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DEPARTMENT OF VETERINARY BIOMEDICAL SCIENCES  
UNIVERSITY OF MISSOURI, COLUMBIA, MO  
PROMOTION AND TENURE PROCEDURES

INTRODUCTION

These guidelines are adopted by the Faculty of the department of Veterinary Biomedical Sciences.

Faculty should be judged on performance in major assigned tasks; however, performance in ancillary tasks should be recognized in accord with College guidelines for promotion and tenure.

Criteria for promotion and tenure cannot be uniformly applied to all faculty, since each faculty member may make unique contributions in the performance of assigned tasks. Each candidate must be judged by appropriate criteria.

Performance standards for criteria used in evaluation of faculty for promotion and tenure are described in sections 4.2 and 4.3.

Promotion is not automatic after a certain number of years in rank. Rather, promotion recognizes certain standards of performance, and under usual circumstances, faculty will be considered for promotion only after completion of a minimum number of years of service at any given rank, as specified in University and College guidelines.

1.0 Department Chairman's Role

- 1.1 The Chairman shall review annually the record and accomplishments of each faculty member who has not earned tenure or the rank of Professor for consideration for reappointment, tenure, promotion, or any combination of reappointment, tenure and promotion.
- 1.2 After reviewing the record of a faculty member the Chairman may elect to:
  - (1) recommend to reappoint, promote, grant tenure, or any combination thereof;
  - (2) recommend not to reappoint, promote, grant tenure, or any combination thereof; or
  - (3) defer making a recommendation to promote.
- 1.3 If the Chairman defers a recommendation or submits a negative recommendation, the Chairman shall inform the faculty member of that decision. The faculty member may then request his own review, or another colleague may recommend a review by the Department Committee.
- 1.4 The Chairman refers the faculty member's file to the Veterinary Biomedical Sciences Promotion and Tenure Committee for the Committee's review and recommendation. The Committee gives its written evaluations and recommendations to the Chairman.

- 1.5 If the recommendations of the Chairman and Committee differ, the Chairman and Committee shall attempt to resolve their differences.
- 1.6 The Chairman submits to the Dean the Chairman's and the Committee's recommendation.
- 1.7 The Chairman will immediately inform faculty members under consideration of the Chairman's recommendation and the evaluation and recommendation of the Committee.

## 2.0 Promotion and Tenure Committee

- 2.1 A Promotion and Tenure Committee will be elected from departmental tenured faculty holding the rank of Assistant Professor and above. A minimum of three faculty members shall constitute the Committee.
- 2.2 The Committee shall be elected by a majority of the faculty members voting; only faculty holding ranks of Assistant Professor and above may vote. The Committee will elect a Chairman.
- 2.3 The Committee will review each candidate's file prior to voting. The Committee will vote on the recommendation without prior knowledge of the Chairman's recommendation. By majority vote, the Committee may elect to vote on any recommendation for each candidate by: (1) casting signed ballots with the vote of each Committee member recorded, (2) an open but unrecorded vote, or (3) secret ballot.
- 2.4 The Committee Chairman will submit the only copy of the Committee report to the Department Chairman. The report will include a Committee recommendation with reasons for the recommendation for each faculty member under consideration. Minority reports may be a part of the Committee's report.

## 3.0 Faculty Appeals

- 3.1 Holders of term appointments have no right to expect employment beyond the end of the term appointment. The non-reappointment of any appointee on term appointment to a regular position will carry no implication that either his work or his conduct has been unsatisfactory. For this reason it shall not be necessary that he be provided with any statement of causes or reasons for not recommending reappointment.
- 3.2 Faculty members may challenge a promotion or tenure decision, and have the right to a hearing for reconsideration at the same level followed by a written appeal to the next level.

## 4.0 Reappointment and Tenure Criteria and Standards

- 4.1 The criteria for recommendations to reappoint and to grant tenure are performance in major assigned tasks and competence as a teacher.
  - 4.1.1 Teaching ability may be demonstrated through instructional activities in the classroom and laboratory.
  - 4.1.2 Guidance of graduate and postdoctoral students and residents is to be considered, as is counseling of veterinary and pre-veterinary students.
- 4.2 The standard of performance as a teacher is relative to the performance of all the departmental faculty for each of the years under consideration. Factors to be considered in assessing the quality of teaching performance include: student evaluations, performance of students or former students in statewide or national tests of knowledge, peer evaluations, continuing education and extension evaluations, demand for educational aids, letters from students and former students, and written evaluation by faculty who teach courses requiring knowledge gained from the candidate. In no case should student evaluations be the sole factor in the overall evaluation of teaching. Average scores of each student evaluation criterion for all departmental faculty members will be depicted on bar graphs yearly, as arranged by the departmental teaching director. The department chairman may indicate approximate location of the score (e.g: upper third, slightly above average etc.) for the faculty member in question, for each of the evaluation criterion. Alternatively, the faculty member being evaluated has the option to include his student evaluation summary records for committee review.
- 4.3 Factors to be considered in assessing the quality of performance include:
  - 4.3.1 For research or creative activities -- grants funded, approved, or submitted; scientific publications of previously unpublished data in peer-reviewed journals; scientific publications in edited journals; books; chapters; and patents.

Inventions, learning aids, course manuals, and published articles written on educational subjects in veterinary medicine or science are considered.
  - 4.3.2 For service activities -- appointment or election to office in campus committees; honors acquired; appointment or election to state, national or international office; letters from associates or colleagues; service as an editor; diagnostic or clinical services; awards; and invitations to address professional meetings are examples, but not exhaustive, of possible performance criteria.
  - 4.3.3 For continuing education and extension activities -- number of programs, hours or participation, number of subjects covered, participant evaluations, leadership in organization of programs, and attendance are performance criteria.

