

Guidelines for Ranked Non-Tenure Track Faculty Appointments, Renewal and Promotion
Department of Veterinary Pathobiology, College of Veterinary Medicine
University of Missouri

I. General Purpose

The purpose of these guidelines is to provide criteria and procedures for hiring, evaluation and promotion of ranked, non-tenure track faculty members with appointments in the Department of Veterinary Pathobiology. These guidelines further serve to define and differentiate levels of non-tenure track faculty appointments and to indicate mechanisms and criteria of promotion within these faculty ranks. These guidelines will be implemented within the scope of guidelines developed by the College of Veterinary Medicine and the University of Missouri. This document is intended to address appointment and promotion of individuals in ranked Non-Tenure Track positions only, and is not directed toward unranked non-regular positions. The Departmental Guidelines must remain in compliance with the rules and regulations of the College of Veterinary Medicine and the University of Missouri.

The scope of responsibilities outlined in the mission statement of the Department of Veterinary Pathobiology dictates that the faculty be comprised of individuals engaged in widely varying activities and responsibilities. The mission of preparing students at the professional, doctoral, masters, baccalaureate levels, and in the diagnostic specialties, requires that some faculty excel as diagnosticians, clinical service providers, applied researchers and educators, with significant responsibility focused in these areas (Clinician or Educator non-tenure track). Because the University has the unique ability to train research scientists, combined with the generation of new, non-proprietary knowledge and scholarship, faculty appointed to Research non-tenure track positions fulfill the missions of the department in this area. Over time, non-tenure track appointees may have to adjust the nature of their responsibilities within their individual areas, and individual faculty responsibilities may be modified as necessary during annual review. The departmental chair and advisory non-tenure track promotion committee, as links between the college administration and faculty should be able to advise individuals that their activities 1. meet departmental goals and standards, 2. lie within college goals, and 3. are adequately documented for future recognition.

According to section 310.035 of the Collected Rules and Regulations of the University of Missouri System, there are four types of full-time, ranked non-tenure track faculty members, who have predominant, but not sole, responsibilities in one of the following areas: teaching, research, professional practice, or extension activities. The department of Veterinary Pathobiology has no extension responsibilities. Within the remaining 3 areas, there are three professorial ranks:

Summary of Regular, Non-tenure Track Appointments			
	Clinical Track	Educator Track	Research Track
Entry Level	Assistant Clinical Professor of Veterinary Pathobiology	Assistant Teaching Professor of Veterinary Pathobiology	Assistant Research Professor of Veterinary Pathobiology
Intermediate level	Associate Clinical Professor of Veterinary Pathobiology	Associate Teaching Professor of Veterinary Pathobiology	Associate Research Professor of Veterinary Pathobiology
Advanced level	Clinical Professor of Veterinary Pathobiology	Teaching Professor of Veterinary Pathobiology	Research Professor of Veterinary Pathobiology

Clinician and Educator track rankings are used for faculty members who are engaged predominantly in teaching, professional service activities, or a combination of the two, depending on which dominates. Although academic scholarship and university service are also expected of these individuals, development of an independent research program is not essential. Research track rankings are used for those faculty members who are engaged predominantly in independent, externally funded research programs and the teaching involved therein. Scholarly activity is paramount to their success with less formal teaching and service responsibilities. University service may be an additional aspect of these appointments. Non-tenure track and tenure track appointments are designed to be complementary in fulfilling the responsibilities of the Department of Veterinary Pathobiology; a hierarchy of importance between tenure and non-tenure track is not implied by the existence of these categories.

