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# SCHOOL OF DENTISTRY PROMOTION AND TENURE POLICIES

## Procedures & Guidelines for Appointment, Promotion and Tenure

*(Approved 11/88; revised 09/14/92; 05/01/95; 09/20/05; 11/09; 04/11; 03/17)*

Procedures and guidelines for promotion and/or tenure at the School of Dentistry are carried out within the context and guidance laid out in University of Missouri Collected Rules and Regulations 310 and 320.035 which can be accessed at

[http://www.umsystem.edu/ums/rules/collected\\_rules](http://www.umsystem.edu/ums/rules/collected_rules) and UMKC Policies and Procedures which include: Chancellor's Memorandum #35 (approved May, 1977; revised May 19, 1997; July 7, 2000; December 21, 2007; March 3, 2016). Remaining UMKC promotion and tenure information can be found at <http://info.umkc.edu/facultyaffairs/evaluation-and-review/>

## UMKC School of Dentistry Appointment, Promotion and Tenure Committee

1. **Election:** The Appointment, Promotion, and Tenure committee (APTC) shall be elected by the faculty.
2. **Composition/Term of Office:** The APT committee shall consist of nine members: eight tenured full professors and one at-large clinical professor. Five members from the Clinical Sciences, two from the Behavioral Sciences/Oral and Craniofacial Sciences Departments (combined), one from the Division of Dental Hygiene, and one at-large clinical professor from the School of Dentistry faculty. If a designated area does not have enough tenured full professors to serve, then tenured associate professors can be elected. If there is no at-large clinical professor available, then a clinical associate professor may be substituted. The term of office shall be limited to two consecutive three-year terms, which will include partial terms. A faculty member may not be re-elected to the committee until he/she has been off the committee for a period of three years. The assignments will be sequenced so that no more than two Clinical Sciences faculty members will complete their terms in any one year. Members elected to fill positions vacated by members whose terms are incomplete shall be elected to serve only the remaining portion of the term, but shall be eligible for re-election.
3. **Basic Responsibilities:**
  - a. **Duties of Appointment.** The APT committee shall make recommendations concerning the rank of applicants for regular and non-regular faculty positions. Upon request, the APT committee shall make recommendations concerning the appointment of administrative officers and chairs of departments or divisions.
  - b. **Duties of Promotion and Tenure.** The APT committee shall make recommendations for promotion and/or tenure to the dean of the School of Dentistry. APT committee procedures concerning promotion and tenure will be conducted in accordance with policies of the School of Dentistry, UMKC, and the University of Missouri Academic Tenure Regulations.
  - c. **Review of Probationary Faculty.** The APT committee will review the progress of all tenure track probationary faculty members on a yearly basis. The committee will be

provided the past year's annual Faculty Activity Report, completed Part 1 form, current *curriculum vitae*, summary of student evaluations, and past year's chair/director evaluation. The committee will review these reports and render an evaluation on progress toward meeting promotion guidelines. The committee evaluations and recommendations on faculty progress will be submitted to the dean with copies to the faculty member and chair/director. Appeals to any APT committee findings will be heard by the dean who shall make a final recommendation.

- d. Review of Tenured Regular faculty members (post-tenure review). In compliance with the Collected Rules & Regulations of the University of Missouri, the APT committee shall review the performance of any tenured regular faculty member whose performance is deemed unsatisfactory by their chair/director. This review is for the sole purpose of determining concurrence or non-concurrence with the chair/director's evaluation.

#### 4. Officers

##### a. Chair

- I. The Chair of the committee shall be elected annually from the membership at the first working meeting on or after July first. A quorum of at least six committee members shall be necessary to elect the committee chair.
- II. It is the responsibility of the Chair to:
  - Call all meetings of the committee.
  - Interface with the administration of the School of Dentistry concerning appointment, promotion, and tenure.
  - Initiate all necessary correspondence of the committee.
  - Complete and submit all necessary forms for the committee.
  - Report on committee activities at faculty meetings.
  - Interface with other committees of the school and university when necessary.
  - Send letters to the Dental School Dean and to the candidates, advising them of the committee's recommendations.
  - Ensure that all records of the committee, including its minutes, are appropriately maintained and accurate.
- III. The Chair will appoint another member of the committee to act in his/her place during a required absence.

