures for the review of data relevant to each candidate for reappointment, promotion, or tenure which are consistent with the George Mason University Faculty Handbook.

(5) review all data relevant to each candidate for reappointment, promotion, or tenure according to the procedures and make recommendations regarding each candidate to the Associate Dean/Director of the School and the Dean of the College, with a copy to the respective candidate.

(6) recommend candidates for promotion and/or tenure to the College PTR committee for review.

(7) review all data submitted by each employment applicant being considered by the Search Committee for appointment or election to the faculty with tenure. For each such candidate, the Promotion, Tenure, and Reappointment Committee shall make recommendation regarding tenure that is consistent with the George Mason University Faculty Handbook. Each recommendation shall be made to the Associate Dean/Director of the School and the Dean of the College with a copy to the Ad Hoc Search Committee.

(8) annually evaluate criteria for term faculty promotion.

(9) develop criteria for post tenure review

(10) responsibility of the Chair of the committee in May to identify the faculty eligible for reappointment or promotion for the following academic year.

c. Membership:

(a) Five members, three of whom must hold tenure

Tenured faculty who at the beginning of the term, have a tenured appointment in the School of Nursing shall be eligible for nomination. Term faculty members with doctoral preparation are also eligible for nomination. Excluded from membership on the Promotion, Tenure, and Reappointment Committee shall be the Associate Dean/Director of the School, the Assistant Deans, and any member of the faculty who shall be a candidate for promotion during the relevant year.

(END OF SECTION BYLAWS)
II. Guidelines for the Operation of the Committee

The portions of Chapter II of the 1994 George Mason Faculty Handbook pertaining to promotion, tenure and reappointment of probationary and tenured faculty control the criteria and procedures followed by the PTR Committee. The Guidelines for Operation of the PTR Committee apply in general; however, modifications of the established time line may be made necessary in case of exceptions, for example, new hires, out of sequence applications.

A. The Chair should confer with the Associate Dean/Director for the School of Nursing regarding university timelines for Promotion, Tenure Reappointment, Reconsideration, and Appeal by no later than the last day of classes in the Spring Semester. Each candidate for promotion, tenure, or reappointment shall submit a letter of intent requesting review to the Dean of the College of Health and Human Services, with a copy to the Chair of the PTR Committee by the last day of classes in the Spring semester. The PTR Committee Chair should obtain the completed Candidate's Information Form from the Dean. (See sample on page 8.)

1. By no later than the first day of classes in the Fall Semester, the candidate seeking promotion to associate or full professor and/or tenure and the Chair of the School of Nursing Promotion and Tenure Committee, in collaboration with Committee members, shall develop a list of qualified external referees to review the submitted works. (See Use of External Referees in Promotion and Tenure Decisions). Establishing this appointment is the candidate's responsibility. The Chair of the PTR Committee shall be responsible for forwarding the materials to the referees (or, in the case of new hires, obtaining three references) and, when appropriate, for notifying referees that the candidate has waived the right to access the reviews. If the candidates choose to waive their rights to access the letters from external reviewers, they must inform the Chair of the PTR Committee by letter no later than the first day of classes in the Fall Semester. Referees shall be instructed to submit the evaluations directly to the Chair of the PTR Committee by no later than the first Monday in October.

2. By no later than the first day of classes of the Fall Semester, a candidate seeking reconsideration shall submit a written petition outlining new evidence in accordance with the procedures of section 2.8.4.2 of the 1994 Faculty Handbook.

3. A candidate seeking reappointment has the responsibility to request information from the Dean's office regarding the reappointment timetable in the semester prior to review and in accordance with sections 2.8.1.-2.8.3 of the Faculty Handbook.

4. A candidate who petitions for appeal shall follow procedures outlined in section 2.9 of the 1994 Faculty Handbook.

B. The Chair of the PTR Committee shall accept applications from the Associate Dean for Nursing for promotion and/or tenure and applications for appointment, accompanied by the completed dossier (See “Directions for Preparing Dossier for Promotion, Tenure and Reappointment” on page 11) by the first Monday in October.