II. Procedures for Initial Appointment of Ranked Non-Tenure Track Faculty

- A. **Search Process:** Candidates shall be recruited for and appointed to ranked non-tenure track positions by an advisory faculty search committee and national search mechanisms. Announcements and position descriptions shall clearly state the nature of the position. The primary responsibilities of all regular, non-tenure track positions shall be fully defined at the time of appointment.
- B. **Hiring:** Non-Tenure Track appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for a longer or shorter period, except no single term appointment shall be for a period longer than three years. Performance will be subject to annual review by the Department Chair (and unit director, where appropriate).
- C. **Switching Tracks:** Non-tenure track faculty who wish to pursue a tenure track appointment must participate in competition with other candidates in a national search when an appropriate tenure-track position becomes available. Similarly, tenure track faculty members may apply for non-tenure track regular positions as they become available.

III. Procedures for Advancement in Grade: The University guidelines and process (available on the Office of the Provost web site) will be followed. Progress toward promotion should be addressed at annual review. However, no time limit is placed on an individual's requesting to be a candidate for promotion. Candidacy must be initiated in conjunction with the department head, who assists in identifying external reviewers and in assembly of dossier materials.

- A. **Non-tenure track Promotion Advisory Committee:** There will be a single committee to decide departmental matters of non-tenure track advancement. Promotion issues should be heard by 2 faculty of Clinical/Education track and 2 faculty Research track faculty members of the rank sought by the proposed candidate or higher, and additional members of tenured faculty, also of the sought or higher rank can be recruited if adequate numbers of non-tenure track faculty are not available. The variable aspects of academia covered by the cumulative duties of tenured committee members should be viewed as enhancing fair evaluation of the candidates. As faculty in non-tenure tracks achieve promotion, these issues can be decided by a mixed committee of members of the promoted Clinician, Educator and Research non-tenured faculty holding ranks above the requested promotion rank of the candidates. In the event of there being no suitable non-tenure track faculty for evaluation, then the departmental promotion and tenure committee will evaluate dossiers.

- B. Faculty Vote on Non-Tenure Track Candidates:** Departmental faculty at an academic rank equal to or above the rank sought by the applicant will meet to discuss the applicant's qualifications and will vote on the issue of promotion for that candidate. The outcome of this vote, with an accompanying explanation, will be incorporated into the Chair's recommendation letter.
- C. Areas of Emphasis for Rank Advancement in Non-tenure Tracks:** Promotion would only be allowed for non-tenure track faculty members that are performing appropriately with specific regard to their primary area of emphasis (clinical practice/teaching, or research). The general expectations for the tenure track and non-tenure track appointments are summarized below:

Track			
Activity	Clinical Track	Educator Track	Research Track
Research, scholarship and/or creative work	Relative to Criteria of Appointment	Relative to Criteria of Appointment	Excellence
Teaching, advising, and serving as a mentor	Excellence as Relates to Criteria of Appointment	Excellence	Relative to Criteria of Appointment
Clinical Service	Excellence	Relative to Criteria of Appointment	As appropriate
Service other than clinical	As appropriate	As appropriate	As appropriate
Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical or extension – as well as service and professional activities related to that primary responsibility. (CRR 310.35 Executive Guideline No. 35, 5-21-08)			

- D. Criteria for Advancement.** Faculty hired as Assistant Professors should express interest in teaching in their areas of emphasis and have potential for growth as a faculty member. Associate professors must demonstrate excellence in the tasks appointed them and evidence of a national reputation. Individuals promoted to Professor must demonstrate continued growth and excellence in their main area(s) of endeavor. Factors considered in assessing a faculty member's performance may include (but are not limited to) the following: scholarly activity and productivity; impact, innovation and creativity; recognition in the field; ability to work effectively as part of a research team (if relevant); effective communication with colleagues, staff, students, and clients (where appropriate); and institutional compliance and ethics.
- E.** Each candidate for promotion must be assessed in light of their appointment letter and annual reviews.

Research Track: Faculty promotion in the non-tenure Research track requires that the individual is on its/his or her way to becoming an excellent scholar at his or her level of professional development. Investigative independence is expected, as a marker of the ability to produce substantive scholarly contributions.

For the Associate Research Professor rank, the scholarship must reveal that the candidate is likely to excel in that field, with a national reputation. At the rank of Professor, the scholarship must reveal that the candidate is recognized as excellent in the field

internationally.

