

Policy on Academic Tracks and Promotions for the School of Nursing (SON) at the American University of Beirut (AUB)

Preamble

The School of Nursing currently has 2 tracks, Academic and Clinical. The Academic track is in Line with AUB Policy. The Clinical track was approved in 2004 and is in line with academic appointments and promotion policies of Schools of Nursing in the United States. The introduction of “clinical tracks” in addition to academic tracks allows for the granting of academic titles to individuals whose contributions are predominantly in the areas of teaching, clinical training and service. To provide optimal training to nursing students, the School of Nursing at AUB must by necessity recruit and retain a number of faculty with clinical expertise not all of whom can possibly be academically productive in research, as classically defined by academic track positions.

This document defines the appointment and promotion policies for the academic track and clinical track in the SON at AUB.

I. Definition of Tracks

- A. **Academic Track:** indicates primary involvement in scholarly activities, principally teaching, research, and service. There should be evidence of outstanding scholarship in the appointee’s field of interest, supported by a bibliography showing significant original research publications in high quality journals. Excellence in teaching should be documented by written evaluations from peers, course coordinators, and students.

- B. **Clinical Track:** Indicates primary involvement in teaching & clinical instruction, clinical scholarship, service, and practice.
The purpose of establishing a clinical track within the school of nursing is to secure appropriate faculty recourses to assure the delivery of high quality teaching to graduate and undergraduate programs. The clinical track distinguishes itself from the academic track by putting emphasis on fostering skills in specialized areas of practice, on conducting clinical research studies or projects of relevance to practice, and in providing excellent clinical role models for undergraduate and graduate nursing students. These individuals will be distinguished from the academic track faculty in their application of specialized nursing skills in an advanced area of practice. The clinical track includes: clinical instructor, clinical Assistant Professor, clinical Associate Professor, and Clinical Professor. Individuals in the clinical track have teaching, clinical supervision, clinical research, and service/practice responsibilities.
In the clinical track, emphasis is more on clinical teaching and service/practice than research.
Minimum requirement for the clinical track is a Masters degree. PhD is optional.

II. Requirements for Appointment:

Academic Track:

A. Assistant Professor

1. Must have PhD
2. The candidate should have demonstrated promising potentials in teaching, research, and Publications.

B. Associate Professor

1. The candidate must have minimal requirement for appointment as Assistant Professor.
2. Normally the candidate must have spent five years in the rank of Assistant Professor.
3. The candidate must have a minimum of 6 publications in refereed journals of international standing. The candidate must be a major contributor in all 6 publications

C. Professor

1. The candidate must have minimal requirement for appointment as Associate Professor.
2. Normally the candidate must have spent five years in the rank of Associate Professor.
3. The candidate must have a minimum of 12 publications in refereed journals of international standing. The candidate must be a major contributor in all publications

Clinical Track:

A. Clinical Instructor

1. Appointments to this Track are open to candidates with Masters Degree in Nursing or related field.
2. The candidate must have current clinical experience in an advanced practice role in nursing with preferably international certification.
3. The candidate has the potential for academic growth.

B. Clinical Assistant Professor

1. The candidate must fulfill all the requirements of Instructor.
2. An earned PhD is preferred or minimum of three years clinical or teaching experience postmasters.

3. The candidate should have demonstrated promising potentials in teaching, and service.
4. The candidate participates in clinical research projects.
5. The candidate must have a minimum of one publication in refereed journals.

C. Clinical Associate Professor

1. The candidate must have minimal requirement for appointment as Assistant Professor. An earned PhD is preferred.
2. Normally the candidate must have spent five years in the rank of Assistant Professor.
3. The candidate must have a minimum of 5 years clinical experience in an advanced practice role relevant to SON academic programs.
4. The candidate must have a minimum of 3 publications in rank in refereed journals of international standing.