C. All communications to the PTR Committee and requests for interpretation of the tenure, promotion, and reappointment procedure shall be through the PTR Committee Chair.
D. Following the first Monday in October, the PTR Committee shall poll the eligible faculty, excluding the Dean, the Associate Dean/Director of the School of Nursing, the candidate, and the PTR Committee regarding their recommendations. Eligible faculty to vote on tenure-track faculty candidates for tenure, and promotion and tenured faculty candidates for promotion include tenured faculty at or above the rank being sought by the candidate. Eligible faculty to vote on promotion of term faculty candidates include tenured faculty and doctorally prepared term faculty at or above the rank being sought by the candidate.

Eligible tenured faculty shall have access to the dossier, including the external letters of review. They shall receive from the PTR Committee a copy of the (1) Candidate Review Form (2) the George Mason University Faculty Handbook Criteria for Evaluation of Faculty and (3) the Candidate Review Form Summary. The candidate will be evaluated according to the extent to which the candidate meets the Criteria for Evaluation.

E. Materials may not be added to or removed from the dossier after the first Monday in October.

F. Prior to the committee meeting to vote on applications, members of the PTR Committee shall review the dossier, external letters, and data collected from the faculty vote. Members of the PTR Committee will vote only at the committee level, not with the other eligible voting faculty. The PTR Committee shall meet, in toto, and proceed with its deliberations separately on each individual candidate in the following order:

1. Discussion will occur followed by a written ballot, voting yes or no, to recommend for reappointment, tenure, or promotion (if applicable) for a candidate. All balloting will be written and confidential.

2. If the vote(s) is a unanimous yes or no, the unanimous vote(s) shall be the final vote of the PTR Committee and be so recorded (see 5 below).

3. If the vote(s) is not a unanimous yes or no, the candidate’s application is discussed and a second vote(s) is taken. In this case, the second vote(s) shall be the final vote of the PTR Committee and is so recorded (see 5 below).

4. No record of votes cast shall be made except that of the final vote and it shall be recorded only in the letter of recommendation to the Dean regarding the candidate.

5. A final vote may be reconsidered only if there is unanimous agreement on a motion to reconsider made by a member of the PTR Committee.

6. After the final votes have been taken on all candidates, a letter reporting the final vote(s) and the PTR Committee’s assessment of the candidate’s performance in each of the three areas, i.e., teaching, scholarship and service, will be formulated for each candidate. The letter shall also include the vote of the eligible faculty and shall be signed by all eligible voting members of the PTR Committee.
G. The PTR Committee’s letter of recommendation shall be sent to the Associate Dean/Director of the School of Nursing, with a copy to the candidates residence. The Associate Dean/Director of the School of Nursing shall forward a letter of recommendation to the Dean of the College of Health and Human Services. The candidate’s complete dossier and all related documents shall accompany the letter to the Dean’s office for review by the College level PTR Committee and the Dean.

H. Except for the Candidate Review Forms completed by the College of Health and Human Services faculty and documents to which the right of access has been waived, all documents relevant to a candidate that are submitted to or generated by the PTR Committee are available to the candidate for review. Candidates who wish to waive right to access regarding specific documents must include such statement in the dossier immediately following the cover page. The statement must identify the specific document(s) or class of documents (e.g., letters from external referees) to which the waiver is applicable and the statement MUST BE SIGNED AND DATED. In cases where right to access materials has been waived, relevant materials (i.e. Candidate Review Forms, external and internal review letters) shall be removed from the dossier before it is returned to the candidate. Candidate review forms completed by College of Health and Human Services faculty should also be removed.

I. The PTR Committee Chair shall assume responsibility for coordinating with the Dean’s office for the removal of materials to which right to access has been waived. The PTR Committee Chair for the year of the applicant’s review is responsible for removing these materials at the end of the academic year following the year in which the review occurred. In the absence of the Chair, a member of the PTR Committee that reviewed the candidate’s application shall assume this responsibility.

J. All eligible PTR Committee members will be polled as to their availability during non-contract months for the evaluation of applicants for School of Nursing faculty positions without term. The rank of full professor must also be voted on by the PTR Committee.

