

SCHOOL OF BIOLOGICAL SCIENCES
University of Missouri-Kansas City
Guidelines for Promotion and Tenure Consideration

Introduction

Review for tenure and promotion within the School of Biological Sciences is a three-part process. Part 1 consists of peer evaluation by the Promotion and Tenure committee. Part 2 consists of the subsequent evaluation by the candidate's academic Division Head. The Division Head submits both evaluations and recommendations to the Dean, who makes the final School assessment. Part 3 constitutes the Dean's review and recommendation to the Vice Chancellor for Academic Affairs and the Chancellor, as mandated by University regulations.

1. Promotion and Tenure Committee

- a. This is a standing School committee selected among the School's tenured doctoral faculty and consists of three Professors and one Associate Professor who are elected and a Division Head, who is appointed by the Dean, and who is not from the Division in which the candidate has a primary appointment. The Division Head acts as chairman of the committee. Terms of the elected committee members are for three years. If any of the committee members lose doctoral status, the Dean will appoint a new member with doctoral status to fill the position until the next election.
- b. For evaluations of promotion to the rank of Professor and for retention at the rank of Professor with tenure, the Associate Professor member of the committee will be replaced by the Dean's appointment of a doctoral faculty member, with rank of Professor, from the School or a related science unit at UMKC or other campus of the UM System.
- c. The process starts with the candidate completing the document entitled Statement of Justification. The candidate completes part I and, after evaluation by the Promotion and Tenure committee, the Division Head completes part II of the statement. The completed statement and all supporting documentation are submitted to the Dean.
- d. Via the documents enumerated below, the Dean will provide the Promotion and Tenure committee with instructions and criteria for the review process. The primary documents which govern this process are (a) the System-wide Perspectives on Appointment, Promotion and Tenure¹, (b) the UMKC Chancellor's Memorandum #35², and (c) this document and, if necessary, additional instructions provided by the Dean.
- e. The committee will review the letters of evaluation solicited by the Dean from external scholars. The committee will receive information regarding formal teaching evaluation records of the candidate from the Head of the

Division where the candidate holds the primary appointment (Primary Academic Division). Ancillary documentation from teaching activities in secondary appointments are also channeled through request to the primary Division Head. The committee can consider written comments from tenured members of the Division holding the same or higher rank as that of the candidate. Unsolicited letters from present or former students and colleagues of the candidate at UMKC or any other institution shall not be accepted as part of the review process and as such cannot constitute part of the final documentation package of evaluation. On the other hand, the committee may solicit additional information as appropriate for professional evaluation of the candidates under review. Following its deliberations, the committee will forward its recommendation, including a statement of justification and other supporting documentation, to the Division Head. The recommendation of the committee must include mention of the vote for or against advancement of the candidate. If there is more than one dissenting vote, the dissenting committee members must enclose a minority report, which is also forwarded to the Division Head and Dean.

2. External Evaluators

- a. According to University regulations, letters of evaluation of the scholarly research, credentials of candidates, and their standing in their scientific discipline at the national and international level must be sought by the Dean. The Dean must submit the names and addresses of the intended evaluators to the Vice Chancellor for Academic Affairs. In preparing these lists of names, the Dean may request names from the candidate, the Promotion and Tenure Committee and the Division Head. This input does not imply that the final selection will include the names of any or all of the scientists named. The external reviewers, nevertheless, are selected because of scientific expertise in the area of the candidate's research. All external reviews must meet the following additional criteria: a) reviewer must be of equal or higher rank than the candidate's potential new rank, b) at least three of the reviewers must be affiliated with universities in the United States, c) at least one reviewer will be affiliated with a university in one of the two major blocs of technologically advanced countries, i.e. the European Community or Japan. (Senior scientists at research centers in the U.S. or in major industrial countries [as defined above] may also be approached but cannot constitute the majority of the contacts or the supporting evidence.)

3. Role of the Division Head

- a. The Head of the Primary Academic Division plays a major role in the evaluation process. Documentation for the Promotion and Tenure committee regarding teaching qualifications and past annual evaluations of the candidate are provided by the Primary Academic Division office. Additional information regarding possible activities of the candidate in a

secondary appointment are also channeled through this office, which should have routinely procured and processed such input from secondary units during prior annual reviews. In addition, the Division Head is the person who, through continuous contact with the candidate and the official yearly evaluation of performance of faculty, is best qualified to provide a well-informed evaluation in all required categories. The report of the Division Head is also fundamental in providing information based on first hand experience of the candidate's activities. Finally, the Division Head has the responsibility of providing his/her best professional opinion as to the role and promise of the candidate in future scientific direction of the Division within the defined objectives of the School of Biological Sciences.

4. Criteria for Promotion and Tenure

Evaluations of candidates for promotion and tenure within the School of Biological Sciences are based upon scholarly activity in research and teaching, and service to the institution and the scientific profession, consistent with priorities established by the Chancellor, the Dean and the Division Head. Tenure is not normally awarded to a faculty member holding the rank of Assistant Professor.