Clinician and Educator Tracks: In addition to excellence in professional service, faculty members in the Department of Veterinary Pathobiology will be performing diagnostic services in the context of the educational needs of students and other professionals. In addition, the candidate must demonstrate contributions to the existing body of knowledge in their field of expertise.

F. **Pre-promotion review:** A pre-promotion review by the departmental non-tenure track promotion committee is suggested for all Non-Tenure Track faculty seeking promotion. A positive review is intended as an indicator of a candidate's progress toward promotion, or may identify potential areas requiring additional attention prior to a full review. However, a successful pre-promotion review does not guarantee approval in the formal review. Under ideal circumstances, such a review would be most useful if scheduled one to three years prior to the intended year of the promotion application. A candidate's dossier for pre-promotion review should be prepared using the same guidelines as those for actual submission for promotion, but with the absence of outside evaluations or reviews.

Schedule for Pre-promotion review process

November 1: Non-Tenure Track faculty member submits a dossier to the Department Chair and the Non-Tenure Track Department Promotion and Tenure Committee for evaluation of the candidate's progress. The Non-Tenure Track Department Promotion and Tenure Committee will subsequently deliberate and write a letter to the candidate and Department Chair evaluating the candidate's potential for obtaining promotion.

The Department Chair subsequently reviews pre-promotion dossiers and writes a letter to the candidate and the College of Veterinary Medicine Non-Tenure Track Promotion and Tenure Committee evaluating the candidate's potential for obtaining promotion. This information shall be discussed at following annual review or at another time mutually agreed on by the Department Chairperson and the candidate.

G. Schedule and Process for De Facto Promotion Application

Spring: Candidate should notify the Chair of their intention to put their dossier forward for consideration of promotion for the following fall.

August 1: Candidates who wish to be reviewed in the current academic year should have completed their portions of the dossier. Department Chair submits names of Non-Tenure Track faculty to be considered for promotion to the Dean of the College of Veterinary medicine. The Department Chair requests supporting letters from peer reviewers with similar academic responsibilities. The dossier should be completed (including letters from external reviewers) by September 1.

September 1: The Department of Veterinary Pathobiology Non-Tenure Track Promotion Committee will evaluate the dossier, vote on the candidate's progress, and prepare a recommendation in writing which will become part of the promotion file. Prior to this meeting, the candidate's dossier and *curriculum vitae* will be made available for a period of not less than two weeks to relevant departmental faculty members at the same or higher rank to which the candidate is being nominated; these faculty members will subsequently be invited to vote "for" or "against" promotion. The confidential tally of this vote will be appended to the application. The department chair will prepare of summary of findings at

the departmental level, and a recommendation concerning promotion, which also becomes part of the promotion file.

October 1: The appended dossier and recommendations are due in the office of the Dean of the College of Veterinary Medicine. The College of Veterinary Medicine Non-Tenure Track Promotion Committee receives their charge from the Dean and the files of all Non-Tenure Track faculty promotion candidates. The College committee deliberates and makes its promotion recommendations in writing to the Dean by **October 31**, and informs the Department Chair and candidate(s).

December 1: The Dean of the College of Veterinary Medicine reviews the promotion files and makes a decision that is communicated in a letter to the candidate and Department Chair.

February 1: After consideration at all levels, recommendations for promotion will be decided by the chancellor or designee.

September 1: New appointments become effective.

H. **Peer and External Reviews**

Peer and external evaluations of the candidate's performance represent essential components of the promotion process and a critical part of the dossier. The nature of the reviews will vary somewhat, dependent on the area of emphasis of the Non-Tenure Track candidate for promotion.

The goal of peer evaluations is to obtain qualified and comprehensive opinions of the candidate's performance, programs, and productivity. Evaluations should provide an independent and objective assessment of the candidate's accomplishments relative to promotion criteria for the candidate's area of emphasis. Evaluations should be solicited from individuals who can assess the candidate's performance in an objective, informed and impartial manner.