In the case where committee members are unavailable during non-contract months, the Associate Dean/Director will make appointments from the pool of eligible faculty, in order to ensure a minimum committee size of three at appropriate rank.

The committee is responsible for reviewing the applicant’s dossier which includes, but may not be limited to:
Promotion and Tenure Casebook Template:
(Supplementary books should be submitted, only if requested.)

1. Letter of recommendation from the Dean.

2. Letters of recommendation from earlier committees evaluating the case (PTR Committee, Associate Dean/Director School of Nursing).

3. Candidate’s employment chronology, particularly at GMU to include: date of hire, date when appointed to a tenure track position, and tenure and promotion dates, prior to full professorship.

4. Candidate’s vita, including clear evidence about research – publications, grant and contract awards, conferences and invited talks, etc. Evidence of relevant entrepreneurial activities may also be provided for consideration toward promotion or tenure.

5. Candidate’s statement about teaching and research, including future plans (not to exceed 8 pages).

6. Outside letters:
   a. Minimum of 5
   b. No more than 40% chosen by candidate (candidate may also name a few individuals to exclude, but should not see the final list)
   c. This section should also contain the letter sent to the referees, and evidence of referee credentials.

7. Evidence of teaching quality:
   a. Student course evaluations
   b. When applicable, theses and dissertations supervised
   c. Other evidence of teaching effectiveness such as:
      (1) Class visits by peers
      (2) Random sample letters
      (3) Student comments based on the whole population, not selected samples
      (4) Alumni letters
      (5) Student focus groups.

8. Other supporting evaluative materials (testimony about service or outreach, evidence of academic entrepreneurship, etc.) -- not to exceed 8 pages.

9. Procedural checklist for Promotion and Tenure Cases (available on the Provost Office website)
III. Candidate's Information Form
(To be completed by the Dean’s office and included as part of the dossier)

Date: _________________________________________________________________________

Name: ________________________________________________________________________

Date of Appointment to GMU: _____________________________________________________

Current Rank: __________________________________________________________________

Length of Time at Current Rank (at all institutions): ________________________________

Date of Tenure at GMU (if applicable): _____________________________________________

Date of Last Reappointment at GMU (if applicable): _________________________________

Candidate will be reviewed for:
(Check all that apply)

1. Promotion  ____
2. Tenure       ____
3. Reconsideration   ____
4. Reappointment    ____
IV. Candidate’s Cover Page

Name: _________________________________________ Date: ______________________

Current Rank: ________________________________________________________________

Category:  A. Term  B. Tenure-track  c. Tenured

Area of Focus:  Research  Teaching

Action Requested (check appropriate items):

_______ reappointment in current rank
_______ tenure
_______ promotion to assistant professor
_______ promotion to associate professor
_______ promotion to full professor

Dossier (Check appropriate items)*

_______ Candidate’s Information Form
_______ Waiver of Right to Access Specific Documents (if applicable)
_______ (See II-L of Guidelines for Operation of the Committee)
_______ Curriculum Vita
_______ Candidates Personal Statement
_______ Appropriate documentation in areas of teaching, scholarship, university service, and professional service

Signature of candidate indicating willingness to submit to review under the promotion, tenure or reappointment procedure:

_________________________________________  Signature

___________________________________________________________________________

*These materials must be organized according to the Directions for Preparing Dossier for Promotion Tenure and Reappointment
Directions for Preparing Dossier for Promotion, Tenure, and Reappointment

The following guidelines are to help faculty prepare their dossiers for promotion, tenure or reappointment. The guidelines are offered to (a) provide a consistent format for presentation of information and materials to those reviewing the candidate’s application and (b) to afford the applicant the opportunity to put forward the “best case” for the action(s) sought. Before making application for personnel action, the candidate should become familiar with University standards (as set forth in the 1994 Faculty Handbook, Chapter II) and the policies, procedures, and criteria of the College of Health and Human Services. Exceptions to these directions may be made under unique circumstances. Such exceptions must be agreed to in writing by the Dean, the PTR Committee (or its designated representative) and the candidate.