#### **Procedure Regarding Recommendation of Rank for New Faculty Members**

1. The committee reviews the academic credentials of all candidates recommended for a faculty position (full- or part-time) by an appropriate search committee and/or department chair at the School of Dentistry and recommends a rank for appointment commensurate with the candidate's credentials.
2. The committee interviews those candidates recommended for full-time faculty positions including part-time faculty who are recommended for full-time positions.

- a. It shall be required that the appropriate department chair provide to the committee a list of expected duties, expectations, and time allocations among anticipated duties, prior to the committee's interview of candidates for a vacancy.
3. The committee advises all faculty candidates of the criteria for promotion and/or tenure for regular, non-regular, and part-time positions.
4. For full-time appointments, the committee forwards a suggested initial academic rank to the Dean.
5. Depending on a candidate's past professional experience, the committee may, with the candidate's approval, recommend credit toward continuous appointment at the time of employment, if the appointment is regular.

### **Procedure for Third Year Tenure Track Faculty Probationary Review**

In addition to the annual review of probationary faculty and in accordance with the rules and regulations governing review of tenure-track faculty members during their probationary period, a review by the AP&T committee will be conducted following completion of a faculty member's third year of appointment on tenure track. The third year review is intended to assess progress towards the goals as specified in the School of Dentistry's Guidelines for Promotion and Tenure, to provide constructive feedback to the faculty member, to inform the dean of progress towards goals, and where indicated, make a recommendation for a one-year terminal appointment. This third year evaluation will be completed and take the place of the annual AP&T committee evaluation for the probationary faculty for that particular year.

1. The third year review will be conducted by the tenured members of equal or higher rank on the AP&T committee.
2. The faculty member will provide the AP&T committee with an updated *curriculum vitae* and completed Part 1 form.
3. The chair/director will provide the AP&T committee with the annual chair/director evaluation for the past three years.
4. On behalf of the faculty member, the School of Dentistry Office of Academic Affairs will compile a summary of student evaluations and provide the Faculty Activity Reports for the past three years.
5. The faculty member will be assessed in terms of progress towards the School of Dentistry's Guidelines for Promotion and Tenure as stated in a subsequent section.
6. The AP&T committee will submit its evaluations and recommendations using the AP&T committee Probationary Review Evaluation form to the chair/director and faculty member.
7. The chair/director will meet with the faculty member within ten business days to review and sign the AP&T committee Probationary Review Evaluation form. The chair/director will submit the signed original AP&T committee Probationary Review Evaluation form to the School of Dentistry Office of Academic Affairs.
8. The faculty member may appeal an unsatisfactory review by the AP&T committee to the dean. The written request for an appeal and additional supporting documentation

must be submitted by the faculty member to the School of Dentistry Office of Academic Affairs within ten business days of the AP&T committee review. The dean will review all documentation within 10 business days of receipt of the faculty member's written appeal.

9. The AP&T committee evaluations and recommendations on tenure track probationary faculty progress must be submitted to the dean by April 1<sup>st</sup>. Following the [310.020](#) regulations governing application of tenure the dean will make one of the following recommendations:
  - a. To reappoint on a regular term appointment
  - b. To reappoint on a terminal one year appointment
10. The findings will be kept on file in the Dean's Office, and the results may serve as background for the five year School of Dentistry's Promotion and Tenure evaluation meeting, but will not be included in the portfolio assembled for the five year review.

### **Committee Procedures for Promotion and Tenure**

1. When considering promotion and/or tenure, committee members must be notified of the meeting time and the agenda of a committee meeting at least five days prior to the scheduled meeting.
2. A majority of the members of the committee eligible to vote on an applicant shall constitute a quorum.
3. Recommendations of the committee must be approved by a majority vote of the quorum. Voting will be by secret ballot.
4. Only those committee members holding rank equivalent to or greater than that recommended of the candidate may vote on a candidate seeking promotion.
5. Only those committee members with tenure can vote on applications for tenure.
6. Each candidate for promotion and/or tenure will receive written notice of the committee's recommendation. This notice shall be timely so as to allow for appeals, if appropriate.
7. The committee shall forward the vote tallies and its recommendations to the Dean and the candidate in accord with the time table provided by the Provost's office (approximately October 15).
8. Questions on appointment, promotion and/or tenure guidelines, policies, or procedures shall be addressed to the Academic Affairs Dean.

