

COLLEGE OF ARTS & SCIENCE UNIVERSITY OF MISSOURI-COLUMBIA Guidelines For Promotion & Tenure Recommendations

Preamble

In order to maintain its leading position among the colleges of this university, the College of Arts and Science must adhere to the highest feasible standards in recruiting, promoting, and the awarding of tenure to faculty members. The purpose of these guidelines is to describe the broad criteria and procedures for

1. maintaining the highest possible standards,
2. ensuring that documentation of individual cases will be as clear and convincing as possible, and
3. providing fair procedure and proper respect for the rights of individual faculty members.

While College guidelines cannot be binding on any unit beyond the College level, the current:

University of Missouri Academic Tenure Regulations are considered to be an integral part of these and all related policies of the College of Arts and Science, and changes in this document may require future modification of College guidelines.

General Guidelines

In accordance with university policy, contributions of individual faculty members are judged in three areas:

1. instruction and student advising,
2. research or *artistic* achievement, and
3. service.

The first two are paramount; the third is an important complement.

The tenure decision is the most important action taken in the career of a faculty member, both for the individual and for the university. The recommendation to award tenure shall be based on notable or sustained contributions that can be clearly substantiated. A recommendation to award tenure must accompany a recommendation for promotion to associate rank of any faculty member holding a tenure track appointment at the assistant

professor rank in this College. Agreement on the **mandatory year**: the most distant year from the time of initial appointment in which a decision for or against tenure must be made shall be recorded at the time of appointment to a tenure track position. A recommendation for promotion and tenure prior to the mandatory year should rarely occur and must be based on overwhelming support and extraordinarily compelling evidence.

The ranks of associate professor and professor principally represent degrees of scholarly maturity and recognition. Promotion to associate professor (and the awarding of tenure) reflects a demonstrated potential for developing a national reputation in the discipline. One promoted to professor shall have established such a reputation. These achievements are to be certified via the procedures described below.

Procedures

The Establishment of Departmental Criteria and Procedures

Each department, in consultation with the Dean, shall develop and maintain, subject to periodic review, criteria and procedures for tenure and promotion, consistent with campus and university policies; these criteria may exceed those of, but cannot be binding upon, any unit beyond the department.

Departmental criteria and procedures shall be consistent with the guidelines presented in this document unless a department receives prior approval from the Arts and Science Committee on Promotion, Tenure and Membership, for a deviation that it has justified via exceptional departmental or discipline considerations. Departmental criteria shall address research or artistic achievement, teaching and advising, and service. These shall not be purely quantitative, and, insofar as possible, shall be defined operationally in a way appropriate to the discipline. Each prospective faculty member shall be informed in writing of the procedures and criteria for tenure, and promotion, and of their responsibilities with regard to those procedures, prior to appointment to a tenure-track or professorial rank position in a department.

Annual Review of Untenured Faculty

The tenured faculty of a department shall conduct an Annual Review of the activities and performance of each tenure-track non-tenured faculty member. The conclusions of the **Annual Review** will consist of:

1. a written Annual Evaluation of this individual's progress toward tenure, and
2. a recommendation by the department to the Dean for reappointment, non-reappointment, promotion, tenure, or a terminal appointment for the non-tenured faculty member for the following academic year, consistent with university requirements for notification.

The information base for the annual review shall be an on-going file kept by the department in the faculty member's name; the faculty member under review shall have primary responsibility for maintaining appropriate information in this file. The file must include each *Annual Addition to the Cumulative Faculty Record* that has been submitted up to the time of the Annual Review. The information in the file and a copy of the Annual Evaluation shall be transmitted by the chair in writing to the non-tenured faculty member. The non-tenured faculty member shall have the right to request, within 7 days of receipt of the Evaluation, a meeting with the tenured faculty or their designated representatives to address perceived inaccuracies and points of disagreement. A copy of the Annual Evaluation shall be placed in the faculty member's file, together with any written reaction to the Evaluation submitted by the non-tenured faculty member.

Annual Review in the Third Year Toward Tenure

When the number of years between the initial appointment and the mandatory year is greater than four, an especially extensive Annual Review must be made three years before the occurrence of the mandatory year. Although a department makes no commitment for or against a tenure recommendation now or later via this process at this stage, its review shall include, whenever possible, as part of the Annual Evaluation, an explicit statement of how well the candidate is meeting the department's expectations for progress toward tenure. In addition to providing the faculty member under review with a copy of this third-year Annual Evaluation, the department shall also forward a copy to the Dean, together with any written statement by the non-tenured faculty member pertaining to it. The department shall forward copies of all subsequent Annual Evaluations to the Dean, along with any written statements by the individual under review.

Departmental Procedures for Tenure Recommendation

Each department shall design its own procedure for arriving at a tenure recommendation consistent with this document. The procedure shall ensure that:

1. only tenured faculty members on regular appointment (and having the general voting rights as specified in the *UMC Faculty Handbook*) have the opportunity to vote on tenure, and
2. every tenured faculty member is provided with a reasonable means to cast a timely, secret vote on tenure.