In preparation of the dossier, a candidate may seek the counsel and assistance of any faculty except those who are members of the PTR Committee. In addition, only the PTR Committee Chair may be contacted regarding procedural matters.

1. **The major evidence in support of the application for promotion, tenure, or reappointment must come from the candidate and comprise the dossier.** This evidence should speak to the areas of teaching, scholarship, professional service and university service. (See Section II of this document and College links on the development of the dossier).

2. **In Accordance with the General Procedures for Reappointment, Promotion and Tenure as Cited in the 1994 George Mason University Faculty Handbook, Evaluations Will Be Based on the Faculty Member’s Total Period of Service at George Mason University.** The following guidelines highlight the areas of evaluation for faculty in the College of Health and Human Services:

   A. The PTR Committee reviewing the candidates for reappointment will place particular emphasis on documentation regarding teaching, scholarship, professional service and university service since appointment or change in rank, whichever is more recent.

   B. The PTR Committee reviewing candidates for promotion will place particular emphasis on documentation regarding teaching, scholarship, professional service and university service since appointment or change in rank, whichever is more recent.

   C. The PTR Committee reviewing candidates for tenure will consider supportive documents that consistently demonstrate the candidate’s value to the institution over an extended period of time in the areas of teaching, scholarship, professional service and university service. The PTR Committee will place particular emphasis on the most recent six years of professional activity.

3. All candidates for promotion, tenure and reappointment shall submit a dossier organized in the following manner:

   A. **Candidate’s Information Form** followed by **Candidate Cover Page**.

   B. **Statement of Waiver of Right to Access Specific Documents** (if applicable).
C. **Curriculum Vita** (current and complete).

D. **Candidate’s Personal Statement.** A personal statement is not required for reappointment. The statement should be a narrative no longer than 8 pages which synthesizes and evaluates the performance of the candidate in the areas to be evaluated: teaching, scholarship, and professional service and university service. In the candidate’s personal statement, he/she must identify one of the following options for review:

**Tenure-track or Tenured Faculty:**

- Genuine Excellence in Research and High Competence in Teaching, or,
- Genuine Excellence in Teaching and High Competence in Research, or
- Genuine Excellence in Research and Teaching

**Term Faculty (minimal expectation):**

- Associate Professor: High Competence in Teaching and/or Research (as defined in School of Nursing Criteria for Promotion or Term Faculty)
- Professor: Genuine Excellence in Teaching and/or Research (as defined in School of Nursing Criteria for Promotion of Term Faculty)

This self evaluation is not required for candidates for reappointment.

E. Appropriate documentation in the areas of teaching, scholarship, university service, and professional service.

4. All candidates for reappointment shall submit a dossier organized in the following manner:

A. **Candidate’s Information Form**

B. **Curriculum Vita** (current and complete).

C. Appropriate documentation in areas of teaching, scholarship, university service, and professional service.

5. Special consideration in preparing the dossier are as follows:

A. The dossier should reflect information consistent with the Criteria for Evaluation for Faculty, Section 2.4, George Mason University Faculty Handbook. Generally, the candidate must elect one area for each accomplishment, that is, no accomplishment area should be listed in two areas (e.g., normally a guest lecture should not be included under both teaching and service; a presentation should not be included under both scholarship and service, etc.)

B. Documentation should be both accurate and complete (e.g., titles should be stated exactly as they appear in publication; pagination of publications should be accurate; date(s) and place(s) or presentation(s), name(s) of presenter(s), and name(s) of sponsoring organization(s) should be correct, etc.).
C. For review, the following materials will be needed for each candidate:

Documentation of teaching must include:

1. University summaries of student evaluations, including numerical and qualitative data.
2. Peer assessments, including both evaluations of pedagogical materials and classroom visits.
3. Any evidence of pedagogical innovations including syllabi, descriptions of products developed or of success in employing instructional technologies, or other new approaches.