### **Promotion and Tenure Time Considerations**

1. After July 1, the Academic Affairs Dean will meet with the Appointment, Promotion, and Tenure Committee to:
  - a. Present the list of faculty members eligible for promotion and mandatory consideration for tenure.
  - b. Decide on procedures to be followed concerning:
    - i. External evaluations.
    - ii. Internal evaluations.
    - iii. Faculty with joint appointments.

2. The Chair of each teaching department shall prepare a formal evaluation and recommendation (Part Two of the form “Recommendation for Tenure and/or Promotion Beyond Assistant Professor”) on each faculty member in the department who is applying for promotion and/or tenure and shall forward them through the appropriate administrative channels to the Chair of the Appointment, Promotion, and Tenure Committee.
3. Evaluations and recommendations for promotion and/or tenure of Department Chairs shall be prepared by the Dean. Evaluations and recommendations must reach the Appointment, Promotion, and Tenure Committee no later than September 1 of each year.
4. Specific Time Requirements by Academic Rank for Promotion.
  - a. A faculty member shall spend a minimum of six years as Assistant Professor before consideration for promotion to Associate Professor. Thus, an individual in this rank will be eligible for promotional consideration during the sixth year of appointment at this rank. The promotion packet will be submitted by the end of the fifth academic year.
  - b. A faculty member shall spend a minimum of four years as Associate Professor before consideration for promotion to Professor. Thus, an individual in this rank will be eligible for promotional consideration during the fourth year of appointment at this rank. The promotion packet will be submitted by the end of the third academic year.
  - c. Earlier promotions may be recommended where there is evidence of outstanding performance.
  - d. During the faculty member’s initial term, and during each succeeding term throughout the probationary period, the Dean may, after receiving recommendations from the appropriate faculty body, decide not to reappoint, provided there has been due notice given, or to reappoint on a terminal one year contract.
5. Specific Time Requirements by Academic Rank for Tenure.
  - a. **Assistant Professors** must be given tenure at the beginning of their seventh year of credited service\* or be terminated with due notice after completion of the seventh year. That is, at least thirty days prior to the beginning of the seventh year of credited service, notice must be given an individual regarding a negative decision on tenure. Thus, any recommendation for tenure of a person presently at this rank must be considered by the Appointment, Promotion, and Tenure Committee at the beginning of the sixth year of credited service. The tenure packet will be submitted by the end of the fifth academic year.

- b. **Associate Professors** must be given tenure at the beginning of their fifth year of credited service\* or be terminated with due notice after completion of the fifth year. That is, at least thirty days prior to the beginning of the fifth year of credited service, notice must be given an individual regarding a negative decision on tenure. Thus, any recommendation for tenure of a person presently at this rank must be considered by the Appointment, Promotion, and Tenure Committee at the beginning of the fourth year of credited service. The tenure packet will be submitted by the end of the third academic year.
  - c. **Professors** must be given tenure at the beginning of their fourth year of credited service\* or be terminated with due notice after completion of the fourth year. That is, at least thirty days prior to the beginning of the fourth year of credited service notice must be given an individual regarding a negative decision on tenure. Thus, any recommendation for tenure of a person presently at this academic rank must be considered by the Appointment, Promotion and Tenure Committee at the beginning of the third year of credited service. The tenure packet will be submitted by the end of the second academic year.
6. \*Years of credited service include actual number of years of service at the University plus any that may have been granted either at the time of initial appointment or at the time of change to regular appointment status.
- a. Tenure prior to those times identified may be recommended where there is evidence of outstanding performance, but such outstanding performance must be very well documented. Tenure will not be considered for an Assistant Professor unless he/she is eligible for promotion to Associate Professor.

