

## Promotion and Tenure Reviewer Instructions for AY2022-2023

### Background:

The broad standards for promotion and tenure for faculty within the University of Missouri's four campuses are provided in [CRR 320.035](#). Section B.1 describes the general philosophy underlying the University's Promotion and Tenure standards:

*As one of the nation's leading teaching and research institutions, the University of Missouri maintains high standards in recruiting, promoting, and awarding tenure to faculty members. Each unit shall define and publish its promotion and tenure criteria and ensure that faculty are advised on the criteria on a regular basis. The unit standards must meet the broader university-wide standards described in this section. While specific criteria for judging the merits of individual faculty may vary among units, there must be no variation in standards. The University will continue to strengthen its standards in all disciplines. Satisfaction of minimum criteria at the college, school, or department levels is not sufficient to insure promotion or continuous appointment. The University seeks faculty members who are genuinely creative scholars and inspired teachers and who are dedicated to the pursuit of knowledge and its transmission to others. These high standards are to be observed in the recruitment, promotion, and tenuring of faculty members. All persons and committees making recommendations regarding promotion and tenure will consider the candidate's demonstrated ability to meet these standards.*

*Outstanding intellectual qualities as reflected in teaching and scholarly and creative contributions are the primary criteria for recommendation for promotion and tenure. Additional criteria include professionally-oriented, service contributions and service to a faculty member's department, school, college, and the University. Because the faculty has a special role in the decisions of the University, service to the University and its numerous units is expected of every faculty member; but such service shall not substitute for teaching and scholarship in matters of promotion and tenure*

CRR320.035, Section B.2 also provides additional important considerations for candidate evaluation:

#### ***Sustained Contributions*** (CRR320.035, Section B.2.a)\*

*Sustained Contributions Essential— The essential factors in consideration of candidates for promotion and tenure will be documented merit in the traditional areas of teaching, research, and service and the degree to which contributions are comprehensively substantiated and represent sustained efforts. Candidates for promotion and tenure should demonstrate sustained merit and contributions over an extended period of time. Recommendations for promotion and/or tenure before the sixth year should be rare and restricted to truly exceptional cases. Early recommendations for promotion and/or tenure should not be made primarily on the basis of market conditions which make it appear that a faculty member might accept an offer elsewhere.*

#### ***Promotion to Professor*** (CRR320.035, Section B.2.f)\*

*Promotion to Professor—A person recommended for promotion to the rank of professor should have significant accomplishments, especially in the area of research and scholarly and creative contributions, beyond those justifying the rank of associate professor. Years of service alone do not justify advancement. Rather, sustained contributions during a career to research, scholarly and creative contributions and teaching are necessary. A person to be considered for promotion to professor should be a scholar who has achieved national distinction.*

\*The Campus Promotion and Tenure Committee has recommended guidance for evaluating sustained contributions and considering early P&T applications. The recommendations are located at this [link](#). Please review the Committee's recommendations carefully before initiating your evaluation of P&T candidates and address them as appropriate to each candidate's case.

CRR320.035, Section B.2 concludes with the following statement of nondiscrimination.

***Statement of Nondiscrimination (CRR320.035, Section C)***

*The University of Missouri prohibits discrimination on the basis of race, color, national origin, ancestry, religion, sex, pregnancy, sexual orientation, gender identity, gender expression, age, genetic information, disability, protected veteran status, and any other status protected by applicable state or federal law. The University's nondiscrimination policy applies to any phase of its employment process, including decisions regarding tenure and promotion.*

**Reviewer Instructions for using this form:**

In the following pages, each of the standards described in CRR320.035 Section B is listed, with space provided in which you will:

- (1) Evaluate the P&T candidate's accomplishments against the standard and in relation to their college/school/department/division criteria, keeping in mind that *"Satisfaction of minimum criteria at the college, school, or department levels is not sufficient to insure promotion or continuous appointment."*
- (2) If appropriate, explain what information was used to contextualize or benchmark the candidate's record relative to scholars in the same discipline at peer or higher institutions.

When you have completed this form, delete the instruction pages from the document such that the first page of the document has the header "Promotion and Tenure Reviewer Report Form" and labeled as "page 1" at the bottom. Save the file, gather signatures if review is by a committee, then email the final form to your unit P&T coordinator.

