

# COLLEGE OF VETERINARY MEDICINE

## Guidelines for Promotion and Tenure

(Approved by faculty 7/11/96; revisions approved 4/23/98, **11/20/17**)

### OVERVIEW AND EXPECTATIONS:

#### 1. Introduction

1.1 The faculty of the University of Missouri, College of Veterinary Medicine have obligations in the areas of teaching and advising, research and other scholarly activities, extension, continuing education and institutional and professional service.

1.2 Tenure/ tenure track faculty (T/TT) consist of three professorial ranks. The academic ranks indicate degrees of achievement, responsibility and authority. Promotion and tenure recognizes quality and sustained performance of faculty and not simply achievement of minimum time in rank.

1.3 The awarding of tenure represents recognition that the faculty member's performance within the College of Veterinary Medicine merits a continuous appointment to assure that the faculty member has the academic freedom to pursue truth in their research, teaching and service.

1.4 The Academic Tenure Regulations and the Collected Rules and Regulations of the University of Missouri as approved by the Board of Curators govern the promotion and tenure process. In preparation of promotion and tenure documents, the department Chairs will consult University regulations and guidelines for detailed procedural and policy information on faculty promotion and tenure (see University of Missouri Collected Rules and Regulations (CRR) 310.020 Regulations Governing Application of Tenure and 320.035 Policy and Procedures for Promotion and Tenure) and the most recent call letter on the Provost's website.

[https://www.umsystem.edu/ums/rules/collected\\_rules](https://www.umsystem.edu/ums/rules/collected_rules)

<http://provost.missouri.edu/>

#### 2. Criteria

2.1 In general, individual faculty must have served the full probationary period in rank before being considered or recommended for tenure. Probationary periods at each rank are stipulated in the University academic tenure regulations (CRR 310.020 Sections D and E). The probationary period may be modified by written agreement in accordance with the tenure regulations of the University of Missouri. Extension of the probationary period may only be granted by the Chancellor (CRR 310.025 Extension of Probationary Period for Faculty on Regular Term Appointment. **Executive Order No. 26 3-18-94**).

2.2 A faculty member being considered for promotion and/or tenure must have demonstrated excellence and sustained performance in teaching, research, and other scholarly activities. Scholarly activities are defined as creative intellectual works judged and accepted by peers and

communicated to the academic/scientific community. Scholarly activities must be scrutinized by qualified peers with peer-reviewed publications being the major expected outcome. Quality is the principal consideration in review of these activities. [Refer to CRR [320.035 Policy and Procedures for Promotion and Tenure](#) section B.2. **Special Policy Considerations** addressing the importance of sustained contributions (320.035 B.2.a) and research and other scholarly contributions (320.035 B.2.b).]

2.3 Examples of scholarly activities include publication of: hypothesis-driven original research; retrospective or prospective clinical trials; critical analyses of clinical, diagnostic or educational materials; or innovative methodologies impacting the faculty member's discipline. Other scholarly activities considered in the promotion and tenure process include: authoring or editing textbooks or book chapters; serving as peer-selected reviewer for scientific publications or grants; serving as external reviewer for educational or research programs at peer-institutions; publishing technical writings or illustrations in peer-reviewed journals; developing, publishing and disseminating computer software pertinent to the discipline; and inventions and patents eventuating from the faculty member's research at University of Missouri.

2.4 Documentation of teaching, research and other scholarly activities should include a summary of student and peer teaching evaluations, teaching awards and honors, quantity and quality of extension activities, summary of research accomplishments and major scholarly works, grants funded, peer-reviewed publications, evaluations from qualified objective external peers, invited presentations and lectures, papers presented at national and international meetings or symposia, published abstracts and proceedings, published textbooks or book chapters, patents obtained, and documented use of innovative materials by other institutions. (See **Items for Inclusion in Promotion and Tenure Dossiers (Detailed Listing)** from the most current Provost's [Call for Promotion and Tenure Recommendations](#)).

2.5 Merely demonstrating competency or satisfying minimum criteria in assigned duties is insufficient to assure promotion and/or tenure.

2.6 Criteria common to all promotion and tenure recommendations are value of the faculty member to both the College and the University and progress toward national and/or international distinction. At a minimum, attainment of national distinction is required for promotion to Professor. Value and reputation are determined from documentation of service and administrative activities and should strengthen the dossier and further document the value of the faculty member to the College and University. However, outstanding service or administrative contributions without significant contributions in teaching, research, and other scholarly activities are insufficient for recommending promotion and/or tenure.

2.7 Assessment of both the value to the College and University and the attainment of national/international stature is the function of those charged with making recommendations on promotion and tenure.

### 3. Academic Ranks

3.1 Appointment or promotion to the rank of Assistant Professor is based on potential. Ordinarily, this appointment follows the completion of advanced study. It recognizes a serious scholar, one with potential regarding activities recognized as functions of the College of Veterinary Medicine.

3.2 Appointment or promotion to the rank of Associate Professor denotes sustained performance as well as potential. The Associate Professor rank ordinarily follows a period of professional growth at the rank of Assistant Professor and is based on peer evaluation of performance. In general, the rank of Associate Professor indicates initiative, independence, cooperation, and willingness to accept responsibility. It is awarded to the Assistant Professor who has demonstrated ability beyond that expected of an Assistant Professor.