The Department Chair and/or candidate should select prospective peer evaluators with reliable objectivity. Evaluators should not have any "conflict of interest" (e.g., former advisor, close friend) with the candidate. The department chair can select reviewers from this combined list. Candidates shall indicate by signature that they waive the right of access to the letters of evaluation by external reviewers. The Department Chair initiates requests for letters from evaluators. A copy of each request letter should be placed in the candidate's dossier prior to review.

Letters soliciting external evaluations should be impartial in their request for an in-depth analysis of the candidate's performance. The qualifications of the evaluators should be provided in the portfolio/dossier so that committee members considering the candidate's application will have a basis from which to judge statements made in the evaluations.

Because effective peer evaluations require a long period of time for planning, implementation, and completion, it is suggested that the Department Chair should initiate this process an adequate time prior to the planned date for submitting the promotion application.

- IV. Non-tenure Track Faculty Responsibilities Regarding Evaluation.** Documentation that is presented for review must explicitly and tangibly support the amount and quality of these activities, relative to a description of the candidate's duties as outlined in appointment and review letters.

V. Criteria for Appointment and Promotion

A. Assembling the Portfolio/Dossier: While dossiers are primarily assembled by the candidate under the guidance of the Department Chair, additional individuals, typically previously successful candidates in the faculty member's area may also assist, as long as there is no conflict of interest. Dossier development can begin development soon after appointment, with materials being accumulated over time as a demonstration of continued competency and improvement. The following are suggestions for documenting productivity in context of job description. Additional materials are generally needed for the dossier as found in the annual call document issued by the Provost's office.

B. Research Track. Evidence for promotion of faculty members in the Research track is primarily assessed on the basis of their achievements in the area of scholarship, as noted above. Secondarily, evidence of teaching ability in the context of their scholarship and appointment is also important. This evidence can include, but need not be limited to:

- **Publications:** Emphasis will be placed on original research published in peer-reviewed journals. The role of the candidate on the research leading to the publication and their role in the publication process (i.e. corresponding author) should be clearly defined in the dossier. Other written work such as books, chapters, reviews and commentaries may be considered as long as their impact in the field of endeavor can be established. The relative quality of journals – examined in the context of journals available within the candidate's discipline and research focus – will be a factor. Reprints (preferably in electronic format) of all relevant publications will be supplied by the candidate. Only publications since the candidate's appointment to Faculty status at the University of Missouri will be considered as evidence of scholarly activity for purposes of promotion. For applications to Full Professor, productivity since achieving the rank of Associate Professor will be the principal consideration. Manuscripts accepted for publication should be included with a copy of the acceptance letter. Publications should convey high quality research and progress in development of the candidate's research program.
- **Research Funding from sources outside the University.** Information about grants submitted and funded should be included.
- **Collaborative research:** Collaborative research is recognized as an important component of the University's activities and its internationally recognized programs are interdisciplinary and collaborative in nature. Thus participation in collaborative research must be valued as an important aspect of research in the Department of Veterinary Pathobiology. However, it is the responsibility of the candidate to document that they provide significant intellectual input to the research team, that their contributions are important to the quality of the research, and that the overall research is of high quality and nationally/internationally recognized.
- **There need not be a formal teaching obligation.** However, such faculty members actively teach and are mentors in their research laboratories, and they may also teach departmental courses. In these cases, there must be acceptable performance teaching roles appropriate to the programmatic needs the individual is expected to fulfill. Particularly important is an indication of students trained and graduate student committee membership. For promotion to Professor, a historical account of students completing training under the mentorship of the candidate and their post-training career paths documents sustained effort in this area. Both student evaluation and peer evaluation of teaching should be included in the dossier.
- **International and National Recognition:** Invited presentations, national awards, service on review committees and editorial boards, patent applications, election to honorary societies within the discipline.
- **External review to evaluate quality of work, significance and potential for advancement.**
- **Additional:** presentations at scientific and professional meetings, invention disclosures, patents.

