

Chancellor's Memorandum #35

May, 1977

(Revised May 19, 1997, July 7, 2000)

Policies and Procedures for Promotion and/or Continuous Appointment at the University of Missouri - Kansas City

I. Initiation of Recommendations

A. A recommendation to consider a faculty member for promotion in academic rank or continuous appointment (tenure) shall be initiated by the department chairperson or the appropriate department or school promotion and tenure committee. In units having departments, the first review of a recommendation shall be by the department promotion and tenure committee. In schools without departments, the respective promotion and tenure committee shall transmit its recommendations to the Dean of the School. If the candidate holds a joint appointment between two academic units (departments, schools, etc.), the primary academic unit shall be responsible for making decisions and preparing recommendations regarding promotion and tenure after receiving the recommendation of other units involved. Candidates at the rank of assistant professor who are under mandatory consideration for continuous appointment shall also be considered for promotion to the rank of associate professor. Candidates who are not recommended for promotion to associate professor should not be recommended for continuous appointment. All recommendations shall be forwarded with supportive documentation including teaching evaluations, evidence of research, scholarly activity and service.

B. The promotion and tenure committees may be appointed, elected, or otherwise designated in accordance with the established departmental or school procedures as long as the procedures are in compliance with the Curators' rules and regulations. If other than tenured professors are included on the committee, only those committee members who are tenured may pass on a candidate seeking tenure.

C. Prior to the deliberations of the Promotion and Tenure Committee, all tenured members of that department or school holding the same or higher rank as that of the candidate (or, in larger departments or schools, all tenured members of the particular academic field holding the same rank or higher rank as that of the candidate) shall be given the opportunity to provide written and signed comments to the Promotion and Tenure Committee regarding the candidate being considered.

D. All candidates for promotion and tenure shall have their portfolios subjected to external peer evaluations. Each candidate for promotion and/or tenure, and each academic department or division must submit to their Dean or Director a list of external scholars who might be called upon to review and evaluate the candidate's portfolio. These lists should include the names of well-respected and recognized individuals from nationally and internationally known institutions. All external reviewers must hold academic appointments at the university level and must have achieved the rank/tenure that is being considered for the candidate. These proposed evaluators must be submitted for approval to the Provost/Vice Chancellor for Academic Affairs before May 16th of each year.

The Promotion and Tenure Committee should solicit whatever additional information its members deem appropriate, from within and outside the University, to evaluate the candidate under consideration in the areas of teaching, research and public service. They must provide time for candidates to appeal a negative decision prior to submitting their recommendations to the Dean/Director.

II. Review by the School or College Dean

A. Upon receipt of the recommendations from the Promotion and Tenure Committee or the department chairpersons, the Dean shall review all such recommendations. The Dean may consult with members of the faculty individually or in a group and may confer with others.

B. It shall be the responsibility of the deans and directors to: 1) initiate the external review

by selecting, from the list approved by the Provost/Vice Chancellor for Academic Affairs, a minimum of three experts; 2) devise an appropriate letter seeking appraisals and evaluations of the candidate's competencies relative to the evaluator's institution as well as UMKC; 3) supply the relevant criteria for evaluation at UMKC in the areas of the University's concerns -- research, teaching, service; 4) ensure that all materials submitted by external evaluators are available for the initial level of formal review within the unit, and for all subsequent review; and 5) provide a period for candidates to appeal a negative decision of the Dean prior to submitting recommendations to the Provost/Vice Chancellor for Academic Affairs.

The critical questions that should be addressed at this level are as follows:

1. Is the candidate qualified to be promoted or to be placed on continuous appointment?
2. Is it in the best interest of the University of Missouri to promote the candidate or place him or her on continuous appointment?
3. Is the recommended action the best possible action that can be taken for the University?

The Dean should solicit whatever additional information is deemed appropriate for making an independent evaluation and recommendation.

The Dean shall then forward all positive recommendations to the Vice Provost for Academic Affairs, including a written statement of evaluation and recommendation for each candidate. The Dean shall allow ten to fourteen calendar days for candidates to appeal any negative decision of the Dean. If the Dean's decision remains negative following the appeal, the candidate will be informed of the Dean's second negative decision and the process will stop at that step.

III. Review by the Chancellor

A. A campus-wide Promotion and Tenure committee has been established to assist the Chancellor in the review of recommendations for change of status. The members of the Committee are appointed by the Chancellor in consultation with the Faculty Senate. The Committee serves in an advisory capacity to the Chancellor and will review all recommendations for promotion and continuous appointment of faculty. The Vice Provost for Academic Affairs also chairs the Committee and forwards its recommendations to the Provost. The Provost will conduct a thorough review of the candidate files and forward her/his recommendations to the Chancellor with the recommendations made by the Promotion and Tenure Committee. Negative decisions by the Dean should not be forwarded to the Vice Provost; the candidate must be given an opportunity to rebut the decision or supplement the dossier with current information relative to the decision. They must also be informed of the appeal process to the Chancellor. Only positive recommendations from the Dean will be sent for the Committee to review. The Committee will advise the Chancellor on the following matters:

1. The adequacy of the criteria used at the departmental, school, and college level;
2. The qualifications of the individuals recommended based on the candidate's teaching, research, and service.