D. Clinical Professor

1. The candidate must have minimal requirement for appointment as Associate Professor.
2. The candidate must have a PhD.
3. Normally the candidate must have spent five years in the rank of Associate Professor.
4. The candidate must have a minimum of 6 publications in rank in refereed journals of international standing. The candidate must be a major contributor in all publications

III. Promotion Criteria

Academic Track:

Criteria for promotion within the University Track are in accord with the “Statement of Policy with Regard to Appointment and Tenure” (as amended and approved by the Executive Committee of the Board of Trustees on May 6, 1982 and by the Board of Trustees on June 15, 1990, June 21, 1996, June 19, 1998, November 20, 1998, March 19, 1999, November 19, 1999 and March 17, 2000).

A. Assistant Professor to Associate Professor

Appointees to the rank of Assistant Professor will be notified by the end of the **fifth year** of the need for promotion to the rank of Associate Professor. Promotion must be achieved by the end of the sixth year. If promotion criteria to the rank of Associate Professor are not met by the end of the sixth year, candidates may be either:

- a. Terminated by the end of the seventh year, or
- b. Appointed on a yearly basis

Requirements for Promotion

The awarding of promotion to the rank of associate professor must be based on convincing evidence that the faculty member has achieved and will continue to achieve excellence as a teacher (at least five years of University teaching experience, history of academic leadership roles), as a researcher with a program of research (history of consistent publication record), and as one who provides effective service and, if relevant, advanced practice nursing.

The title of Associate Professor is accorded to the person who has met the requirements for Assistant Professor and who has established:

1. A record of excellence in teaching evidenced by:
 - 1) Very good to excellent letters of reference
 - 2) Very good to excellent peer evaluations of lectures
 - 3) Very good to excellent student evaluations
 - 4) Developing course syllabi and chairing curriculum committees
 - 5) Initiating innovative approaches to course development
 - 6) Demonstrating exceptional teaching and advising
 - 7) Supporting peers in their development as educators

2. A distinguished record of research evidenced by:
 - 1) Clear line of research or program of research
 - 2) Mentorship of juniors in field of research
 - 3) A minimum of six publications in regional and international refereed journals; 4 of which are data-based.
 - Candidate first author on at least 3
 - Articles to be evaluated on their merit, quality, rigor, and relevance to nursing.
 - The quality of journals; value, impact, and importance rather than rank to be judged by reviewers.
 - Impact Factor and Citation Index to be used as complimentary information only.
 - 4) Funded projects of research studies
 - 5) Multidisciplinary collaboration in a research field
 - 6) Sustained and significant contributions in an area of scholarly activity
 - 7) Invited speaker at regional level
 - 8) Reviewer of a regional or international journal.

Service:

A distinguished record of academic, professional and community service. Applicants' participation in professional organizations and/or participation and leadership in University School committees will be considered.

Administrative responsibilities at the School and University levels will also be evaluated. Evidence of contribution to clinical field of expertise will be also assessed.

B. Associate Professor to Professor:

Appointees to the rank of Associate Professor will be notified by the end of the fifth year in rank of the need for promotion to the rank of Professor. Promotion must be achieved by the end of the sixth year. If promotion criteria to the rank of Professor are not met by the end of the sixth year, candidates may be either:

- a. Terminated by the end of the seventh year, or
- b. Continued on a yearly basis

Requirements for Promotion

The title of professor is accorded to an individual who has met all the requirements for promotion to associate professor mentioned above and, in addition has accomplished the following:

- 1) Has a sustained record of excellence in teaching,
- 2) Has developed and maintained a productive program of research with a growing record of scholarly eminence which advances knowledge
- 3) Has a minimum of 6-8 published articles in rank in international refereed journals; 4 of which are data-based
 - Candidate first author on at least 4
 - Articles to be evaluated on their merit, quality, rigor, and relevance to nursing.
 - The quality of journals; value, impact, and importance rather than rank to be judged by reviewers.
 - Impact Factor and Citation Index to be used as complimentary information only.
- 4) is recognized nationally or internationally for outstanding and continuing achievements in the field of expertise
- 5) Has a continuing record of recognized accomplishments in academic, professional, and community service
- 6) Has recognized leadership skills as evidenced by national, international, and multidisciplinary positions held
- 7) Serves on the editorial boards of regional and international refereed journals
- 8) Is an invited speaker at national, regional, and international meetings
- 9) Serves as a role model for excellence in teaching, advising and mentoring