4. Documentation of scholarship must include:
   A. A list of publications or other creative products (include a minimum of three examples of scholarly work)
   B. A list of support obtained through grants or contracts
   C. Other evidence of the impact of the candidate’s work on scholarly and professional communities (e.g., citations, honors, commendations)

5. Documentation of service must include:
   A. A record of university service
   B. A record of service to the profession
   C. A record of service to the community or polity
   D. A list of consultancies

D. Any available evidence of teaching success (e.g. from former students, citations, honors).

E. Summary of advising responsibilities
These materials will be presented in a Teaching Portfolio if available. Faculty may include written comments from students across sections of courses taught.

Many of these materials for research/scholarship and service can be incorporated into the candidate’s vita.
V. **Use of External Referees in Promotion and Tenure Decisions**

1. **Purpose:** External referees help to validate the quality and significance of a candidate’s application.

2. **Use of External Referees:** External referees are used when a candidate applies for tenure and/or promotion to the rank of associate professor or professor.

3. **Criteria for Referees:** A referee must have an earned doctorate at rank senior to the candidate and have achieved a nationally recognized position in nursing, and/or within the candidate’s field of specialization as attested to by the referee’s own research, publications or other accomplishments. External evaluation letters are requested from academics with no conflicts of interest related to the candidate (e.g., previous mentors, co-authors).

4. **Procedure**

   A. By no later than the first day of classes in the fall semester the candidate seeking promotion and/or tenure and the Chair of the PTR Committee shall develop a list of qualified external referees to review the submitted works. **Establishing this appointment is the candidate’s responsibility.**

   B. The candidate and the Chair of the PTR Committee each submit a minimum of 6 proposed referees for a total of 12. At the meeting of the Chair of the PTR Committee and candidate, the candidate has the opportunity to remove from the list any individuals that she/he wishes not to be external reviewers. The PTR Chair will invite six referees, keeping the invitation open until at least a minimum of five letters are obtained. No more than 40% of the reviewers shall come from the candidate’s list. A record of this process is kept by the Associate Dean/Director of the School of Nursing. The materials sent to referees are (1) the Candidate’s vita; (2) three examples of scholarly work of the candidate’s choice; (3) if teaching evaluations are available, the summary data from the previous three years; and (4) section IX of the Guidelines for Promotion, Tenure and Reappointment document; (5) description of Faculty Ranks from GMU Faculty Handbook.

   C. The candidate has the right to see the referee’s comments unless he/she has waived in writing the right to access these documents. If the candidate chooses to waive their right to access, they must inform the PTR Chair by letter no later than the first day of classes in the fall semester. It is the PTR Chair’s responsibility to notify each referee of such waiver whenever that is the case.

   D. Refereed letters are received by the Chair of the PTR Committee no later than the first Monday in October.

   E. The PTR Committee Chair shall assume responsibility for the removal of materials to which right to access has been waived. The PTR Committee Chair for the year of the applicant’s review is responsible for removing these materials at the end of the academic year following the year in which the review occurred. In the absence of the Chair, a member of the PTR Committee that reviewed the candidate’s application shall assume this responsibility.
VII. Candidate’s Review Form

Consistent with the George Mason University Faculty Handbook, the Evaluation of Candidates Must Include the Votes of All Eligible Voting Faculty. Therefore, please evaluate _______________________________ for (action sought) _______________________________.

Base your evaluation on all data available to you including (but not limited to) information provided in the candidate’s dossier. ALL INFORMATION IN THE DOSSIER, INCLUDING LETTER FROM EXTERNAL REFEREES, MUST BE KEPT CONFIDENTIAL. The dossier is available in room ________________.

You must perform the following four functions:

1. For each of the three sections and for overall faculty performance listed on the Candidate Review Form Summary, circle the point on the 5-point scale which best represents how you rate the candidate for the action(s) sought according to the Criteria for Evaluation of Faculty Section 2.4 of the George Mason University Faculty Handbook (see following pages). The summary rating of performance in each section and the summary rating of overall performance should reflect the assessed evaluations of the candidate on applicable criteria. However, CARE SHOULD BE TAKEN TO AVOID A MERE MATHEMATICAL SUMMATION OF THE RATINGS ON THE CRITERIA.

2. For each section and overall faculty performance, briefly justify your rating of the candidate in the space provided. Note specifically where performance is exemplary and/or inadequate.