3.3 Appointment or promotion to the rank of Professor is reserved for those individuals who have displayed willingness and capacity to assume responsibility for major activity in areas of obligation of the College of Veterinary Medicine. In all but the most unusual circumstances, the rank is awarded only after previous service in the other professorial ranks. It acknowledges that this service has been highly meritorious and implies that this level of performance will continue.

#### PROMOTION AND TENURE PROCEDURES:

##### 4. Basic Principles

4.1 Procedures formulated by the College of Veterinary Medicine must be consistent with those of the University of Missouri (See University document CRR 320.035 Policy and Procedures for Promotion and Tenure).

4.2 Criteria and procedures used in evaluation of College Veterinary Medicine faculty members will be established at the College level and will be known to the faculty. The criteria and procedures shall be reviewed periodically by the College Promotion and Tenure Committee.

4.3 Faculty with regular appointments will have a significant role in the establishment and review of the College criteria and procedures.

4.4 All faculty members shall receive an annual evaluation by the department Chair. For faculty who have not earned tenure or the rank of Professor, this evaluation will include discussion of progress toward tenure and/or promotion.

4.5 A faculty member who believes that there are grounds within the criteria or procedures to challenge a promotion or tenure recommendation or decision will have the right to a hearing for reconsideration at the same administrative level followed by an appeal to the next level (see below, 7. Requests for Reconsideration).

##### 5. Departmental Responsibilities

5.1 Ranked regular faculty within each department shall elect a Departmental Promotion and Tenure Committee according to published guidelines (see CRR 320.035, Policy and Procedures for Promotion and Tenure, A. Procedures, 1. Initiation of Recommendations).

5.2 The process for mid-probationary review or promotion and tenure review shall be initiated by the Department Chair.

5.3 Preparation and completion of the dossier including appropriate documentation is a shared responsibility of the Chair and the faculty candidate.

5.4 The faculty member's dossier and other supporting materials shall be forwarded to the Department Promotion and Tenure Committee.

5.5 Mid-probationary review: A comprehensive mid-probationary review shall be conducted when the period between the initial appointment and mandatory tenure review exceeds four years. For Assistant Professors, the mid-probationary review will occur during the third year. The mid-probationary review will include a formal collection, analysis and sharing of information concerning the faculty's progress toward tenure. The mid-probationary review will be similar to the annual review but will be more comprehensive and include definitive comments from the Department Promotion and Tenure Committee and the Department Chair regarding (1) progress toward promotion and tenure and, if applicable, (2) deficits that must be addressed to progress in the promotion and tenure process. Evaluations from external reviewers are not required, but may be obtained and included in the mid-probationary dossier. This will be part of the ongoing review process whereby probationary faculty receive feedback and guidance from the Department Chair and the Department Promotion and Tenure Committee. The mid-probationary dossier and comments from the Department Promotion and Tenure Committee and the Department Chair will be forwarded to the office of the Dean for subsequent distribution to the College Promotion and Tenure Committee.

5.6 In the case of review for promotion and/or tenure, the Department Promotion and Tenure Committee shall review the faculty member's dossier and supporting documents and will vote for or against promotion and/or tenure. Prior to advancing to the next level of review, results of the vote will be communicated in writing, with an explanation in the case of a negative recommendation, to the candidate by the Chair of the Department Promotion and Tenure Committee.

5.7 Barring request for a hearing by the faculty member (see section 7. Requests for Reconsideration) the Department Promotion and Tenure Committee shall forward their evaluation and recommendation to the Department Chair. This evaluation and recommendation will be appended as supporting documentation to the faculty member's promotion and tenure dossier.

5.8 The Chair will review the faculty member's dossier and supporting documents, perform his/her independent evaluation, and make recommendations for promotion and/or tenure. Prior to advancing to the next level of review, the Chair will communicate his/her recommendation in writing, with explanation in the case of a negative recommendation, to the faculty member.

5.9 Barring request for a hearing by the faculty member (see section 7. Requests for Reconsideration) the Department Chair shall forward the faculty member's dossier, supporting

documents, and his/her evaluation and recommendation for or against promotion and/or tenure to the office of the Dean for subsequent distribution to the College Promotion and Tenure Committee. This evaluation and recommendation will be included as supporting documentation in the faculty member's promotion and tenure dossier.

## 6. College Responsibilities

6.1 The College faculty shall elect a college-wide Promotion and Tenure Committee (See CRR 320.035 Policy and Procedures for Promotion and Tenure).

6.2 The faculty member's dossier and supporting documentation received from the Department Chair shall be forwarded to the College Promotion and Tenure Committee for evaluation and review.

6.3 In the case of mid-probationary review dossiers, the College Promotion and Tenure Committee will review the dossier and comments from the Department Promotion and Tenure Committee and the Department Chair. They may co-sign the Department Chair's letter or attach an addendum which will be forwarded to the Dean who may provide comments. Mid-probationary review letters are maintained in the faculty member's file in the Dean's office and will become part of the future promotion and tenure dossier for the faculty member.

