

UMKC BLOCH SCHOOL OF BUSINESS & PUBLIC ADMINISTRATION

Promotion & Tenure Policies and Procedures *(Adopted – Faculty Meeting 5/4/2006)*

PROMOTION AND TENURE The policies and procedures for promotion and tenure set forth in both Chancellor’s Memorandum #35 (initially issued 8/78; revised 5/97 and 7/00) @ <http://www.umkc.edu/aaap/ap-ch-35.html>, and in Section 320.035 *Collected Rules and Regulations* (Executive Order 6A): Policy and Procedures for Promotion and Tenure @ <http://www.system.missouri.edu:80/uminfo/rules/personnel/320035.htm> are to be followed.

In addition, the Henry W. Bloch School of Business and Public Administration uses the following procedures:

General Context

The process involves the individual faculty member, the departmental promotion and tenure committees, the department Chair, the Bloch School Promotion and Tenure Committee, the Dean, the University Promotion and Tenure Committee, the Provost, and the Chancellor. It is the candidate’s responsibility to document the quality of his or her contributions by maintaining and presenting clear and complete records and materials in support of an application for tenure and/or promotion. It is the responsibility of the faculty member’s peers and review committees to evaluate the teaching, scholarship, and service contributions to determine if the faculty member should receive a positive recommendation for tenure and/or promotion.

Eligibility

Eligibility for promotion and tenure is defined in Chancellor’s Memorandum #35 (initially issued 8/78; revised 5/97 and 7/00) @ <http://www.umkc.edu/aaap/ap-ch-35.html> , and in Section 320.035 *Collected Rules and Regulations* (Executive Order 6A): Policy and Procedures for Promotion and Tenure @ <http://www.system.missouri.edu:80/uminfo/rules/personnel/320035.htm>.

I. Promotion and Tenure Committees

A. Department

The departmental committees are charged with providing professional evaluations of the candidate’s record with respect to suitability for recommendation for promotion and/or tenure, not to serve as an advocate for the candidate.

1. **The Tenure Committee** is composed of all members of the Department who have tenure, excluding the department chair. The committee chair shall be elected by the members of the committee. The committee must be comprised of at least 2 members. If the Department does not have at least 2 tenured faculty members (not including the chair who is excluded from this committee), then the candidate, in consultation with the Dean, will request participation by a tenured faculty member or committee from another department or departments within the Bloch School.

2. **The Associate Professor Committee** is composed of all tenured members of the Department who hold the rank of Full Professor or Associate Professor, excluding the department chair. The committee chair shall be elected by the members of the committee. The committee must be comprised of at least 2 members. If the Department does not have at least 2 tenured Full or

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Associate Professors (not including the chair who is excluded from this committee), then the candidate, in consultation with the Dean, will request participation by a tenured Associate or Full Professor or committee of Associate or Full Professors from another department or departments within the Bloch School.

3. ***The Full Professor Committee*** is composed of all members of the Department who hold the rank of Full Professor, excluding the department chair. The committee chair shall be elected by the members of the committee. The committee must be comprised of at least 2 members. If the Department does not have at least 2 tenured Full Professors (not including the chair who is excluded from this committee), then the candidate, in consultation with the Dean, will request participation by a tenured Full Professor or committee of Full Professors from another department or departments within the Bloch School.

B. Bloch School Promotion and Tenure Committee

The Bloch School Promotion and Tenure Committee is made up of one member elected from each department, elected by the end of the winter semester as vacancies occur. The departmental representatives will serve a four-year term with staggered appointments. Each representative should be a full professor.¹ The Bloch School Promotion and Tenure Committee is charged with providing a professional evaluation of the candidate's record with respect to suitability for recommendation for promotion and/or tenure, not to serve as an advocate for the candidate.

II. The Process

Candidates for tenure and/or promotion should notify the department chair by April 1 of the intention to apply. In cases of mandatory tenure review, the Dean's office shall notify the faculty member after receiving notice from Academic Affairs. It is the responsibility of the candidate to submit the evidence required to demonstrate a record of success in meeting university standards in teaching, scholarship, and service.

The relevant departmental promotion and tenure committee and the department chair will carefully review each candidate's record in the categories of teaching, scholarship, and professional service, and collegiality (in the case of tenure). Each candidate will be judged individually, not relative to other candidates. After these reviews, the department chair and the promotion and tenure committee will submit separate recommendations to the Bloch School Promotion and Tenure Committee and to the Dean.