## **Responsibilities of Promotion and Tenure**

1. Responsibilities of the Faculty Member
  - a. Submission of an application for promotion and/or tenure is primarily the responsibility of the faculty member upon the recommendation of the immediate supervisor. A properly completed application for promotion and/or tenure includes:
    - i. A completed copy of the University form, *"Recommendation for Tenure and/or Promotion Form Part One"*
    - ii. Supporting documentation, such as various evaluation forms for student evaluation, articles/book reviews, committee participation, copies of publications, examples of learning materials developed, etc.
    - iii. Letters of support from divisional/departmental peers. These must be solicited by the faculty member for inclusion in the packet.
    - iv. Letters of external peer review. These will be solicited by the Dean.
  - b. It is the responsibility of the faculty member to organize the material in the recommendation packet, to see that it is neatly typed and presented in an organized fashion and to meet the deadlines outlined in this document. (Guidelines are available from the Academic Affairs Dean).
2. Responsibilities of the Supervisor

- a. Application for promotion and/or tenure should be initiated by the applicant's immediate supervisor and forwarded through administrative channels to the Appointment, Promotion, and Tenure Committee.
  - b. Identification of appropriate persons who may be contacted for external peer review is the responsibility of the supervisor, in consultation with the faculty member. Names and contact information of persons proposed by the faculty member should be forwarded to the department chair by February 1. The department chair should then add to the list of potential external reviewers and forward the full list to the promotion and tenure coordinator in the Dean's Office by February 15.
  - c. It is the responsibility of the supervisor to complete Part II of the *"UMKC Promotion and Tenure Part II Form."*
  - d. It is the responsibility of the supervisor to review the assembled documents and ensure that sufficient documentation has been provided.
  - e. It is the responsibility of the supervisor to forward the recommendation through the Academic Affairs Dean to the Chair of the Appointment, Promotion, and Tenure Committee.
3. Responsibilities of the Appointment, Promotion, and Tenure Committee
- a. It is the responsibility of the AP&TC to review the final portfolio to determine whether documented evidence of stated teaching, research, and service activities is included and whether it adequately reflects the faculty member's contributions in these areas. This includes adding replies from external reviewers and other evaluative statements or comments to the appropriate portfolios.
  - b. Using the "Guidelines for Promotion and Tenure at the School of Dentistry", the AP&TC will make a carefully prepared appraisal/evaluative written statement and append it to the portfolio. According to Chancellor's Memorandum #35, the statement submitted by the Appointment, Promotion, and Tenure Committee should contain the following:
    - i. The committee's recommendation (for or against) with vote tally.
    - ii. Summarized reasons for the recommendation, including supporting and dissenting views, weighed against the criteria.
    - iii. Signatures of all committee members.
  - c. The AP&TC will notify the faculty member, in writing, of the recommendation of the committee. The individual will be given a reasonable time (not to exceed 14 calendar days) to submit a written rebuttal.
  - d. All vote tallies, recommendations, rebuttals and supporting documentation are to be completed and added to the final portfolios. The portfolio will then be forwarded to the Dean.
  - e. The Dean will notify the faculty member, in writing, of the recommendation. The candidate will be given a reasonable amount of time (not to exceed 14 calendar days) in which to rebut the Dean's recommendation. The Dean's recommendation and any rebuttal received will be added to the candidate's portfolio. The portfolio will then be forwarded for review by the Campus Promotion and Tenure Advisory Committee, Provost and Chancellor.

4. Responsibilities of the School of Dentistry Administrators
  - a. The Department Chair or designee provides guidance in writing to the faculty member during each year of the probationary period.
  - b. External evaluations are conducted by the Dean. The Dean or designee shall:
    - i. Initiate the external review by obtaining a list of potential external evaluators from the candidate. These must meet criteria for objectivity; must be from peer institutions; and, must be approved by the Office of the Provost. The SOD Dean will select a minimum of five experts from the list provided or others deemed appropriate.  
External evaluators should be competent in the candidate's field but not associated with the candidate in any way.
    - ii. Provide external reviewers a review package that includes UMKC tenure/promotion criteria as well as a complete set of data on the candidate's teaching, research and service.
    - iii. Seek and obtain appraisals and evaluations of the candidate's competencies relative to the external reviewer's institution, as well as UMKC.
    - iv. Insure that all materials submitted by external evaluators are available for review by the AP&TC, and for all subsequent reviews.
  - c. Provide a period for the candidate to rebut the Dean's decision.
  - d. Submit all portfolios and all recommendations, including that of the Appointment, Promotion, and Tenure Committee, to the Provost.
  - e. The questions that should be answered by the Dean regarding a faculty member's candidacy are:
    - i. Is the candidate qualified to be promoted or to be placed on continuous appointment?
  - f. Is the recommended action in the best interest of the University of Missouri-Kansas City? In unusual circumstances and when it is appropriate, the Dean's office will assist faculty in obtaining an extension of the application deadline. Normally, the faculty member must make such an appeal to the dean who then forwards that information along with his/her recommendation to the Provost.
5. Responsibilities of the Chancellor of the University of Missouri-Kansas City

Current system rules and regulations may be found at:  
[http://www.umsystem.edu/ums/rules/collected\\_rules/faculty/ch320/320.035\\_policy\\_and\\_procedures\\_for\\_promotion\\_and\\_tenure](http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch320/320.035_policy_and_procedures_for_promotion_and_tenure).