- Institutional Service Service may also be given consideration.

Clinical and Educator Track: Documentation of such activities depends on the nature of the appointment and could include, but need not be limited to:

Professional Service Activities: Demonstrated excellence in professional service responsibilities, as assessed by faculty and clients. Examples of acceptable documentation of the candidate's commitment to professional service may include:

- Documentation of the number and types of professional service rendered, and the revenue generated there from,
 - Recognition of professional competence by board certification or recertification,
 - Honors, awards, or formal recognition by various professional societies and organizations at the local, state, national or international level.
 - Peer review of clinical performance or care (recognized professionals in or outside of academia who are competent in the candidate's field of service may participate as reviewers).
 - Verification of clear and effective communication with clients and veterinarians.
- **Education:** Evidence of maintaining currency of material in subjects taught, with continued development of subject matter. In a clinical setting, there should be evidence of ability to organize clinical rotation objectives, participation and expectations, ability to communicate expected goals and objectives, and ongoing assessment and improvement of the rotational experiences and/ or lectures.
 - The candidate should document the amount of contact time with students, and the efficacy of interactions with them with the aims to motivate, stimulate, and inspire them to learn and inquire. This is accomplished by student evaluation of teaching abilities and effectiveness, and by peer review, with indications of responsiveness on the part of the candidate.
 - Development of new courses and instructional materials.
 - Advising, mentoring and counseling student or interns; recruiting residents. Service on residency committees, which should include, particularly for promotion to Professor, description of students mentored, indications that training was completed, and their trainees' paths after completion of training.
 - Receipt of honors and awards for teaching or clinical service.
 - Participation in education, curriculum or admissions committees.
 - Participation in the activities of professional societies as a committee member, officer or some other role.
 - Funding sought and obtained for educational program innovations.
 - **Scholarly activity:** Clinical/teaching track faculty members are expected to contribute to the existing body of knowledge and its dissemination, but need not demonstrate investigative independence. Appropriate scholarly contributions that advance the discipline may include facilitating research or support/collaboration of colleagues' and residents' research (applied or basic); primary or coauthored publications; presentation of scholarly activity to local, state, national or international professional organizations; collaboration on research grants or contracts; industrial and commodity group funding support; published critical reviews of the literature; documented solutions to clinical problems; book chapters; clinically oriented presentations at national/international conferences with accompanying manuscripts in the proceedings; development and publication of educational materials.

- VI. **Candidate Notification of Negative Outcomes:** At stages in the process where there is a negative assessment (vote of the Departmental NTT Promotion Committee, recommendation of the Chair, vote of the College NTT Promotion Committee, and recommendation of the Dean), the candidate will be notified and given the opportunity to see the negative assessment letter. The candidate will then be given the opportunity to meet with committee/Chair/Dean to provide rebuttal information. This information will be incorporated into the dossier. If rebuttal information is provided, the committee will then meet to re-evaluate the dossier and re-vote on the candidate. If the second vote is not positive, the dossier will move to the next stage in the evaluation process. If the next stage does not result in a favorable recommendation, the candidate will again be notified and given the opportunity to provide additional rebuttal information.
- VII. **Adoption and amendment of these guidelines:** These guidelines shall be adopted by a positive majority vote of the faculty of the Department of Veterinary Pathobiology responding the ballot (both tenure track and non-tenure track faculty). The vote may be taken at a faculty meeting or electronically. These guidelines shall be amended as needed by a positive majority vote of the faculty of the Department of Veterinary Pathobiology responding the ballot (both tenure track and non-tenure track faculty) after they are presented to the entire faculty for review and discussion. The vote may also be taken at a faculty meeting or electronically.

Approved by the faculty of the Department of Veterinary Pathobiology on 08/19/2010. Revised 07/13/2012.