5.0 Promotion

- 5.1 Appointment or promotion to the rank of Assistant Professor requires a potential to achieve promotion and tenure.
- 5.2 Appointment or promotion to the rank of Associate Professor requires evidence of sustained performance as a teacher and as a researcher or creative scientist. The faculty member should demonstrate excellence in performance as described above in all assigned tasks. Demonstration of abilities to perform university service, professional service, and continuing education and extension is desirable.
- 5.3 Appointment or promotion to the rank of Professor requires sustained excellence of performance in teaching, research or scholarly creative activities, and university, and professional service. Performance standards in each of these categories are as described in 4.2 and 4.3. University and professional service may have been performed at any time during the candidate's career.

6.0 The Faculty Member's Promotion/Tenure File

- 6.1 Faculty members bear the primary responsibility for providing the Chairman with documentation of academic performance. Submittal of the faculty member's student teaching evaluation summaries and other confidential documents to the committee is at the discretion of the faculty member being evaluated.
- 6.2 Faculty promotion/tenure files in the department of Veterinary Biomedical Sciences must contain at least the minimal contents specified in College Guidelines and any additional information requested by the Chairman and/or Committee for Divisional Promotion and Tenure.

# COLLEGE OF VETERINARY MEDICINE

## Guidelines for Promotion and Tenure

(Approved by Faculty 7/11/96)

### 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 Faculty consist of three professorial ranks and instructors. 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 is recognition that the faculty member's performance within the College of Veterinary Medicine merits the continuous employment contract. Tenure traditionally serves to protect faculty from dismissal without substantial cause.
- 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 should consult these University regulations and guidelines for detailed procedural and policy information on faculty Promotion and Tenure (see 310.020 Regulations Governing Application of Tenure and 320.035 Policy and Procedures for Promotion and Tenure).

#### 2. Criteria

- 2.1 In general, individual faculty must have served the full probationary period in rank before being recommended for tenure. Probationary periods at each rank are stipulated in the University academic tenure regulations (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 is granted by the Chancellor (see **Executive Order No. 26**).
- 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 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 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, publishing technical writings or illustrations in peer-reviewed journals, and developing, publishing and disseminating computer software pertinent to the discipline.

- 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 insure 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 attainment of national and/or international distinction. Value and reputation are determined from documentation of teaching, research, and other scholarly activities (see 2.4 above). Documentation of service and administrative activities 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 in 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 service at the rank of Assistant Professor and is based on peer evaluation of that service. 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 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 320.035 Policy and Procedures for Promotion and Tenure).
- 4.2 Criteria and procedures used in evaluation of Veterinary College faculty 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 Each faculty member who has not earned tenure or the rank of Full Professor shall receive an annual evaluation and discussion of progress toward tenure and/or promotion with the Department Chair.
- 4.5 A faculty member who believes that there are grounds within the criteria or procedures to challenge a promotion or tenure decision will have the right to a hearing for reconsideration at the same administrative level followed by an appeal to the next level.

### 5. Departmental Responsibilities

- 5.1 An extensive 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 would 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 Chair and the Department Promotion and Tenure Committee as to (1) progress toward promotion and tenure and, if applicable, (2) deficits that must be corrected to achieve promotion and tenure. Evaluations from external reviewers may be included. This will be part of the ongoing review process whereby probationary faculty receive feedback and guidance from the program director and faculty members.
- 5.2 Recommendations to promote and recommendations for or against mandatory tenure shall be initiated by the Chair.
- 5.3 Preparation and completion of the dossier including appropriate documentation is a shared responsibility of the department Chair and the faculty candidate.
- 5.4 Each department shall elect a Departmental Promotion and Tenure Committee which shall review the Chair's recommendations and return to the Chair their written evaluations and recommendations.
- 5.5 The Chair shall forward to the Dean his/her recommendation to promote and recommendation for or against mandatory tenure, along with recommendation of the Departmental Committee on Promotion and Tenure.
- 5.6 Faculty members shall be immediately informed by their Chair of the Chair's recommendation and the evaluation and recommendation of the Departmental Committee on Promotion and Tenure.

- 5.7 Any faculty member who disagrees with the recommendation of his/her Chair and/or Departmental Committee on Promotion and Tenure has the right to a hearing at the departmental level and may appeal these recommendations either to the College Committee on Promotion and Tenure or to the Office of the Dean.

6. College Responsibilities

- 6.1 Recommendations received from departments shall be reviewed in the Dean's Office and forwarded to the College Committee on Promotion and Tenure, which shall review departmental recommendations according to established Promotion and Tenure Guidelines of the College of Veterinary Medicine and the University and shall return their recommendations to the Dean's Office. The Dean will review all documents and recommendations. The Dean will then prepare an additional recommendation.
- 6.2 The faculty nominee and his/her department Chair shall be immediately informed by the Dean of the evaluations and recommendations of the Dean and College Committee on Promotion and Tenure.

PREPARATION OF RECOMMENDATIONS FOR PROMOTION AND TENURE:

7. Annual Evaluation of Faculty

- 7.1 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.
- 7.2 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.
- 7.3 Departments will make 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 explicit and retained in the faculty member's departmental file.
- 7.4 The mid-probationary review will be part of the ongoing review process (see 5.1 above).
- 7.5 The cumulative history thus obtained will be documented and used in the evaluation of a faculty member for tenure and/or promotion.

8. Content of Recommendations for Promotion and Tenure

- 8.1 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.
- 8.2 The most current College and University documents pertaining to the promotion and tenure process and to the preparation of candidate dossiers shall be maintained in the Office of the Associate Dean for Academic Affairs and should be available to all faculty during regular working hours.