**Promotion and Tenure Reviewer Report Form**

Review Year: 2022-2023

Candidate Name:

Candidate Title:

Candidate Department/Division:

Candidate School Name or Conservatory:

Candidate is applying for (check all boxes that apply):

Tenure:

Early

Mandatory

Promotion:

Associate Professor

Professor

Level of review reported in this form (check):

Dept/Div committee

Dept/Div Chair

School Committee

Dean

Campus Committee

Reviewer Name(s):

Date submitted to unit P&T coordinator:

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Chancellor Agrawal,

The purpose of this letter is to inform you of the outcome of [our/my] review of Professor \_\_\_\_\_'s application for \_\_\_\_\_.

According to [CRR320.035](#), each level of review in the P&T process is to provide an independent written evaluation and recommendation of the candidate, ensuring adherence to the university-wide standards described in [CRR320.035 Section B](#), and addressing the following critical question: Is the candidate qualified to be promoted or to be placed on continuous appointment, according to the criteria outlined in [CRR320.035 Section B](#).

The candidate's record in Research/Creativity, Teaching, and Service has been carefully reviewed against the unit criteria and the standards provided in [CRR320.035 Section B](#). On the following pages [I/we] provide an evaluation of the candidate against each of the CRR standards, with unit criteria addressed where appropriate/applicable. An overall summary and recommendation are provided at the conclusion of the form.

Respectfully submitted,

[Reviewer(s) sign here]

**The Role of Research and other Scholarly and Creative Contributions  
(CRR320.035, Section B.2.b)**

*Productivity in research and other scholarly activities is the most distinguishing characteristic of the faculty of the University, setting it apart from all other public institutions in the state. Research by University faculty not only generates new knowledge but also results in teaching which is up-to-date and intellectually stimulating. The University expects faculty members to be engaged in scholarly or creative contributions appropriate to their disciplines. Recommendations for promotion or tenure involving cases in which such activities are not at the highest level will be approved only in very rare cases where the documented evidence for teaching (including extension) and/or service contributions is exceptionally compelling.*

**IMPACT AND CONTRIBUTION: QUANTITY AND QUALITY**

*A recommendation for promotion and/or tenure must include supporting evidence that the individual's contributions have had an impact on the discipline; that is, the research should have made a significant contribution to knowledge, understanding, wisdom and appreciation that is recognized by professional colleagues. One common method of documenting such impact is through outside evaluations by authorities in the field. The most relevant letters of evaluation usually are written by disinterested experts recognized nationally and internationally for their own achievements. Because they may be biased, letters from former students, departmental colleagues, research collaborators, or former mentors should be used sparingly; when such letters are submitted, an explanation of the personal relationship should be included. Evidence of effective and sustained research and creativity must be presented. Quantity can be a consideration but quality must be the primary one.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**FAVORABLE JUDGMENT BY PEERS**

*Evidence of favorable judgment by peers includes scholarly and creative contributions such as publication in journals where expert evaluation is required for acceptance; favorable review of books, critically-acclaimed and well-reviewed performances and exhibitions, appointments or awards that require evaluation of professional competence; election to office in learned societies; and receipt of fellowships.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**CITATIONS**

*Frequent citation by other scholars also provides evidence of good research.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**ROLES EVALUATING THE SCHOLARLY WORK OF THEIR PEERS**

*Good researchers often are invited to serve as editors of journals, members of site visit teams or in other evaluative functions of the scholarly work of their peers. Any evidence of such contributions should be emphasized in promotion and tenure recommendations.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**EVIDENCE OF ONGOING SCHOLARLY ACTIVITIES AND CONTRIBUTIONS**

*Research grants awarded, programs initiated, and other research in progress or research findings submitted for publication all represent activities that are expected of faculty members recommended for promotion and/or tenure.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

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**Evaluation Summary: Research and Creative Contributions**

**Role of Teaching, including Extension  
(CRR320.035, Section B.2.c)**

*Teaching includes, besides classroom and laboratory instruction, many activities that require professional expertise and that directly contribute to the academic advancement of students; for example: academic advising, supervision of junior staff, innovative redesign of courses, including courses offered through telecommunications and the Internet; liaison with teachers outside the University, off-campus teaching, and preparation of teaching materials, including textbooks.*

