

DEPARTMENT OF CRIMINAL JUSTICE AND CRIMINOLOGY
CRITERIA FOR PROMOTION AND TENURE
August 2008

Introduction

Promotion and tenure in the Department of Criminal Justice and Criminology will be predicated on demonstrated performances in the three areas of teaching, research, and service as designated in the document, Chancellor's Memorandum #35, *Policies and Procedures for Promotion and/or Continuous Appointment at UMKC* (revised May 19, 1997). The nature of that performance and the relative weighting assigned to each area will be spelled out below. In general, it is understood that tenure and/or promotion are considered an academic privilege accorded to persons who meet the stated expectations of the full-time faculty who comprise the Department; it is not the obligation of the Department to extend tenure and/or promotion to a person who has merely been on the faculty for a specified period of time.¹

It is the responsibility of the faculty member to assemble information and build his/her own case; it is the responsibility of the Department to periodically review each faculty member's case and offer an assessment of that person's progress toward tenure and/or promotion. This document represents the collective faculty judgment of the criteria to be employed and the relative weighting of each criterion. It is understood that the Promotion and Tenure Committee, which implements these ideas in specific review cases, will make their own interpretations and evaluations of the evidence submitted by the applicant. Thus, it is not possible to specify exact and quantifiable information that can assure a positive tenure recommendation. It is understood that each candidate is considered solely on his/her own merits, and, therefore, no candidate will be evaluated and recommended vis-à-vis other candidates being considered during the same year.

The Promotion and Tenure Committee will be comprised of all tenured members of the Criminal Justice and Criminology Department. It is understood that all Promotion and Tenure Committee members will accept and exercise their responsibility to be present and participate at all Promotion and Tenure decision deliberations within the department.

Teaching

Teaching effectiveness is an important factor in considering a person for tenure and/or promotion in the Department of Criminal Justice and Criminology. While recognizing that evaluation of teaching effectiveness is a difficult and imprecise effort, it is, nevertheless, believed to be best approximated by the summation of the following forms of information:

1. Standardized student evaluation forms utilized throughout the College of Arts & Sciences

¹However, each faculty member is referred to the official University of Missouri document, *Academic Tenure Regulations*, established December 12, 1986, which establishes the specified time periods when a person must be considered for tenure. These regulations also distinguish among continuous appointments, regular term appointments, and non-regular term appointments.

and distributed to students in classes conducted by the faculty member each semester. The Committee on Tenure and Promotion is obliged in reviewing the data supplied by the evaluation forms to consider the level of the class, whether or not it is a required course, the size of the class, and the representativeness of students completing the questionnaire.

2. Course outlines and syllabi.
3. Audio or video recordings of classes (with instructor's permission).
4. Development of new courses.
5. Development of new teaching styles and approaches.
6. Preparation of materials for courses.
7. Pedagogical scholarship. While writings might ordinarily be considered as scholarship and not teaching, a candidate for tenure may well include as evidence of teaching effectiveness a manuscript or published work dealing with teaching materials or related material.
8. Peer review of instructional activities. The candidate may select two persons from the Promotion and Tenure Committee to evaluate his/her teaching annually. Both persons will visit the candidate's classes (at times agreeable to the candidate) and file a written report at least once a year during the probationary period. The candidate shall have access to these reports and the reviewers should make themselves available for discussion with the candidate. This procedure is understood to be voluntary, at the option of the candidate.
9. Supervision and/or membership on master's and doctoral student committees

Since it is the candidate's responsibility to build the case for tenure, it is her/his task to present to the Promotion and Tenure Committee as much evidence from among the nine listed types of information as would be representative of teaching effectiveness. The committee in its deliberation may request materials not presented by the candidate.

The Department emphasizes that teaching needs to be evaluated in terms of the many clientele served; thus, the Promotion and Tenure Committee will examine the candidate's effectiveness with majors and non-majors, graduates and undergraduates, and good and poor students.