Faculty who cannot be present at the time called for voting shall be notified of a reasonably concurrent date by which their vote must be received. The votes shall not be counted until this date is passed and/or this and all votes have been received. Small departments may decide, in consultation with the Dean, to include additional tenured faculty from closely related disciplines in their tenure review procedure; such additional

faculty will have the voting and participation rights of any other participant in these proceedings.

Each department's procedure shall include the establishment (no later than the spring preceding the fall semester in which the department plans to forward a recommendation on tenure to the college) by the tenured faculty of a subcommittee of tenured faculty to begin an intensive review of the candidate's qualifications. This subcommittee may, but need not, consist of the entire tenured faculty of the department, and may, but need not, include additional faculty from the closely related discipline who are included in the tenure review process.

As part of its review, the subcommittee must solicit, in consultation with the Department Chair, letters of evaluation from qualified, impartial reviewers, holding positions outside this institution. These reviewers (generally three to six in number) must be recognized authorities in the discipline and must be asked to evaluate the candidate's scholarly accomplishment, extent of national reputation or visibility, comparative standing with peers in the discipline and potential for future growth. The reviewers must be told that, insofar as possible, access to their evaluation will be limited to those persons who will vote on tenure. The candidate shall be given the opportunity to recommend reviewers. Unsigned letters of evaluation or opinion, however formal or casual, must play no role whatsoever in the decision or evaluation process. Unsolicited, but signed letters, may be used with caution and only after consultation with the Dean and/or the Promotion, Tenure and Membership Committee of the College.

As a separate part of the evaluation process, the subcommittee is to develop an informed assessment of the candidate's effectiveness as a teacher, according to procedures established by the department. In addition, the subcommittee is to prepare a detailed report of the candidate's record of service to the university.

The subcommittee shall submit a written review of the candidate's total qualifications, with or without a recommendation on tenure, to the tenured faculty of the department. All those who will vote on tenure must be afforded reasonable access to these evaluations and all documentation used by the subcommittee. The tenured faculty shall then vote as described above on a departmental recommendation with regard to tenure. Members of the tenured faculty shall have the opportunity to participate in preparing, and if necessary defending on appeal, the departmental recommendation. The tenured faculty's recommendation, including the number of votes for and against tenure, along with the number of abstentions and absences, shall be forwarded to the Dean by the Department Chair. Should the Chair's recommendation differ from that of the departmental recommendation, then the Chair shall make a separate "Chair's recommendation" with regard to tenure.

Any faculty who cast a vote in the tenure decision process have the right, individually or jointly, to submit a signed, separate evaluation and opinion to the Chair and/or Dean with regard to the departmental recommendation.

Departmental Procedures for Recommendation of Promotion to Associate Professor

The same and full departmental procedure used to develop a tenure recommendation must be used to develop a recommendation for promotion from assistant to associate professor rank, with the sole exception that only those members of the department who already hold tenure and the rank of associate or full professor be allowed to vote on a recommendation for or against promotion.

A tenured faculty member who holds the rank of assistant professor has the right of full application of the departmental decision process for or against promotion to associate rank in every third year, following the award of tenure, but may request that the department not initiate or carry through this process at this or any such scheduled time.

Annual Review of Associate Professors

The full professors of a department shall conduct an annual review of the contributions of the contributions of each associate professor to the departmental mission, concluding with a written evaluation that is to be placed in the faculty member's file. The associate professor may request a copy, and discussion with the Chair, of the evaluation. Any written reaction by the faculty member is to be placed in the faculty member's file.

Departmental Procedures for Recommendation of Promotion to Full Professor

The same, and full, procedure for arriving at a tenure recommendation, or recommendation for promotion to associate professor, will be used for arriving at a recommendation for or against promotion to full professor, with this sole exception: that each person participating and/or voting in the process shall already hold the rank of tenured full professor.

A faculty member who holds the rank of associate professor has the right to full application of the departmental decision process, for or against promotion to full professor rank, in the sixth year of appointment at associate rank and, should promotion not occur, every third year thereafter, and no more frequently, but may request that the department not initiate or carry through this process at this or any such scheduled time.

Hearings and Appeals

The candidate for tenure or promotion shall have the right to a hearing for reconsideration by the appropriate administrative officer or committee making a negative decision at the department or College level. The candidate shall also have the right to appeal a negative recommendation at the department level to the College Promotion, Tenure and Membership Committee and the Dean. Further appeals are governed by relevant campus and university documents.

Form of Recommendations Regarding Promotion and Tenure

The department shall prepare a complete dossier documenting its recommendation to the Dean. The dossier shall include a complete resume prepared by the candidate (including a record of teaching, scholarship and artistic achievement, and service), together with copies of publications or other appropriate materials supplied by the candidate. The dossier must include all letters of evaluation solicited by the department along with an explanation of the process for selecting respondents, a description of each respondent's credentials, and a list of all individuals whose evaluation was sought whether they responded or not, along with any known reason for a non-response. An informed assessment of the candidate's teaching effectiveness must be a part of the dossier along with a record and evaluation of the candidate's activities in advising, administrative responsibilities, and service. The dossier may include any other information the department decides is relevant to the recommendation.

ADOPTED BY THE FACULTY OF ARTS AND SCIENCE
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