The Bloch School Promotion and Tenure Committee will carefully review each candidate's record in the categories of teaching, scholarship, and professional service, and collegiality (in the case of tenure). Each candidate will be judged individually, not relative to other candidates. The

¹ If a department has no (or not enough) full professors, then full-time, tenured associate professors may be elected to serve as the department's representative on the Bloch School P&T Committee. However, associate professors may not sit on the Bloch School P&T Committee when deliberating the promotion of an associate professor to full professor, or the tenure of a full professor. If there is an associate professor on the Bloch School P&T Committee when such a deliberation arises, the department must elect a replacement full-time, tenured, full professor from another department in the Bloch School for the purposes of that specific deliberation.

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Bloch School P&T Committee will review the materials submitted by the candidates, the external letters of review, and recommendations of the relevant department committee and/or department chair, along with any rebuttal from the candidate. After departmental review, the Bloch School P&T Committee will submit a recommendation to the Dean.

The Dean considers the recommendations from the departmental promotion and tenure committee and/or the department chair, and the Bloch School Promotion and Tenure Committee, and then forwards an independent evaluation to the Chancellor, whether positive or negative. If the Dean disagrees with the decision of the relevant departmental committee, department chair, or the Bloch School Promotion and Tenure Committee, the Dean will state in writing to that committee or department chair the reasons for not supporting the recommendations.

At each stage, the committee or individual will notify the faculty member in writing, of the recommendation and rationale of the Committee or individual, including the vote tally in case of a committee, and the written text of the recommendation. In the case of either a positive or negative recommendation, the candidate will be given 10 days to submit a written rebuttal in support of the application for tenure and/or promotion. Any such rebuttal will be added to the portfolio and forwarded through the Bloch School review process to the Dean.

All final vote tallies, recommendations and documentation are to be added to the final portfolio, and forwarded to the Dean on or before the due date specified in the annual Promotion and Continuous Academic Appointment Calendar. The final vote tallies of the departmental committees and the Bloch School Promotion and Tenure Committee must include the number of members casting *yes* or *no* votes.

III. Review Standards.

Promotion and/or tenure decisions are made on the basis of a faculty member's total professional experience. Although all experience is relevant, the faculty member's experience at the University of Missouri-Kansas City will be weighted more heavily. The committees and individuals involved in reviewing the candidate's application for tenure and/or promotion will review the final portfolio of materials from the candidate, the recommendation(s) of the department committees, department chair, Bloch School Promotion and Tenure Committee and the reviews from the external reviewers. Using the UM System's Executive Order 6A, all recommendations require a carefully prepared evaluative written statement/appraisal and are appended to the portfolio.

According to Chancellor's Memorandum #35, review committees and individuals should include responses to the following questions:

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

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IV. External Review of Scholarship

Candidate portfolios for promotion and tenure will include a minimum of three external peer evaluations. All letters are to be forwarded as part of the portfolio.

Scholarship shall consist of published articles and books, work accepted for publication but not yet published, conference papers and presentations. The candidate is responsible for choosing the materials to be submitted to outside reviewers, and in the case of coauthored papers, to describe the contributions of the candidate to that research endeavor.

The Dean's office will be responsible for assuring the requisition of the external letters. The candidate will provide the names and contact information of eight potential evaluators who are respected scholars in the candidate's field. The Dean will add two other potential evaluators to the list. The Dean will then attempt to obtain letters from 4 of the candidate's recommended reviewers and one of the Dean's. The External Evaluator Checklist must be used before an invitation is extended to request an evaluation. This will certify that the evaluator is not intimately tied to the faculty member (such as being a co-investigator, PhD mentor, or ex-colleague). Only one reviewer from a particular campus should be solicited. External reviewers are asked to render a professional judgment on the quality of a candidate's scholarship, its originality and importance, and the reputation of the journals and/or other outlets that have published the work. Where promotion to full professor is being considered, reviewers will be asked for their judgment with respect to the national stature of the candidate in the community of scholars in the discipline.

The Dean is responsible for initiating the external review, drafting an appropriate letter seeking appraisals and evaluations of the candidate's competencies, including establishing the relevant criteria for judgment (with respect to workload assignment), and ensuring that all letters from external reviewers are available for subsequent reviews. The Dean will contact the potential reviewers to request their willingness to serve in this capacity.

Letters from external evaluators are confidential, and should not be disclosed to the candidates. However, if in making a recommendation, a specific letter is relied upon by the recommending body or person, the content of that letter should be disclosed to give the candidate an opportunity to respond. If part or all of the content of a letter is disclosed to a candidate, the identity of the author should not be disclosed.

V. Other External Letters of Support

Other letters of support regarding teaching, research, and service may be included as part of the portfolio. These letters may come from current students, alumni, and persons inside or outside of the university who can effectively document the quality of the candidate's contributions in teaching, research, or service.