Clinical Track

A. Clinical Instructor to Clinical Assistant Professor:

Promotion to the rank of Clinical Assistant Professor must be achieved within three years from appointment to the rank of Clinical Instructor. If, at the end of three years criteria for promotion to Clinical Assistant Professor are not met candidates may be either:

- a. Terminated, or
- b. Continued on yearly basis.

Requirements for Promotion

The title of Clinical Assistant Professor is accorded to the person who has met the requirements for Clinical Instructor and who has demonstrated the following:

1. Doctorate in Nursing preferred or a minimum of three years related clinical or teaching experience post masters.
2. Demonstrated teaching ability
3. Evidence of competence in clinical practice as evaluated by students, peers and superiors.
4. A minimum of one publication in refereed journal, since appointment to the rank of Instructor.
 - Candidate first author
 - Article(s) to be evaluated on their merit, quality, rigor, and relevance to nursing practice.
 - The quality of journals; value, impact, and importance rather than rank to be judged by reviewers.
5. Involvement in a research project
6. Involvement in professional and service-related activities

B. Clinical Assistant Professor to Clinical Associate Professor:

Appointees to the rank of Clinical Assistant Professor will be notified by the end of the fifth year of the need for promotion to the rank of Clinical Associate Professor.

Promotion must be achieved by the end of the sixth year. If promotion criteria to the rank of Associate Professor are not met by the end of the sixth year, candidates may be either:

- a. Terminated by the end of the seventh year, or
- b. Continued on a yearly basis

Requirements for Promotion

Promotion to the clinical faculty rank of associate professor is based on convincing evidence that the faculty member has achieved excellence as a teacher and clinician, and as one who provides effective service. Evidence must also indicate that the clinical faculty member can be expected to continue a program of high quality teaching, clinical practice, participation in clinical research/projects, and service relevant to the mission of the School.

The title of Clinical Associate Professor is accorded to the person who has met the requirements for Clinical Assistant Professor and who also has:

- 1) An earned PhD (preferred)

- 2) Advanced practice in a specialty relevant to the School's programs (At least five years experience of related professional clinical nursing practice post master's).
- 3) Experience with clinical program development
- 4) Evidence of teaching proficiency
- 5) Evidence of substantial service to the profession and academic community
- 6) A minimum of three publications in international refereed professional journals; candidate first author on at least 2.
 - Articles to be evaluated on their merit, quality, rigor, and relevance to nursing practice.
 - The quality of journals; value, impact, and importance rather than rank to be judged by reviewers
- 7) Initiating & conducting clinical research projects
- 8) Contribution to SON, AUBMC, and professional committees

C. Clinical Associate professor to Clinical professor

Appointees to the rank of Clinical Associate Professor will be notified by the end of the fifth year of the need for promotion to the rank of Clinical Professor. Promotion must be achieved by the end of the sixth year. If promotion criteria to the rank of Associate Professor are not met by the end of the sixth year, candidates may be either:

- c. Terminated by the end of the seventh year, or
- d. Continued on a yearly basis

Requirements for Promotion

Promotion to the clinical faculty rank of professor must be based on convincing evidence that the faculty member has sustained records of excellent clinical teaching, excellence in clinical research and expertise in clinical practice, and demonstrated leadership in service.