### **Sample Time Table for Promotion and/or Tenure**

This varies by year, please consult the Provost web site for details <http://info.umkc.edu/pt/pt-calendars/> Please direct any questions to either the Dean's Office or the Provost's Office.



## **Guidelines for Awarding Promotion and Tenure**

### **Guidelines for Awarding the Academic Rank of Assistant Professor**

Evaluation of a candidate involves qualitative and quantitative judgments. The guidelines below are to be considered minimal for awarding the academic rank of Assistant Professor and are necessarily broad to allow for the varying backgrounds of potential faculty members.

#### **Candidates with Teaching Emphasis**

1. The candidate is expected to have a terminal degree in his/her field.
2. The candidate is expected to have a minimum of two years of appropriate graduate education or experience appropriate to the goals of the department/division.
3. The candidate is expected to demonstrate potential for research and scholarly activity.
4. The candidate is expected to demonstrate potential for quality teaching.
5. The candidate will have demonstrated service to the profession and community by documenting participation in at least THREE of the following:
  - a. Active participation in local, state, and/or national professional organizations.
  - b. Participation in professional continuing education courses.
  - c. Participation in the practice of dentistry or dental hygiene.
  - d. Contribution to or initiation of community education or service programs.
  - e. Service as a consultant.
  - f. Efforts aimed at self-improvement, such as:
    - i. Development/research leaves.
    - ii. Progress toward a Fellowship in the Academy of General Dentistry.
    - iii. Progress toward board certification.
    - iv. Enrollment in courses aimed at improving teaching or research skills.
    - v. Course work toward an advanced degree.

#### **Candidates with Research Emphasis**

1. The candidate is expected to have completed appropriate post-graduate education.
2. The candidate should be involved in an active, on-going research program.
3. The candidate is expected to have at least TWO publications in refereed journals or have made at least two presentations at national professional meetings.
4. The candidate is expected to demonstrate the potential for a high level of teaching competence.
5. The candidate will have demonstrated service to the school, university, profession, and community by documenting participation in at least THREE of the following:
  - a. Active participation in local, state, and/or national professional organizations.
  - b. Participation in professional continuing education courses.
  - c. Participation in the practice of dentistry or dental hygiene.
  - d. Contribution to or initiation of community education or service programs.
  - e. Service as a consultant.
  - f. Efforts aimed at self-improvement, such as:
    - i. Development/research leaves.
    - ii. Progress toward a Fellowship in the Academy of General Dentistry.
    - iii. Progress toward board certification.

- iv. Enrollment in courses aimed at improving teaching or research skills.
- g. Completion of a post-doctoral education experience.

### **Guidelines for Awarding the Academic Rank of Associate Professor**

Satisfying the following minimal guidelines is essential for awarding the academic rank of Associate Professor. Meeting these criteria does not guarantee promotion. Evaluation of a candidate involves qualitative and quantitative judgments.