3. Vote YES (in support of application) or NO (for denial of application) on EACH ACTION SOUGHT by placing X in the appropriate space.

4. Return the completed form to ________________________________, Chair of the PTR Committee by ______ p.m. on _____________________.

THE FORM MUST BE RETURNED IN A SEALED ENVELOPE WHICH BEARS THE SIGNATURE OF THE EVALUATOR ACROSS ITS FLAP.

*******************************************************************************
VIII-A. School of Nursing’s Candidate’s Review Form Summary – Tenure Track

Candidate’s Name: _____________________________________

RATING SCALE:
1 = Unsatisfactory performance
2 = Marginal performance
3 = Competent performance
4 = Highly competent performance
5 = Genuine Excellence

Section I  TEACHING
Scale:  1          2          3          4          5
Justification:

Section II  PROFESSIONAL and UNIVERSITY SERVICE
Scale:  1          2          3          4          5
Justification:

Section III  RESEARCH AND SCHOLARSHIP
Scale:  1          2          3          4          5
Justification:

OVERALL FACULTY PERFORMANCE
Scale:  1          2          3          4          5
Justification:

VOTE (on EACH action sought):

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<tr>
<th>YES</th>
<th>NO</th>
<th>ACTION SOUGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>___</td>
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<tr>
<td>___</td>
<td>___</td>
<td>promotion to assistant professor</td>
</tr>
<tr>
<td>___</td>
<td>___</td>
<td>promotion to associate professor</td>
</tr>
<tr>
<td>___</td>
<td>___</td>
<td>promotion to full professor</td>
</tr>
</tbody>
</table>

For additional comments, please add a continuation page.
VIII-B. School of Nursing’s Candidate’s Review Form Summary

Term Faculty - Associate Professor

Candidate’s Name: _____________________________________

**RATING SCALE:**

1 = Unsatisfactory performance  
2 = Marginal performance  
3 = Competent performance  
4 = Highly competent performance

<table>
<thead>
<tr>
<th>Section</th>
<th>TEACHING</th>
<th>PROFESSIONAL and UNIVERSITY SERVICE</th>
<th>RESEARCH AND SCHOLARSHIP</th>
<th>OVERALL FACULTY PERFORMANCE</th>
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<tr>
<td>Justification:</td>
<td></td>
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**VOTE (on EACH action sought):**

<table>
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<tr>
<th>YES</th>
<th>NO</th>
<th>ACTION SOUGHT</th>
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<td>___</td>
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</tr>
<tr>
<td>___</td>
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<td>promotion to associate professor</td>
</tr>
</tbody>
</table>

For additional comments, please add a continuation page.
VIII-C. School of Nursing’s Candidate’s Review Form Summary

Candidate’s Name: _____________________________________

**RATING SCALE:**
1 = Unsatisfactory performance  
2 = Marginal performance  
3 = Competent performance  
4 = Highly competent performance  
5 = Genuine Excellence

<table>
<thead>
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<th>Section</th>
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<th>Justification:</th>
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<tr>
<td>Section III</td>
<td>RESEARCH AND SCHOLARSHIP</td>
<td>Scale: 1 2 3 4 5</td>
<td>Justification:</td>
</tr>
</tbody>
</table>

**OVERALL FACULTY PERFORMANCE**
Scale: 1 2 3 4 5  
Justification:

**VOTE (on EACH action sought):**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>ACTION SOUGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>___</td>
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<td>reappointment in rank</td>
</tr>
<tr>
<td>___</td>
<td>___</td>
<td>promotion to full professor</td>
</tr>
</tbody>
</table>

For additional comments, please add a continuation page.
IX. Faculty Reviewing Candidates for Promotion, Tenure and Reappointment Should Review the Following Information Provided from the George Mason University Faculty Handbook of July 1, 1994 Prior to Initiating the Review

2.4 CRITERIA FOR EVALUATION OF TENURE TRACK FACULTY

Recommendations on matters of faculty status (e.g., initial appointment, renewal, promotion, the conferral of tenure, and dismissal) are in large measure a faculty responsibility. The faculty's role in these personnel actions is based upon the essentialness of its judgment to sound educational policy, and upon the fact that scholars in a particular field have the chief competence for judging the work of their colleagues. Implicit in such competence is the acknowledgement that responsibility exists for both adverse and favorable judgments. An additional reason for the faculty's role in these matters is the general competence of experienced faculty personnel committees with a broader charge that encompasses the evaluation of teaching and service.