6.4 In the case of promotion and tenure dossiers, the College Promotion and Tenure Committee shall review and evaluate the faculty member's dossier and supporting documents and make recommendations for or against promotion and/or tenure according to established Promotion and Tenure Guidelines of the College of Veterinary Medicine and the University. Prior to advancing to the next level of review, these recommendations will be communicated in writing, with an explanation in the case of a negative recommendation, to the candidate by the Chair of the College Promotion and Tenure Committee.

6.5 Barring request for a hearing by the faculty member (see section 7. Requests for Reconsideration), the College Promotion and Tenure Committee shall forward the faculty member's promotion and tenure dossier, supporting documents, and their evaluation and recommendation to the Dean. This evaluation and recommendation will be included as supporting documentation to the faculty member's promotion and tenure dossier.

6.6 The Dean will review the faculty member's promotion and tenure dossier and all supporting documentation, perform his/her independent evaluation, and provide his/her own recommendation for or against promotion and tenure. Prior to advancing to the next level of review, the Dean's recommendations will be communicated in writing, with an explanation in the case of a negative recommendation, to the faculty member by the Dean.

6.7 Barring request for a hearing by the faculty member (see section 7. Requests for Reconsideration), the Dean shall forward the faculty member's dossier, supporting documentation, and his/her recommendations for or against promotion and/or tenure to the Office of the Provost. This evaluation and recommendation will be included as supporting documentation to the faculty member's promotion and tenure dossier.

## 7. Requests for Reconsideration

7.1 Any faculty member who disagrees with the recommendation for or against promotion and/or tenure at any level (Department P&T Committee, Department Chair, College P&T Committee, Dean) has the right to submit a written rebuttal and may request a hearing for reconsideration at that level before the recommendation is forwarded to the next level (CRR 320.035 and Provost's Call Letter).

7.2 Hearings will be before the person or committee making the recommendation that has been challenged.

7.3 To reduce delay in the promotion and tenure process and to allow meeting of promotion and tenure deadlines at higher levels, unless otherwise agreed upon because of extenuating circumstances, requests for reconsideration should be made in writing and forwarded to the appropriate level (Chair of the Department Promotion and Tenure Committee, Department Chair, Chair of the College Promotion and Tenure Committee, Dean) within 5 business days of notification of a negative decision.

7.4 Following submission of a request for a hearing, unless otherwise agreed upon because of extenuating circumstances, the hearing should be scheduled and completed within 10 business days in order to meet promotion and tenure deadlines at higher levels.

7.5 If a recommendation is reversed after the hearing, the rationale must be provided in writing and included in the faculty member's promotion and tenure dossier and supporting documents. Any materials used in the hearing process should be included in the supporting documents for that level of review.

7.6 Regardless of the recommendation at any level in the process, the dossier will move forward to the next level unless the faculty member wishes to withdraw from the process.

## PREPARATION OF RECOMMENDATIONS FOR PROMOTION AND TENURE

### 8. Annual Evaluation of Faculty

8.1 Each department in conjunction with the Dean's Office will establish criteria that set forth the conditions of each academic appointment and thereby the criteria by which a faculty member will be evaluated for promotion and tenure. This information should be made known to the faculty member and retained in his/her file.

8.2 During the course of the academic year, the activities of each faculty member should be documented when possible by placing information in his/her files. This departmental documentation is primarily the responsibility of the faculty member.

8.3 Departments will perform an annual evaluation of each faculty member eligible for promotion and tenure based upon criteria as agreed upon in the original letter of appointment or subsequently modified in writing by mutual understanding. The results of the evaluation will be presented to and discussed with the faculty member by the Department Chair at the time of annual review. At this time, modifications may be made in the focus of responsibilities as

appropriate to the interests of the faculty member, the Department and the College. Such modifications should be documented explicitly and retained in the faculty member's Departmental file.

8.4 The mid-probationary review will be part of the ongoing review process (see Sections 5.5 and 6.3 above).

8.5 The cumulative history thus obtained will be documented and used in the evaluation of a faculty member for tenure and/or promotion.

#### 9. Content of Recommendations for Promotion and Tenure

9.1 While preparing materials for inclusion in candidates' dossiers in response to the annual Call for Promotion and Tenure Recommendations, Department Chairs should follow the most current guidelines and format as provided by the Office of the Provost.

9.2 The most current College of Veterinary Medicine and University documents pertaining to the promotion and tenure process and to the preparation of candidate dossiers are available electronically on the College of Veterinary Medicine website and the Provost's website. A hard copy of these guidelines shall be maintained in the Office of the Associate Dean for Academic Affairs and will be available to all faculty during regular working hours.

9.3 Evaluation letters included in the dossier are considered confidential to the extent that such protection is afforded by University policies and state, local and federal laws (see UM Collected Rules & Regulations 320.035). To protect confidentiality of outside reviewers who provided evaluation of a faculty member's promotion and tenure dossier, written notifications and explanations of recommendations against promotion and/or tenure that are provided to the candidate at any level, in many cases, may not be identical to the letters included as supporting documentation in the dossier.