#### **Candidates with Teaching Emphasis**

1. The candidate will have demonstrated a high level of teaching competence. Evidence of teaching competence should include:
  - a. Design or major revision of educational materials for use at the School of Dentistry such as teaching manuals, videotapes, slide series, computer-assisted instruction, teaching case presentations, and other special instructional aids. Written assessments from external evaluators and the department chair are required.
  - b. Responsibility for a major division of the curriculum or major segments of a course. Course or unit objectives, outlines, and sample examinations should be provided as evidence, along with assessments from external evaluators and the department chair.
  - c. If appropriate documented evidence of skills in clinical instruction and supervision of patient services as assessed by peers, students, and department chair.
2. The candidate will be actively engaged in an on-going research/scholarly effort. Evaluation will include a description of the proposed, current, and completed research projects and the candidate's role in each.
3. The candidate's four best publications, as selected by the candidate, will be used to assess the quality of the candidate's research activity. All of these must be in refereed journals and the candidate should be primary or senior author on at least two of these papers. The candidate may include textbooks or chapters in textbooks as a substitute for one of the publications.
4. The candidate will have demonstrated service to the school, university, community, and profession by documenting participation in at least THREE of the following:
  - a. Active participation in school and university committees.
  - b. Active participation in private practice or in the Dental Faculty Practice.
  - c. Provision of professional continuing education courses.
  - d. Contribution to or initiation of community educational or service programs, such as health fairs, screenings, etc.
  - e. Active participation in relevant professional associations at the local, state, or national level.
  - f. Service to journal editorial boards and peer review groups.
  - g. Service as a consultant.
5. The candidate shall fulfill at least TWO of the following:
  - a. Specialty board certification and/or post-doctoral graduate education with a certificate or degree.

- b. Submission of a research grant to a government agency or other funding organization that utilizes peer review.
  - c. Preparation of industrial protocols and/or receipt of industrial contracts for clinical research or evaluation.
  - d. Efforts aimed at self-improvement which may include:
    - i. Fellowship in the Academy of General Dentistry.
    - ii. Development/research leaves.
    - iii. Course work aimed at improving teaching or research skills.
6. The candidate shall demonstrate progress toward establishing a national reputation in his/her field which may include: participation in workshops, symposia, presentations, and continuing education; membership in the American/International College of Dentists, American Dental Education Association, and International Association for Dental Research.

### **Candidates with Research Emphasis**

1. The candidate's six best publications, as selected by the candidate, will be used to assess the quality of the candidate's research activity. All of these must be in refereed journals and the candidate should be primary or senior author on at least four of these papers. The candidate may include textbooks or chapters in textbooks as a substitute for one of the publications.
2. The candidate shall have made a contribution to scholarship, research, or creative activity by providing evidence of ONE of the following:
  - a. Textbook or chapters in textbooks.
  - b. Presentation(s) at national professional meetings.
3. The candidate will be actively engaged in an on-going research effort. Evaluation will include a description of the proposed, current, and completed research projects along with the candidate's role in each.
4. The candidate will have submitted and received support for at least one grant application to a federal agency, university-wide competition (excluding Rinehart), commercial and/or industrial company (which award must exceed \$20,000), or other funding agency that utilizes external peer review.
5. The candidate will have demonstrated a high level of teaching competence as documented by peer, student, and department chair assessments.
6. The candidate will have demonstrated service to the school, university, community, and profession by documenting participation in at least TWO of the following:
  - a. Active participation in school and university committees.
  - b. Active participation in private practice or in the Dental Faculty Practice.
  - c. Provision of professional continuing education courses.
  - d. Active participation in relevant professional associations at the local, state, or national level.
  - e. Service to journal editorial boards and peer review groups.
  - f. Service as a consultant.

- g. Contribution to or initiation of community educational or service programs.
  - h. Service on the graduate faculty.
  - i. Effective leadership as a mentor.
7. The candidate will demonstrate progress toward establishing a national reputation in his/her field through participation in workshops, symposia, presentations, continuing education, and various professional honors.

### **Guidelines for Awarding the Academic Rank of Professor**

Satisfying the following minimal criteria is essential for promotion to the academic rank of Professor. Meeting these criteria does not guarantee the award of full Professorial rank. Evaluation of a candidate involves qualitative and quantitative judgments.