Scholarship

The Department recognizes that scholarship is at the basis of the academic enterprise. It affects classroom performance as well as writing, public talks, consultations, and the other activities commonly engaged in by faculty. Scholarship is defined as the contributions to the subject area in which a faculty member functions. It includes research that leads to publication, oral presentations to one's professional peers, synthesis of new material as part of instruction, development of research proposals, and other presentations of ideas to audiences that can offer

critical responses. Essentially scholarship is intended to contribute to growth and clarification of knowledge in a discipline.

The Promotion and Tenure Committee is obliged to consider materials of the following types:

1. Published articles, monographs and books. Although published journal articles are recognized of variable quality, and there are known prestigious journals as well as less known ones, it is incumbent on the committee to make every effort to assess the quality of published works through the use of internal and external referees. Thus, the committee is obliged to determine the scholarly quality of published works through evaluation of them rather than on prima facie evidence of their publication in specific journals or books.
2. Peer groups should evaluate research that has not been published or accepted for publication. It is often difficult to publish in competitive areas and some scholars proceed at slower rates than others. This is especially so when an individual attempts something innovative, revolutionary or inordinately time-consuming.
3. Research publications based on a dissertation ought to be given weight equal to other publications. If portions of the whole of a dissertation can be published, it attests to the professional quality of that work. If the dissertation can serve as the basis for future research and publications, this attests to the development possibilities of the original project.
4. Textbooks, anthologies, and translations attest to the ability of the researcher to digest and understand material and to organize and present it coherently. As such, they can contribute substantially to the clarification of material in a subject area. For this reason, such items should be considered in evaluating the scholarly ability of a faculty member.
5. Research concerned with pedagogy contributes to the general ability of a faculty member. It presents all the problems of a specialized subject and requires as much organizational skill and creative ability as does research in a particular field. For these reasons, such research should count toward promotion and tenure.
6. Newspaper articles, book reviews, and popular essays are to be judged on their individual merits.
7. Grant proposals submitted and those funded should be taken into consideration, as they show evidence of scholarly effort.

In the year in which the candidate for tenure is to be reviewed he/she should include in his/her portfolio for the committee's consideration all written documents that represent his/her scholarship abilities. It is desirable for the candidate to submit an entire set of written scholarly efforts in order for the committee to see the development of the person's scholarly abilities.

The scholarly works submitted (or sampling of them) will be subject to external peer evaluations. The candidate and the department will each submit to the Dean a list of external scholars who might be called upon to review the candidate's portfolio.

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It is the obligation of the Promotion and Tenure Committee to evaluate the professional writing of a candidate regardless of the type of publication in which it appears or whether it is unpublished.

However, there is a departmental expectation that published scholarship is a standard to be met by tenured faculty.

Service

As our discipline increases in complexity and as this department continues its development, the requirements grow for us to manage our internal affairs to meet the responsibilities to the College and campus, to respond to the multiple requests from the urban community, and to contribute where appropriate to the professional activities of our disciplines at the regional and national levels. Service to the University includes those activities essential for the University to fulfill its primary responsibilities of teaching and scholarship. Examples include University-wide, campus-wide, College and departmental committees. Service to the urban community centers on the University's fulfilling its role as a social institution providing services to the community. Examples include participation in workshops and conferences, off campus non-credit programs, disseminating information to the general public, and participation on committees or governing boards where such participation can be demonstrated to contribute to the University's role in the community. Service to professional organizations of one's discipline may include such activities as officer and conference organizer.

Ethics

Although professional ethics is not to be considered in the regular evaluation of faculty for tenure or promotion, it is understood that a faculty member should adhere to the highest standards of professional ethics and collegiality. It is acknowledged that ethics and collegiality are evaluated during the promotion and tenure process, and the Promotion and Tenure Committee may take these factors into consideration when making P&T recommendations.

