

Guidelines for Tenure Track Faculty Appointments, Promotion, and Tenure

I. General Purpose

The purpose of these guidelines is to provide criteria and procedures for hiring, evaluation and promotion of regular, ranked faculty members with appointments in the Department of Veterinary Pathobiology. These guidelines further serve to define and differentiate levels of tenure track faculty appointments and to indicate mechanisms and criteria of promotion and granting of tenure 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.

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. Because the University has the unique ability to train research scientists, combined with the generation of new, non-proprietary knowledge and scholarship, faculty may be appointed to Research intensive tenure track positions which fulfill the missions of the department in this area. The diagnostic laboratory needs of the Department (the Veterinary Medical Diagnostic Laboratory [VMDL]) may result in faculty with substantial clinical service appointments. The Department also has needs in instruction in the professional veterinary medicine curriculum and graduate and residency programs that may vary with changes in the faculty composition of the Department. Over time, 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 the annual review process. The departmental chair and advisory Promotion and Tenure 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.

II. Procedures for Initial Appointment of Tenure Track Faculty

- A. **Search Process:** Candidates shall be recruited for and appointed to tenure track positions by an advisory faculty search committee and national search mechanisms. Announcements and position descriptions shall clearly state the nature and responsibilities of the position. The primary responsibilities of all ranked, tenure-track positions shall be fully defined at the time of initial appointment and subject to negotiation with the Chair at the time of annual evaluation.
- B. **Hiring and Dismissal:** The probationary period for new hires is six years for faculty at the rank of Assistant Professor and four years for hires at the rank of non-tenured Associate Professors. During the probationary period, the appointee's performance is subject to annual review by the Department Chair. Annual contracts are offered during the probationary period, pending favorable annual evaluations. If more than one unfavorable annual review is received, the Chair, in consultation with the Dean, may elect to offer a terminal contract to the probationary faculty member, indicating that the appointment will not be renewed at the end of that year.
- C. **Mid-Tenure Review:** At the end of the third year (for Assistant Professors) and second year (for Associate Professors without tenure), the candidates will be evaluated by the Departmental and College Promotion and Tenure Committees by submitting a dossier following the prevailing University guidelines for the Promotion and Tenure Dossier, but

without the requirement of the external evaluation letters. Following review of the dossier, evaluation letters on progress toward promotion and/or tenure will be provided by the Departmental Promotion and Tenure Committee, the Chair, and the Dean. These letters will be part of the probationary faculty member's file and will be included in their promotion and tenure dossier.

III. Procedures for Advancement in Grade: By the end of the fifth year (Assistant Professors) or the third year (Associate Professors without tenure), the candidates must submit dossiers for tenure and, in the case of Assistant Professors, promotion in rank. Requests for extension of the tenure clock can be applied for by the candidate to the Provost if a justification for such an extension exists. See the Provost's web site for details (<http://provost.missouri.edu/faculty/tenure-guidelines.html>).

A person recommended for promotion to the rank of Full Professor should have significant accomplishments beyond those justifying the rank of Associate Professor. Years of service alone do not justify advancement. Rather, sustained contributions during a career to research, scholarship, teaching, and professional / academic service are necessary, based on your effort assignment.

Dossier requirements are provided on the University of Missouri Provost's web site (<http://provost.missouri.edu/>). Although it is the responsibility of the candidate to prepare the Promotion and Tenure dossier, the Chair will provide assistance with assembly of dossier materials. The timeline for the promotion and tenure process is:

Spring

Candidate should notify the Chair of their intention to put their dossier forward for consideration of promotion and/or tenure for the following fall.

August

Dossier is due in The Department of Veterinary Pathobiology office on August 1st.

Department Promotion and Tenure Committee reviews dossier and prepares their recommendation.

Schedule initial review early in the month in case there is a need for a hearing (candidate is entitled to a hearing at any level at which the recommendation is not positive).

Committee chair signs the first page and reports the vote before and after hearing, if necessary.

September

Department Chair reviews dossier and prepares her/his recommendation and summary letter including the faculty vote and comments.

Chair signs the first page of the dossier with his/her recommendation.

October

Dossier is due in College Associate Dean's office on October 1st.

College Promotion and Tenure Committee reviews dossiers and prepares their recommendation.

Schedule the initial review early in the month in case there is a need for a hearing (candidate is entitled to a hearing at any level at which the recommendation is not positive).

Committee chair signs the first page and reports the vote before and after hearing, if necessary.

November

Dean reviews the dossier and prepares his/her recommendation.

December

Dossier is due in the Provost's office on the first Monday in December.

June

Final decision is made with notification of the candidate in writing by the Chancellor.

September 1st

New appointment is effective.

- A. **Departmental Promotion and Tenure Committee:** The Departmental Promotion and Tenure Committee will evaluate each candidate's dossier and vote on the candidate's suitability for tenure and, where applicable, promotion in rank. The committee will provide a letter of their decision, with comments, to the Chair and this letter will become part of the dossier.
- B. **Faculty Vote on Tenure Track Candidates:** In relation to tenure decisions, the Promotion and Tenure dossier for each faculty member being considered will be available to tenured faculty in the departmental office for review prior to voting. Tenured faculty will meet to discuss the candidates and then vote, by written ballot, to make a recommendation to grant or deny tenure to each faculty member being considered.