VI. Annual Reviews

The Department Chair will evaluate probationary faculty annually in order to guide their professional development and to record part of the evidence upon which future personnel decisions will be based. In conducting the evaluation, the Chair will assess the probationer's

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record in the categories of teaching, scholarship, and service and will compare this record against the departmental, school, and university-wide criteria for tenure.

These annual evaluations should be completed by April 1 of the winter semester. The written evaluation, which includes a summary of the probationer's strengths and weaknesses as well as specific recommendations for improvement, will be shared with the probationer. After the evaluation letter by the Chair is shared with the probationer, the letter is sent to the Dean.

During the first two years of a probationer's term, the chair's evaluation of the probationer will be reviewed by the Dean, and it will be returned to the probationer with the Dean's signature and comments. In subsequent years, the Chair's evaluations of the probationer will be reviewed by both the Dean and the Provost. The Dean and the Provost will add their comments to the evaluation of the probationer, and their comments and signoffs are to be returned, along with the original evaluations, to the faculty member being evaluated.

Whenever the Provost's or the Dean's evaluation differs from the department chair's evaluation, this judgment, with reasons, will be reported in writing to the probationer through the department chair. A copy of the complete document, with appended comments, will be shared with the probationer and, together with that person's response and/or a response from the department chair, will be inserted into his/her personnel file.

VII. Third-Year Review

The Department Chair and the relevant departmental promotion and tenure committee will separately evaluate six-year probationary faculty in a third-year review.

For probationary faculty whose probation period is less than six years, the interim review process described in this section will be at the time established when the probationer was hired. For all other purposes, the interim review for this probationer will be the same as the third-year review described in this section.

The department chair's third-year review will also operate as the probationer's annual review for that year. As part of the third year reviews, the departmental tenure committee and Department Chair will include recommendations as to whether the candidate should be continued or discontinued in the tenure-track. The same review standards for promotion and/or tenure decisions (section III above) will be applied in this third-year review, except that the reviewers will analyze whether the probationer's progress could likely accelerate in the final probationary years, based on work in progress, continuous improvement, and the potential impact of previous work.

To facilitate this review, the candidate should prepare a dossier that reports on cumulative progress to date and details an agenda with respect to teaching, research, and service. External letters of support are not necessary at this stage, but may be utilized at the candidate's request. If external letters are to be used, the process should be consistent with the processes described in sections IV and V above.

If the recommendation of either the departmental tenure committee or the Department Chair is to terminate the tenure-track employment of the candidate, the case will be referred to the Bloch School Promotion and Tenure Committee for its review and a recommendation forwarded to the

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Dean. If the Dean concurs with the recommendation for termination by any of the department tenure committee, the department chair or the Bloch School Promotion and Tenure Committee, the Dean will forward his/her recommendation to the Provost. If that recommendation from the Dean to terminate disagrees with the decision of any of the relevant departmental committee, department chair, or the Bloch School Promotion and Tenure Committee, the Dean will state in writing to that committee or department chair the reasons for not supporting their recommendation(s).

If only one of any of the department tenure committee, the department chair or the Bloch School Promotion and Tenure Committee recommends termination, the Dean has the discretion not to forward the recommendation for termination to the Provost. For that probationer subsequent annual reviews would be conducted according to the same process as the third-year review.

VIII. Promotion and Tenure Review Upon Hiring

A. Assistant Professor candidates for employment enter upon a probationary tenure-track upon approval of the Department Chair and Dean. Approval from the Bloch School Promotion and Tenure Committee is not requested.

B. Associate or Full Professor candidates for employment require positive recommendations from the relevant departmental committee and/or the Department Chair, and the Bloch School Promotion and Tenure Committee. These recommendations must be obtained before forwarding a recommendation for employment to the Dean.

C. Associate or Full Professor candidates requesting tenure upon employment require positive recommendations from the departmental tenure committee and/or the Department Chair, and the Bloch School Promotion and Tenure Committee. These recommendations must be obtained before forwarding a recommendation for employment to the Dean. Normally only Full Professor candidates will be considered for tenure upon initial employment.

D. The probationary tenure-track period for new faculty is normally six-years, with the review for tenure occurring in the fall of the sixth year. The length of the probationary tenure-track may be reduced at the time of hire only with the approval of the departmental tenure committee, the Department Chair, and the Dean. Any agreement reducing the length of the probationary period should be clearly stated in writing with a copy of the agreement retained by the Department Chair, Dean, and new faculty member. This agreement will include the time for an interim review consistent with the three-year review process described in VII above.