- a. In order to qualify for tenure, a candidate must:
 - i. Establish and sustain an independent and original research program of demonstrable quality. This should be evidenced by scientific publications in refereed journals, presentation of scholarship at conferences and other colloquia of recognized merit, successful competition for extramural research grants, and positive recommendations from respected external evaluators. A "very good" or "outstanding" assessment is required in the evaluation of original research contribution and expectation for continued future contribution.
 - ii. Demonstrate effectiveness in teaching and advisement of students. This should be evidenced by positive evaluations from peers and students and/or postdoctoral trainees, successful direction of graduate theses and/or dissertations and participation in curriculum development. Teaching effectiveness should have been demonstrated for all assigned teaching responsibilities. Candidates receiving lower than a "good" rating in teaching assessment by the Division Head or in the evaluation by the Promotion and Tenure committee will be disqualified from favorable recommendation for tenure regardless of merits in other categories.
 - iii. Serve the Division, School, University and profession. Examples of such service include: committee memberships, recruitment of students and faculty, editing, refereeing and consulting for professional publications and election to professional offices.

(Service activities are not expected to exceed 10% of the professional effort.)

b. Promotion from Assistant Professor to Associate Professor

For promotion from Assistant Professor to Associate Professor or for retention at Associate Professor rank with tenure, a faculty member will be evaluated according to the following criteria:

i. Research

The candidate must have demonstrated maturity and professional competence in independent research that results in refereed publications. A minimum average publication record of independent work after appointment to the rank of Assistant Professor is one refereed publication per year (since attaining appointment at UMKC). Publications should appear in high quality, refereed journals in the field of the candidate's declared specialty. Acquisition of extramural research support is a *mandatory* requirement for a favorable recommendation. Endeavors that provide further support for the candidate include activities such as election to a professional society, appointment to a national study section or grant review committee, and the recruitment of postdoctoral trainees. A sustained effort in research should be evident from the candidate's record.

ii. Instructional Programs

Teaching skills are a necessary requirement for promotion. The candidate should have demonstrated dedication and growth as a teacher and advisor during the period of time under consideration. Additional criteria are listed in section 4.a.ii above.

iii. Service

Ordinarily, committee service will be required in support of a positive recommendation for promotion. Examples of service are given in section 4.a.iii above. Service to the institution must not be at excessive expense of research or teaching activities.

c. Promotion from Associate Professor to Professor

Promotion to full Professor, or retention at Professor rank with tenure, is reserved for those who demonstrate *excellence* of performance. Professor rank is recognized as the highest achievement rather than a routine award for length of service. The indispensable requirement for promotion to Professor is sustained excellence in research and teaching. While variation in candidate portfolios may exist, the quality of the candidate's research, teaching, and service must be documented and meet most of the following standards:

Research

i. An established, recognized scientific reputation, as assessed by at least four external scholars recognized as experts in the candidate's field of specialization, is mandatory.

ii. A record of significant productivity in the authorship of refereed scientific publications is expected. This usually will include authorship of approximately 20 refereed scientific publications in quality journals, excluding those resulting from the candidate's Ph.D. dissertation or postdoctoral work. The quality of the publications, their scientific impact, and the importance of the candidate's contribution are of paramount concern.

iii. *Extramural* support of research through peer review with a pattern of continual funding is an important consideration.

iv. Other evidence of scholarly activity within the candidate's field will be considered; including invited and plenary lectures at recognized national or international conferences, collaborative research endeavors, and other research activity that leads to significant advances within the candidate's field.

Teaching

v. A record of high quality teaching is mandatory for a successful candidate

vi. Directing at least one Ph.D. dissertation or three postdoctoral researchers at any time during the candidate's professional career at UMKC or elsewhere is another indication of quality teaching performance.

vii. Directing master's-level and undergraduate research projects is an important consideration in assessing teaching performance.

viii. Other instructional activities may provide evidence of teaching accomplishments. These activities include student advising and mentoring, curriculum development, academic program planning, course assessment, success in obtaining teaching grants, and authorship of significant textbooks.

Service

ix. A record of exemplary performance on Divisional, School, University, or System committees is expected.

x. Service on professional committees of national or international scope (e.g., NIH or NSF advisory panels, editorial boards or reviews, society officerships, international scientific commissions) is an important consideration.

5. Ultimate Criteria for Evaluation for Any Rank or Tenure

Meeting the minimum standards listed for each rank does not automatically qualify a

candidate for favorable recommendation. An evaluation of quality performance in the above by the Promotion and Tenure Committee, the Division Head in the primary appointment, and the Dean are essential in preparing arguments for a favorable recommendation at each step of the evaluation process.

¹<http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/>

²http://www.umkc.edu/provost/policies/promo_tenure/chanmemo35.htm

These guidelines are on file with the Vice Chancellor for Academic Affairs.

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