**EVALUATION OF TEACHING BY PEERS AND UNIT LEADERSHIP**

*Teaching of all faculty members shall be evaluated annually. Among the most useful kinds of evaluative evidence are testimony of chairpersons and deans, especially when based on student interviews covering several semesters, comments of colleagues who are well acquainted with the teaching performance of the candidate, achievement of students, and the quality of teaching materials prepared by the staff member. Evaluations based on classroom visitations by departmental peers can help to document the teacher's efforts to reach or maintain a given level of quality.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**EVALUATION OF TEACHING BY STUDENTS**

*A significant element in the evaluation of teaching is the overall judgment of students, and each unit, department, school, and college is responsible for obtaining such information on all faculty members, particularly those recommended for promotion. Questionnaires developed at the college or school level in cooperation with the faculty committees on promotion and tenure may be used for this purpose, or a similar procedure can be followed which is designed to reflect comprehensive student judgment concerning teaching qualities. Data from questionnaires should be buttressed by interpretation and comparative data. Simple numerical summaries of evaluations are not sufficient to judge teaching ability. Faculty members whose records consistently reflect poor teaching will normally not be recommended for promotion.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**OTHER INDICATORS OF GOOD TEACHING**

*Good teachers receive public recognition in a variety of ways. Students, both individually and through organizations, seek them out more often. Such teachers make more innovative contributions in courses, sometimes whole curricula. Their students demonstrate achievement in learning. They often serve on more student activity committees and carry heavier advising loads. They are known for their enthusiasm and involvement in the education of students. Evidence which documents such contributions is strongly encouraged.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**EXTENSION, CONTINUING EDUCATION, AND UNUSUAL CIRCUMSTANCES (IF APPLICABLE)**

*Extension and continuing education activities represent an extension of the teaching and research functions of the institution. Faculty engaged in this mission will be evaluated by the same criteria applied to other faculty. Outstanding performance in extension leads to special recognition of faculty by groups, individuals, and organizations. These faculty members develop innovative curricula, adapt research findings to everyday needs of citizens, serve on committees and boards, and use innovative ways of enhancing learning by part-time students. They are sought out by others for advice and counsel and are known for their enthusiasm, competence and interest in helping individuals solve problems and learn.*

*In unusual circumstances, tenure may be recommended for demonstrated excellence in teaching, even in the absence of significant published research. Qualifications for teaching and scholarship are, however, very closely related. The faculty member who does not keep current with developing expertise in the field or who is not constantly searching for new insights cannot be an effective classroom teacher. Graduate as well as undergraduate instruction is a responsibility of the faculty of the University; a continuing interest in, and a capacity for, scholarly and creative contributions by a faculty member is essential to effective instruction for undergraduate as well as graduate students. A faculty member who lacks the qualifications to teach advanced students ordinarily will not be recommended for promotion to senior ranks.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

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**Evaluation Summary: Teaching**

**Service**  
**(CRR320.035, Section B.2.d)**

**SERVICE CONTRIBUTIONS: QUANTITY AND LEVELS**

*Opportunities for service contributions abound and can take many forms. Service may occur within a discipline, through national, regional, and state organizations, or in the community at large; it may also occur in an administrative unit, such as the home department, school, or college, or on the campus. However, an uncritical list of such activities provides little support for the recommendations.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

**SERVICE CONTRIBUTIONS: IMPACT AND QUALITY**

*A case should be made for the impact and quality of the individual's contributions. There should be evidence that the individual's efforts and judgment are held in high regard. Evidence of unusual service contributions, however, cannot by itself be sufficient grounds for a recommendation for promotion and/or tenure. It must be supported by significant additional evidence of contributions in teaching and research.*

**CANDIDATE EVALUATION:**

**-SUPPORT WITH DATA; IF APPROPRIATE, CONTEXTUALIZE WITH EXTERNAL COMPARATOR DATA**

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**Evaluation Summary: Service**

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**Overall summary and recommendation:**

Is the candidate qualified to be promoted or to be placed on continuous appointment, according to the criteria outlined in [CRR320.035 Section B?](#)

[Recommendation, rationale, and vote tally go here (vote tally if from a committee). Delete this instruction before saving final document]