Relative Weighting of Teaching, Scholarship and Service

The candidate may elect to indicate to the Promotion and Tenure Committee the relative ranking of the three criteria by which he/she wishes to be evaluated. Thus, the candidate may select from among the following options:

1. Teaching and scholarship, equally weighted, with service as a third.
2. Scholarship most important, teaching of secondary importance, and service as third.
3. Teaching most important, scholarship of secondary importance, and service as third.²

In all cases teaching and scholarship are of primary importance, but a record of service is necessary. It should be noted that the department has adopted an official workload of 40% research, 40% teaching, and 20% service. It should be recognized, however, that as our faculty are involved in applied research and community activities that the boundaries between teaching, research, and service may be blurred. When faculty have been hired specifically to fill positions with some non-traditional responsibilities (e.g., program development in the community or on

² This option is not appropriate for faculty members seeking promotion from Assistant to Associate with tenure.
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campus), it should be understood that criteria will be developed by the department for evaluation that fit the circumstances of the position.

Procedures

At the time of initial appointment the Department can recommend to the Dean that creditable previous service be recognized, in accordance with the University of Missouri System *Academic Tenure Regulations* (revised version, 1998). This allows a candidate to be reviewed in the sixth year of service either at UMKC or elsewhere and not be put in a position of having to show “extraordinary performance” in the way that a candidate would if he or she were coming up for an “early, promotion or tenure consideration.” New appointees should, however, be made aware of the implications of opting for years of previous service.

The candidate, in the year his/her tenure or promotion is to be considered, shall create a portfolio of evidence of teaching effectiveness, scholarship and service. Included should be a letter outlining the case and indicating the relative weights he/she wishes to assign to teaching and scholarship and the specific materials he/she wishes to be reviewed by the committee. The applicant must also complete “Recommendation for Tenure and/or Promotion Beyond Assistant Professor, Part One,” from the document entitled *Policies and Procedures for Promotion and/or Tenure* at the University of Missouri-Kansas City.

Upon completion of their review of a case, the Promotion and Tenure Committee will send its recommendations and comments to the Chair of the Department of Criminal Justice and Criminology. All faculty members on the committee will sign the report indicating their review of the case. The Chair will prepare his/her own recommendations for the case separate from the Promotion and Tenure Committee report. The Chair will then forward his/her recommendations, along with the Promotion and Tenure Committee’s report to the Dean of the College of Arts and Sciences.

Annual Evaluation of Faculty - Department of Criminal Justice and Criminology

The Faculty Review Committee in the Department of Criminal Justice and Criminology conducts the annual reviews of tenured and tenure-track faculty members, as well as full-time non-tenure track instructors. The committee is comprised of the department’s tenured and tenure-track faculty. Tenure-track faculty who have not achieved tenure may opt out of serving on the committee at their discretion. Also, the Chair may sit as an ex officio member of the committee to provide relevant additional information to the committee as appropriate. Using categories commonly accepted in the Dean’s Office, the committee reviews annual activity reports and student evaluations and recommends an evaluation for each faculty member as unsatisfactory, satisfactory, merit, or extra merit performance. The committee presents their evaluations of the faculty in writing to the Chair. The Chair may endorse the committee’s evaluation or provide his/her own evaluation and recommendation to the Dean with respect to making salary recommendations for the coming year. Further, if the Chair departs from the committee’s evaluation, he/she will forward both the committee’s evaluation and his/her own evaluation to the Dean. The faculty member is notified by the Chair in writing of the committee’s evaluation as well as his/her evaluation and salary recommendation for the coming year.

Faculty on Probationary Status

Along with these annual reviews conducted by the Salary Review Committee, the Promotion and

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Tenure Committee according to guidelines established by the College of Arts & Sciences will conduct a third year review for the probationary member. The members of the Promotion and Tenure Committee are the entire tenured faculty. Using the guidelines for the full tenure review, the probationary faculty member includes information compiled for annual evaluations and research articles or manuscripts. Therefore, this third year review results in a written performance evaluation in the areas of teaching, scholarly activity, and service. This performance evaluation is then shared with the individual and an opportunity to add comments or dissents to the faculty's record is provided.