#### **Candidates with Teaching Emphasis**

1. The candidate will have demonstrated a high level of teaching competence. Evidence of teaching competence should include:
  - a. Major innovation in a teaching program and the development of educational materials for use at the School of Dentistry such as teaching manuals, videotapes, slide series, computer-assisted instruction, teaching case presentations, and other special instructional aids. Documentation that teaching materials are used in other schools of dentistry is highly desirable. Written assessments from external evaluators and the department chair are required.
  - b. Responsibility for a major division of the curriculum through course directorship or similar administrative responsibilities. Course or unit objectives, outlines, and sample examinations should be provided as evidence, along with assessments from external evaluators and the department chair.
  - c. If appropriate documented evidence of skills in clinical instruction and supervision of patient services as assessed by peers, students, and department chair.
2. The candidate must demonstrate continuous participation in an on-going research effort. Evaluation will include a description of proposed, current, and completed research projects and the candidate's role in each.
3. The candidate is expected to have at least EIGHT publications. All of these should be in refereed journals and the candidate must be primary or senior author on at least four of these papers. The candidate may include papers selected for presentation at national scientific meetings, textbooks or chapters in textbooks which may substitute for two of the publications, though it is rare that these can stand alone as examples of scholarship.
4. The candidate will have demonstrated service to the school, university, community, and profession by documenting participation in at least THREE of the following:
  - a. Active participation in school and university committees, including service as chair.
  - b. Active participation in private practice or in the Dental Faculty Practice.
  - c. Provision of professional continuing education courses.
  - d. Contribution to or initiation of community educational or service programs, such as health fairs, screenings, etc.
  - e. Elected positions in relevant professional associations at the local, state, or national level.

- f. Service to journal editorial boards and peer review groups.
  - g. Service as a consultant.
5. The candidate shall fulfill at least TWO of the following:
- a. The candidate is expected to be Board certified if certification is available in the discipline. Fellowship in the Academy of General Dentistry may be substituted where board certification is not possible.
  - b. Submission to and award of a research grant by a government agency or other funding organization that utilizes peer review. Grants awarded by the Rinehart Foundation do not fulfill this requirement.
  - c. Preparation of industrial protocols and receipt of industrial contracts for clinical research or evaluation.
  - d. Efforts aimed at self-improvement which may include:
    - 1. Development/research leaves.
    - 2. Course work aimed at improving teaching or research skills.
  - e. Involvement in teaching and research at the graduate level, such as direction of thesis research, postgraduate research or graduate course work.
6. The candidate must demonstrate a national reputation in his/her field.

#### **Candidates with Research Emphasis**

1. The candidate is expected to have at least SIXTEEN publications in peer review journals. The candidate should be primary or senior author on at least eight of the papers. Publication of a textbook or chapters in textbooks may substitute for two first author publications.
2. The candidate will provide evidence of a continuous research effort. Evaluation will include a description of the proposed, current, and completed research projects along with the candidate's role in each.
3. The candidate will have submitted and received funding of at least two grant applications to a federal agency or other funding agency that utilizes peer review.
4. The candidate will have demonstrated a high level of teaching competence as documented by peer, student, and department chair assessments.
5. The candidate will have demonstrated service to the school, university, community, and profession by documenting participation in at least THREE of the following:
  - a. Active participation in school and university committees, including service as chair.
  - b. Active participation in the Dental Faculty Practice or its equivalent.
  - c. Provision of professional continuing education courses.
  - d. Elected positions in relevant professional associations at the local, state, or national level.
  - e. Service to journal editorial boards and peer review groups.
  - f. Service as a consultant.
  - g. Contribution to or initiation of community education or service programs.
  - h. Effective leadership as a mentor for junior faculty.

6. The candidate will be a member of the graduate and/or doctoral faculty and involved in teaching and research at the graduate level, such as direction of thesis research, postgraduate research, and graduate course work with demonstrated quality in performance of students.
7. The candidate must demonstrate a national reputation in his/her field.

### **Guidelines for the Award of Tenure to Faculty with Initial Appointments at Senior Faculty Rank**

The best interests of a program may occasionally be served by appointing new faculty at the rank of Associate or Full Professor based upon their work at another institution and the preceding guidelines. An individual must meet or exceed the criteria for tenure to warrant a senior faculty appointment, but rarely will an initial appointment carry tenure. Therefore, extreme care must be exercised at the time of appointment.

The initial appointment of such faculty shall specify the year in which the award of tenure will be considered, in accordance with the timetables listed earlier in this document.

The initial appointment must also specify performance expectations for such faculty. These performance expectations shall be based upon the specific needs of the School as delineated in the position description, and shall be understood and agreed upon by the individual. Although the specific expectations of performance will be dictated by the particulars of the position, the candidate must demonstrate the ability to excel in the environment of the UMKC School of Dentistry before tenure is awarded. In all cases, the award of tenure will be predicated upon the expectation of sustained professional development and contribution to the programs of the School.