In making a final recommendation to the Chancellor, the Committee will also answer the three critical questions in II-B which have been addressed by all others who have made reviews at the department and school/college levels.

IV. Evaluation and Notification Process

A. It is to be clearly understood by all persons involved in the promotion and continuous appointment process that recommendations by committees, chairpersons, and deans are only recommendations and a final decision can be made only by the Chancellor. Criteria statements or other statements made at the department, school or college level relate only to recommendations at the level at which the statement originates. Mere satisfaction of minimum criteria at the college, school or department level is not sufficient to ensure promotion or continuous appointment.

B. Negative recommendations for continuous appointment should be made at the earliest possible time by the first level of review. Negative recommendations at the divisional or

departmental and dean's level will provide the strongest possible evidence for retaining positions within the unit making the decision.

In all cases, final decisions by the Chancellor will be based upon the best interests and needs of the campus.

To ensure fair and timely review of all actions, committees and chairpersons shall communicate their recommendations to candidates under consideration and give the candidates a reasonable time to submit written rebuttal to the recommendation so that both recommendation and rebuttal may be forwarded to the Dean's level of review.

THE CHANCELLOR'S POLICIES CONCERNING PROMOTION AND TENURE

The University of Missouri-Kansas City seeks faculty members who are creative, world-class 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 tenure of faculty members. In making recommendations to the Chancellor with respect to promotion and tenure, the Committee will be concerned with the candidate's demonstrated ability to fulfill these responsibilities.

Outstanding intellectual qualities as reflected in teaching and scholarship are the primary criteria for recommendation for promotion and tenure. Additional criteria include professionally-oriented public service contributions and services 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.

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. Only in rare and exceptional instances will consideration be given to recommendations for early promotion and/or tenure.

The policies of the University of Missouri-Kansas City are consistent with the general philosophy of the University of Missouri and the general guidelines set forth in the "Policy and Procedures for Promotion and Tenure," Executive Order No. 6A, September 1992.

Teaching

By teaching, the Chancellor means to include, besides classroom and laboratory instruction, activities that require professional knowledge and that directly contribute to the academic advancement of students, for example: academic advising, supervision of junior staff, creative redesign of courses, liaison with teachers outside the University, off-campus teaching, and preparation of teaching materials, including textbooks.

Teaching activities of all faculty members shall be evaluated each year (Chancellor's Memorandum #77). Evaluation of teaching is difficult, but evaluation based on systematically gathered data into broad categories of "excellent," "good," "average," and "poor," is possible. 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 faculty member. 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, 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. Faculty members whose records consistently reflect poor teaching normally will not be recommended for promotion.

In unusual circumstances tenure may be recommended for demonstrated excellence in teaching, even in the absence of significant published research. The qualifications for teaching and scholarship are closely related. The faculty member who does not keep current with developing knowledge in her/his field or who is not constantly searching for

new insights does not have a future as a classroom teacher at UMKC. Graduate as well as undergraduate instruction is a responsibility of the faculty of this campus; a continuing interest in, and a capacity for, creative scholarship 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.

Scholarship

Scholarship gives evidence of the capacity of individuals to remain abreast of developments in their disciplines; placing a high value upon it is a way of ensuring that the campus will fulfill one of its essential responsibilities, that of advancing knowledge.

Obviously certain distinctions have to be made in judging scholarship. Quantity can be a consideration, but quality must be the primary one. In those branches of learning where new hypotheses are being tested experimentally, there may be expectations different from those in areas requiring synthesis and interpretation, or the development of concepts, methods, or propositions.

Productivity in research is an important factor in judging scholarship. It is expected that candidates for promotion and tenure demonstrate sustained contributions to their discipline through research activities. Documentation of research activities should include some evidence that the research had a reasonable or recognized impact upon the field.

Unlike the assessment of teaching, an accurate judgment of scholarly achievement generally may best be made by the academic community at large. To be considered for promotion to an associate professorship, the candidate should have completed work of sufficient quality to have gained recognition by her/his peers and standing in her/his profession. A candidate being considered for promotion to associate professor will also be considered for tenure. A person to be considered for a professorship should be a scholar who has achieved national distinction, with the rank of world-class qualifications in the areas of research and scholarly activity.

Evidence of favorable judgment by colleagues includes publication in journals where expert evaluation is required for acceptance, favorable reviews of books, appointments or awards that require evaluation of professional competence, election to office in learned societies, and receipt of fellowship.

Although faculty committees on promotion and tenure have the first responsibility for evaluating the quality of the work of a candidate for tenure or promotion, it is within the scope of the department chairperson's, Dean's, Provost/Vice Chancellor for Academic Affairs' and Chancellor's responsibilities to gather confirming evidence of scholarly competence by seeking the comments of other scholars both internal and external to the University.

Service

The University community provides many opportunities for service contributions. These opportunities may exist with professional organizations (local, state, regional, national, the University, campus, school or college, and home department, as well as the urban community at large). Service contributions shall be judged from a qualitative standpoint as opposed to quantitative. While service is important to providing balance in the academic experience, such contributions alone do not constitute grounds for promotion and/or tenure. Service shall be considered a factor in the promotion and tenure review process, but service in the absence of teaching and scholarship will not suffice for promotion or continuous appointment.