Recommendations in these matters originate through faculty action in accordance with established procedures; are reviewed by senior academic administrators; and presented to the Board for final approval. The administration and the Board should overturn faculty personnel recommendations only when it is clear that peer faculty has not exercised high standards, or when the University’s long term programmatic needs are an overriding consideration. Such judgments would presumably be reached only rare instances. In such cases both the candidate and the faculty bodies participating in the decision-making process are entitled to know the reasons the administrators give to the President in recommending that faculty judgment be overturned. Only in extraordinary circumstances and for clear and compelling reasons should administrators substitute their own judgment of the value of scholarly accomplishments for judgments made by professionals in the discipline.

Candidates for reappointment, promotion and tenure will be evaluated in light of the missions of the University which are teaching, scholarship, both theoretical and applied, and service (as defined 2.4.4.). Although candidates are not expected have equal levels of commitment or equal responsibilities in each of these areas, high competence is expected. Genuine excellence must be exhibited in the areas of teaching or scholarship and high competence must be exhibited in both. The primary consideration in the evaluation of the candidate’s achievements will be the extent to which these continue to improve the academic quality of the University. Peer review plays a central role in the evaluation of individual achievement in each of these areas.

Levels of expectations will vary with the type of decision. While probationary appointments will, to some extent, recognize perceived potential rather than achievement, appointment without term or promotion in rank will be based on achievement rather than potential. Appointment should leave very few doubts, if any, about the candidates value to the University over an extended period.

As stated above, candidates need to exhibit levels of competence and excellence in teaching, scholarship, and service as defined above. If a candidate’s strength is sharply concentrated in only one area, then the candidate’s achievements in that area should have some significant impact beyond the boundaries of this University. If the primary strength is teaching, there should be evidence that the candidates’ contributions have influence beyond the immediate classroom; if in theoretical or applied scholarship, there should be evidence that the candidate’s contributions have significant influence on colleagues at other institutions in this country, and where applicable, abroad.
In addition to specific academic qualifications and professional competence, evaluation for promotion or tenure should consider the candidate’s concern for professional ethics and responsibilities. For purposes of promotion and tenure, the total period of service to the University will be evaluated.

2.4.1 TEACHING

Effective teaching is demonstrated by the clarity, appropriateness, and efficacy of course materials, methods, and presentations. Contributions to teaching include the development and implementation of new courses and programs; the development of instructional materials, including applications of new technologies, the training and supervision of teaching assistants; mentoring graduate students; clinical and field supervision of students; and student advising.

2.4.2 SCHOLARSHIP

Scholarly achievement is demonstrated by original published and refereed contributions to the advancement of the discipline/field of study or the integration of the discipline with other fields; by original research, artistic work, exhibitions and performance; and by the application of discipline- or field-based knowledge to the practice of a profession.

2.4.3 PROFESSIONAL SERVICE

Professional service is demonstrated by contributions to recognized societies and associations that promote scholarship; by consultancies and cooperative projects that make the faculty member’s discipline or field-based knowledge available to individuals, groups or agencies outside the University. Local academic units will develop and disseminate in a timely manner (I) specific discipline- or field-based expectations regarding the types of professional service which will be considered appropriate as evidence in promotion and tenure cases and (II) the criteria to be used in assessing the quality of this service.