The title of Clinical Professor is accorded to the person who has met the requirements for clinical Associate Professor and who has:

- 1) An earned PhD
- 2) Evidence of national/regional leadership in the clinical area of expertise.
- 3) Evidence of leadership in teaching
- 4) Has a minimum of 6 scholarly publications in international refereed journals; candidate first author on at least 3.
 - Articles to be evaluated on their merit, quality, rigor, and relevance to nursing practice.
 - the quality of journals; value, impact, and importance rather than rank to be judged by reviewers
- 5) Evidence of leadership in service to the profession and academic community
- 6) Evidence of a clinically-focused program of research
- 7) Evidence of contribution to SON, AUBMC, and professional activities at the Leadership level.
- 8) Contribution to scholarly editorial activities.

- 9) Evidence of professional service: demonstrates leadership in relevant professional organizations at the national/international levels.

C. Lecturer

The title of lecturer and senior lecturer are accorded to those individuals whose clinical or teaching skills are needed by the school of nursing as per AUB criteria. This title is also available for assistant and associate professors who could not be promoted and whose skills are needed by the school. This appointment serves to meet the temporary needs of the school as well as the needs of individuals who may not qualify for another rank.

IV. Procedures for Review and evaluation of faculty for Promotion

(See AUB Procedures)

The following section details the criteria for evaluating performance in the four areas; teaching, research, service and practice.

A. Teaching

Multiple data sources are necessary to evaluate the scope of activity inherent to teaching. Relevant dimensions of teaching to be evaluated include, but are not limited to:

- a) classroom instruction, WebCT
- b) course/curriculum development and design,
- c) clinical laboratory instruction/supervision,
- d) creation, production and publication of instructional materials,
- e) supervision of graduate student research,
- f) guiding graduate teaching associates,
- g) independent study,
- h) field instruction, &
- I) student advising.

Demonstration of Excellence in Teaching

Effective teaching is an essential responsibility of all faculty members in the School of Nursing. The quality of teaching is an explicit factor in the evaluation of faculty performance for merit, salary increases, and promotion. Teaching includes undergraduate and graduate classroom and clinical instruction in formal courses, seminars and individual studies. Directing student research is both a research and teaching activity. Advising students and academic and career counseling (graduate and undergraduate) is also a teaching activity.

To judge instruction, the teaching portfolio should include:

1. Student evaluations
2. Letters of support
3. Peer evaluation
4. Submitted evidence of original and creative work which reflects:
 - a. Command and excellence in subject matter.
 - b. Excellence and innovation in teaching modalities.
 - c. Excellence and creativity in course and curriculum development.
 - d. Mentoring of junior faculty and students.
5. Consideration will be given to recognition, honors or awards that a faculty member may have received for excellence.
6. Any other relevant material.

B. Research

Research is considered the primary form of scholarship for regular track faculty. For clinical track faculty, scholarship may take the form of evidence-based practice protocols, “critical paths”, published case studies or clinical reviews, participation in research, contribution as a second author on peer-reviewed data-based journal publications, and presentations within their clinical institutions (possibly as “in-service” instruction to other staff) or at professional meetings. Indicators that a faculty member is growing professionally also includes external funding of research grants, the provision of research mentorship to students and colleagues; and recognition by colleagues at national and/or international levels in an area of research and scholarship in which he or she is an expert.

Demonstration of Excellence in Research

1) Publications

A general hierarchy of publication significance is listed below. The hierarchy is intended only as a guide for ranking importance of candidate’s publications:

a. Papers in international/regional refereed journals	1.0
b. Books	0.75
c. Chapters in books/proceedings	0.50
d. Professional papers	0.50
e. Book reviews	0.25
f. Abstracts/scientific presentation	0.25
g. Letters to the editor	0.15

Attention will be given to manuscripts submitted/ or under review if adequate evidence is present.

Authorship will have a proportional value based on sequence of authors i.e. first, second or last. It is essential for the candidate to describe his or her contribution to a publication with multiple authors.

2) Mentorship

Promoting mentorship to junior faculty and facilitating research expertise of colleagues.

3) Research & Grants

Among other indicators of the quality of a research and scholarship program is attracting funds, internal and external.

