

Chancellor's Memorandum #35

May, 1977 (Revised May 19, 1997, July 7, 2000, December 21, 2007. This document replaces Chancellor's Memorandum 77.)

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, the division 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 from promotion and tenure committees shall be forwarded with supportive documentation, including teaching evaluations, evidence of research, scholarly activity, and service. The chair of a department or division may, if s/he so desires, submit a separate letter of recommendation to the dean.

Candidates are advised that the recommended format for a portfolio is one three-ring binder. However, candidates have the right to decide what to include in the portfolio and how to organize it, but it must include supporting documentation described above and a table of contents. Bulky items, such as a book, may be included as an appendix. The recommendations from the department or division and the Dean, along with the portfolio and all supporting documentation, shall be sent to the Provost's Office, which will provide administrative support for the Campus Promotion and Tenure Committee.

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 University of Missouri Collected Rules and Regulations. If other than tenured professors are included on the promotion and tenure committee, only those committee members who are tenured may pass on a candidate seeking continuous appointment. In the case of a promotion to Associate Professor or to Professor, if the department or division promotion and tenure committee contains faculty members who are not at that

rank, such members may participate in the deliberations but not vote on the promotion. In cases of application for promotion where there are not three faculty members in the department or division of the same rank that is being sought or higher, the department shall "borrow" professors of that rank or above from related departments, following the UM Collected Rules and Regulations. These professors shall be chosen by consultation among the promotion and tenure committee, the Chair, and the Dean.

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. However, at all levels of the review process, no individual is to participate in committee discussions or to vote at more than one level.

D. All candidates for promotion and tenure shall have their portfolios subjected to external peer evaluations. Each candidate for promotion and/or continuous appointment 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 scholars who are nationally and internationally known for their expertise. All external reviewers should hold academic appointments at the university level and must have achieved the rank and tenure status that is being considered for the candidate. Exceptions to this may be made at the discretion of the Provost for fields where clinical appointments are common, for distinguished emeriti professors, or noted researchers outside the academy. Letters from collaborators, mentors, and former students should generally not be used or this potential for conflict of interest should be noted and factored into their use. Except in unusual circumstances, the list of names of proposed evaluators must be submitted for approval to the Provost/Vice Chancellor for Academic Affairs before May 16th of each year.

The department or division 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 service. A copy of the promotion and tenure Committee's recommendation should be provided to the candidate promptly after a decision has been reached. Ten days must be provided for a candidate to appeal a negative decision prior to submitting the committee's final recommendations to the Dean or Director. All files and materials from all levels must be forwarded to the next level, including vote tallies.

II. Review by the School or College Dean

A. Upon receipt of the recommendations from the Promotion and Tenure Committee and, where applicable, the department chairperson, and 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 before coming to a decision. However, to avoid the appearance of bias, the Dean should not consult

with individual members of the promotion and tenure committees about cases currently under review prior to the completion of committee recommendations, nor with members of the Campus Promotion and Tenure Committee about a case prior to forwarding her/his recommendation.

B. It shall be the responsibility of the Deans and Directors to: 1) initiate the external review by selecting 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 of fourteen days 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 shall be addressed at this level are as follows:

1. Is the candidate qualified to be promoted or to be placed on continuous appointment?
2. If more than one person is being considered for a single position, is the candidate under review the best qualified among those being considered to fill this tenured position?
3. Is the recommended action in the best interests of the University of Missouri?

The Dean or Director should solicit whatever additional information is deemed appropriate for making an independent evaluation and recommendation. If the Dean's recommendation is different from that of the department or division promotion and tenure committee, the Dean shall convey her/his reasons for the recommendation to the department or division promotion and tenure committee.

The Dean or Director shall then forward all recommendations to the Campus Promotion and Tenure Committee, including a written statement of evaluation and recommendation for each candidate. The Dean or Director shall allow fourteen calendar days for candidates to appeal any negative recommendation of the Dean or Director. Candidates who receive a negative decision from the Dean must be given an opportunity to rebut the decision and to supplement the dossier with current information relative to the decision. If circumstances warrant it, the Dean or Director may revise her/his recommendation based on the additional material supplied. A candidate who receives a negative recommendation at this level must be informed of the appeal process to the Chancellor. Any appeal from the candidate shall be included in the portfolio and forwarded to the next levels of review, along with any additional materials submitted.

III. Review by the Campus Promotion and Tenure Committee, the Provost, and the Chancellor

The Campus Promotion and Tenure Committee will provide its recommendations to the Chancellor through the Provost. The provost shall assist the chancellor by conducting a thorough review of the candidate files and providing her/his own

recommendations to the Chancellor, along with the recommendations made by the Campus Promotion and Tenure Committee and the vote count in each case.

The Committee will advise the Provost and the Chancellor on the following matters:

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

In making a final recommendation to the Provost and 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. In instances where the Campus Promotion and Tenure Committee makes a recommendation to the Chancellor that differs from the recommendation of the Dean, the Committee shall meet or otherwise communicate with the Provost and/or the Chancellor to discuss the case and the reasons behind the committee's decision. Similarly, in instances where the Chancellor's decision differs from the recommendation of the Campus Promotion and Tenure Committee, the Chancellor shall meet or otherwise communicate with the committee to discuss her/his reasons for so deciding or otherwise communicate these reasons to the committee.

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 faculty promotion and tenure committees, Chairpersons, Directors, 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 or school/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 next level of review.