2.4.4 UNIVERSITY SERVICE

Decisions on reappointment, promotion and tenure will also be influenced by the extent of the candidate’s service to the University. All full-time faculty are expected to participate as part of their professional responsibilities in governance and operational activities outside the classroom. Required university service includes, but is not limited to, such activity as attendance at faculty meetings and participation in faculty personnel matters and curriculum development. University service beyond that which is required of all faculty members will be given positive weight in personnel decisions. Each local academic unit will make known in a timely manner its requirements concerning the minimum acceptable level of university service and its policies concerning positive weight to be given for intramural service in excess of that minimum requirement.
CRITERIA FOR EVALUATION OF TERM FACULTY

(Adapted from Section 2.4 of the George Mason University Faculty Handbook of July 1, 1994)

Recommendations on matters of faculty status (e.g., initial appointment, renewal, promotion, the conferral of tenure, and dismissal) are in large measure a faculty responsibility. The faculty’s role in these personnel actions is based upon the essentialness of its judgment to sound educational policy, and upon the fact that scholars in a particular field have the chief competence for judging the work of their colleagues. Implicit in such competence is the acknowledgement that responsibility exists for both adverse and favorable judgments. An additional reason for the faculty’s role in these matters is the general competence of experienced faculty personnel committees with a broader charge that encompasses the evaluation of teaching and service.

Recommendations in these matters originate through faculty action in accordance with established procedures; are reviewed by senior academic administrators. The administration should overturn faculty personnel recommendations only when it is clear that peer faculty has not exercised high standards, or when the University’s long term programmatic needs are an overriding consideration. Such judgments would presumably be reached only rare instances. In such cases both the candidate and the faculty bodies participating in the decision-making process are entitled to know the reasons the administrators give in recommending that faculty judgment be overturned. Only in extraordinary circumstances and for clear and compelling reasons should administrators substitute their own judgment of the value of scholarly accomplishments for judgments made by professionals in the discipline.

Candidates for reappointment and promotion will be evaluated according to criteria for evaluation of Term Faculty are outlined in the document, Guidelines for Promotion of Term Faculty. High competence is expected in teaching or research for the rank of Associate Professor. Genuine excellence must be exhibited in the areas of teaching or research for promotion to Professor. For both Associate Professor and Professor ranks, the candidate’s achievements should have significant impact beyond the boundaries of this University. If the primary strength is teaching, there should be evidence that the candidates’ contributions have influence beyond the immediate classroom; if in research, there should be evidence that the candidate’s contributions have significant influence on colleagues at other institutions in this country, and where applicable, abroad. The primary consideration in the evaluation of the candidate’s achievements will be the extent to which these continue to improve the academic quality of the University. Peer review plays a central role in the evaluation of individual achievement in each of these areas.

In addition to specific academic qualifications and professional competence, evaluation for promotion should consider the candidate’s concern for professional ethics and responsibilities. For purposes of promotion, the total period of service to the University will be evaluated.

TEACHING

Effective teaching is demonstrated by the clarity, appropriateness, and efficacy of course materials, methods, and presentations. Contributions to teaching include the development and implementation of new courses and programs; the development of instructional materials, including applications of new technologies, the training and supervision of teaching assistants; mentoring graduate students; clinical and field supervision of students; and student advising.
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Scholarly achievement is demonstrated by original published and refereed contributions to the advancement of the discipline/field of study or the integration of the discipline with other fields; by original research, artistic work, exhibitions and performance; and by the application of discipline- or field-based knowledge to the practice of a profession.

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Professional service is demonstrated by contributions to recognized societies and associations that promote scholarship; by consultancies and cooperative projects that make the faculty member’s discipline or field-based knowledge available to individuals, groups or agencies outside the University. Local academic units will develop and disseminate in a timely manner (I) specific discipline- or field-based expectations regarding the types of professional service which will be considered appropriate as evidence in promotion and tenure cases and (II) the criteria to be used in assessing the quality of this service.

UNIVERSITY SERVICE

Decisions on reappointment, promotion and tenure will also be influenced by the extent of the candidate’s service to the University. All full-time faculty are expected to participate as part of their professional responsibilities in governance and operational activities outside the classroom. Required university service includes, but is not limited to, such activity as attendance at faculty meetings and participation in faculty personnel matters and curriculum development. University service beyond that which is required of all faculty members will be given positive weight in personnel decisions. Each local academic unit will make known in a timely manner its requirements concerning the minimum acceptable level of university service and its policies concerning positive weight to be given for intramural service in excess of that minimum requirement.