Ranked faculty at a rank equal to or greater than the rank being sought by the candidate will meet to discuss the candidates and then the ranked faculty at a rank equal to or higher than the rank sought by the applicant will vote, by written and/or electronic ballot, to make a recommendation to grant or deny promotion for each faculty member being considered. The tally of these votes, together with any written comments provided, will be included in the Chair's Promotion and Tenure recommendation letter.
- C. **Chair's Recommendation:** Upon receipt of the Promotion and Tenure Committee's vote, and recommendation letter and the vote and comments by the faculty, the Chair will provide an evaluation letter and vote on the suitability of the candidate for receipt of tenure and promotion in rank, where applicable.
- D. **Forwarding the Dossier to the College and University:** After the Chair's evaluation, the dossier will be forwarded to the College of Veterinary Medicine for evaluation by the College Promotion and Tenure Committee and then the Dean. The Dean's Office then forwards the dossier to the Provost's Office for evaluation by the University Promotion

and Tenure Committee and the Provost. Final notification of the outcome of the process is provided by the Chancellor.

- E. **Candidate Notification of Negative Outcomes:** At stages in the process where there is a negative assessment (vote of the Departmental Promotion and Tenure Committee, recommendation of the Chair, vote of the College Promotion and Tenure Committee, recommendation of the Dean, vote of the University Promotion and Tenure Committee, and recommendation of the Provost), 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/Provost 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.
- F. **Criteria for Advancement .** Faculty hired as Assistant Professors should develop excellence in their teaching, research, and service assignments, in accordance with the effort assignments. 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. Each candidate for promotion must be assessed in light of their appointment letter and annual reviews.

Associate and Full Professor Rank Advancements. Faculty promotion to Associate Professor and the granting of tenure requires that the individual is on their way to becoming nationally or internationally recognized for excellence 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 Professor rank, the scholarship must reveal that the candidate is likely to become excellent 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.

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.

Research and Other Scholarly Activity

It is the policy of the Department of Veterinary Pathobiology to emphasize and promote high quality research and other scholarly activities for all faculty members. The evaluation of the candidate's research program will be based upon both its productivity and quality. The assessment of research usually will include:

A. 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.

B. Research funding:

The candidate has secured funding from sources outside the University to support his/her research efforts. Documentation will include descriptions of grants funded, and of grants submitted along with a description of their status including scores where relevant; comments of reviewers may be included. The role of the applicant in all funded, unfunded and submitted grants must be clearly defined. Potential and actual revenues to the University, College and Department from intellectual property licensing should also be defined.

C. International/national recognition:

Examples may include invited presentations at international or national scientific and professional meetings, national awards, service on national review committees and editorial boards, publication of patent applications as well as election to prestigious national organizations that recognize excellence in the discipline.

D. Quality of work and potential for advancement:

Review of the candidate’s scholarly efforts by external research scholars must conclude that the work is scholarly, creative, original and of high quality and significance.

E. Additional information to be considered:

Contributed presentations at scientific and professional meetings; books, book chapters and monographs; invention disclosures, and patent applications/awards.

F. Scholarly activity: Faculty with minor research appointments 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.

G. 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.

Instructional Activities

Instruction of students in the professional curriculum, graduate students, and Residents are critical to the mission of the Department, the College, and the University. Excellence in instruction is an important component of faculty evaluation and consideration for promotion and granting of tenure. Instructional excellence can be documented by:

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 students, postdoctoral fellows, or residents.
- 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 administrative role.
- Funding sought and obtained for educational program innovations.

Professional Service Activities

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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.

Academic Service Activities

- Documentation of service on Departmental, College, and University Committees
- Service as reviewer for journals in the candidate's discipline.
- Service as reviewer for intramural grants.
- Service as reviewer for extramural grants (federal, state, corporate, foundation, or organization).
- Committee service on the candidate's discipline's society.
- Committee service on community, state, national, or international panels.

- Administrative position in an established state, national, or international scientific society.

IV. Post-tenure Review

- Tenured faculty are subject to five year performance reviews, as mandated by University policy. The review cycle begins with the granting of tenure, or with the initial appointment with tenure. The faculty member will provide an updated curriculum vitae, electronic copies of publications, and other supporting material to the Departmental Office. These materials will be given to the Departmental Promotion and Tenure Committee. The evaluation is based on the procedures recommended in the Unacceptable Levels of Faculty Performance and Required Procedures Leading to the Revocation of Tenure and Dismissal for Cause document (Appendix D) which documents the evaluation standards and the procedures to be employed. In the event of an unsatisfactory performance evaluation, the negative evaluation results are conveyed to the faculty member and an opportunity for the candidate to meet with the committee to rebut the conclusions will be provided.
- The committee recommendations are forwarded to the Department Chair. The Chair then forwards the recommendation (acceptable level of performance or unacceptable level of performance) along with a description of the departmental procedures used to reach this conclusion, to the Dean for his or her consideration.
- The five-year evaluation process will be completed when a satisfactory evaluation is given.
- If the evaluation is unsatisfactory, then the procedures documenting evaluation by the tenured faculty of the Department and by the Dean, as well as the creation of a faculty development plan are detailed in Appendix D.

- V. **Adoption and amendment of these guidelines:** These guidelines shall be adopted by a positive majority vote of the tenured and tenure-track faculty of the Department of Veterinary Pathobiology responding the ballot. 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 tenured and tenure-track faculty of the Department of Veterinary Pathobiology responding the ballot 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.