Additionally, consultation in areas of research expertise and/or clinical expertise, serving on expert panels in the area, giving invited lectures at scientific meetings, and receiving recognition for research and scholarly contributions to science and the discipline are also important.

C. Service

The provision of professional service is an expectation of regular track faculty within the School of Nursing. There are three areas of service: university, community and professional. Each faculty member is expected to contribute in providing service to these constituencies. The nature and extent of service activity however will vary for individual faculty members. Service and responsibilities provided for the benefit of the university, the discipline of nursing, public and private health sectors at community and national levels will be evaluated individually.

1) School and University Services

- Provides leadership for school, and university committees.
- Facilitates the ongoing function of school operations and activities, including regular attendance and active participation in faculty meetings and forums.
- Serves on school and university committees, standing, and special committees, and on task forces.
- Advises undergraduate and graduate professional and service organizations
- Serves on graduate students committees in the school and in other university departments.
- Serves on school and university committees related to student affairs.

2) Community Services

- Participates in local and regional continuing educational programs.
- Provides consultation and contributes to policy making boards of community, government, and health care agencies, at local, national and international levels.

3) Professional Services

- Provides leadership to professional associations at state, national, and international levels, e.g. holding office, editorial responsibilities, manuscript review, special committees, task forces, advisory committees.
- Participates in regional and national research networks for service, research, and continuing education.
- Provides professional services to peers, including reviewing course materials, manuscripts, research proposals, and evaluations of instruction and research.

Demonstration of excellence in Service

- 1) Faculty candidate lists range, frequency, amount and quality of contribution in services provided.
- 2) Letters of support related to the services provided by the candidate

D. Practice

Excellent clinical practice is expected of clinical faculty and, if relevant, of the regular track faculty as appropriate to their positions and functions within the School. Faculty members will be evaluated on:

- Continuous growth in clinical areas of expertise
- Ability to model excellence in clinical areas of practice
- Contributions to the development of advanced practice nursing
- Integration of research in practice
- Mentoring of future practitioners.

Demonstration of Excellence in Practice

- 1) Faculty candidate lists amount and quality of involvement in clinical practice.
- 2) Letters of support related to the expertise of the candidate in clinical practice.

V. Movement between Tracks

Faculty members serving in one of the two tracks may request transfer to an equivalent or higher rank in any of the other tracks. Approval of such transfers shall follow the guidelines for academic appointments and promotions in those tracks as defined in this document.

VI. Committee for Appointments and Promotions in the School of Nursing

The Director of the School of Nursing and The Vice President for Medical Affairs and Dean of the Faculty of Medicine shall appoint a committee for consideration of all matters relating to appointments and promotions in the School of Nursing. This

committee will be charged with **advising the Dean and Director on matters of appointments and promotions.**

ADDENDUM

School of Nursing Academic Appointments, Reappointments, and Promotion Policies & Procedures.

Faculty members with appointments in the School of Nursing as listed in the bylaws may hold one of the following titles:

Academic Track: Assistant Professor, Associate Professor, or Professor.

Clinical Track¹: Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.

Lecturer

a. Appointment and Promotion of Assistant Professors

An assistant professor in the academic and clinical tracks shall be considered for promotion no later than the sixth year of cumulative service in rank, but outstanding merit may lead to earlier promotion. However, if he/she is not promoted to the rank of associate professor, the seventh year shall be terminal or he/she may be offered a contract for a period of one to three years in the rank of lecturer. For faculty members hired at MS level as assistant professors and who consequently received a PhD, cumulative service in the rank counts from time of entry with PhD.

b. Appointment and Promotion of Associate Professors

An associate professor in the academic and clinical tracks shall be considered for promotion no later than the sixth year of cumulative service in rank, but outstanding merit may lead to earlier promotion. However, if he/she is not promoted to the corresponding rank of professor before the end of the seventh year of cumulative service in the rank, his/her contract will be terminated or he/she may be offered a contract for a period of one to three years in the rank of lecturer.

¹ switching between tracks is possible if criteria are met.

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