### **Guidelines and Procedures for Temporary Ranked Appointments and Promotion of Non-Tenure Track Faculty**

*(adopted 9/20/05; revised 11/09; revised 9/2013; revised 3/2017)*

#### **Appointments of Non-Tenure Track Faculty with Clinical Teaching Emphasis**

Ranked Clinical Appointments. Clinical appointments are given to faculty members, either full-time or part-time, whose duties are substantially different from those of tenured or tenure track faculty members. These appointments have specified inception and termination dates, usually one academic year but in no case more than three years. An individual may be reappointed any number of times, but no number of appointments shall create any presumption of right to tenure. At a minimum, clinical faculty will have a terminal degree from a recognized United States or international academic program appropriate to their area(s) of designated responsibilities.

#### **Temporary Ranked Appointments**

1. The candidate will possess credentials of the same nature and extent as those required of regular faculty at the same rank.
2. The appointment will carry a title indicating a temporary appointment at the relevant rank, *e.g.* Visiting Professor.

3. Unless the position is funded extramurally, the maximum term will be seven consecutive years.

### **Initial Appointments above Clinical Assistant Professor**

At initial appointment faculty may be recommended at any level above Clinical Assistant Professor if they already meet the minimal guidelines for those lower ranks. Thus, an individual with experience, credentials and accomplishments may be ranked at a Clinical Associate Professor or a Clinical Professor if their background is consistent with promotion guidelines to either of those ranks.

### **Initial Appointment at Clinical Instructor Rank**

Normally, new clinical faculty will be ranked at Clinical Assistant Professor. However, under certain circumstances the rank of Clinical Instructor may be recommended. For example an individual who has just graduated with a dental or dental hygiene degree but who has no experience in either private practice or in dental education and who has not engaged in programs designed to improve teaching skills may be recommended to begin at the clinical instructor rank.

### **Guidelines for Non-Tenure Track (NTT) Promotion**

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility. There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding NTT faculty performance should relate to the primary purpose of their appointment as well as service and professional activities and not based on all three criteria

### **Specific Time Requirements by Academic Rank for Promotion**

1. If originally hired at Clinic Instructor, promotion to Clinical Assistant Professor can be initiated after 2 years at that level.
2. A faculty member shall spend a minimum of six years as Clinical Assistant Professor before consideration for promotion to Clinical Associate Professor. Thus, an individual in this rank will be eligible for promotional consideration during the sixth year of appointment at this rank. The promotion packet will be submitted at the beginning of the sixth academic year.
3. A faculty member shall spend a minimum of six years as Clinical Associate Professor before consideration for promotion to Clinical Professor. Thus, an individual in this rank will be eligible for promotional consideration during the sixth year of appointment at this rank. The promotion packet will be submitted at the beginning of the sixth academic year.
4. Earlier promotions may be recommended where there is strong evidence of exceptional performance.
5. The time period reviewed will be from the date of the candidate's initial hire to present.

## **Criteria for Promotion for NTT Faculty**

### **Promotion from Clinical Instructor to Clinical Assistant Professor**

Satisfying the following minimal guidelines is essential for promotion to the academic rank of Clinical Assistant Professor. Meeting these guidelines does not guarantee promotion. Non-tenure track faculty members can maintain their status as a Clinical Assistant Professor indefinitely. Evaluation of a candidate involves qualitative and quantitative judgments.

#### **Basic Requirements**

Candidate must have a terminal degree from a recognized academic program appropriate to area of designated responsibilities.

#### **Teaching Guidelines**

The candidate will have demonstrated excellence in teaching. Evidence of teaching competence should reflect a commitment to student learning, and participation in developmental programs that serve to improve teaching expertise.

#### **Service Guidelines**

The candidate will have demonstrated excellence in service to the school, university, community and profession by documenting participation in at least two of the following:

1. Active participation in private practice or in the Dental Faculty Practice.
2. Contribution to community educational or service programs, such as health fairs, screenings, etc. Candidate should itemize dates and content of programs.
3. Active membership and participation in relevant professional associations at the regional, state or national level. Candidate must document activities of association for which there was a significant responsibility.

### **Promotion from Clinical Assistant Professor to Clinical Associate Professor**

Satisfying the following minimal guidelines is essential for promotion to the academic rank of Clinical Associate Professor. Meeting these guidelines does not guarantee promotion. A non-tenure track faculty member can maintain their status as a Clinical Associate Professor indefinitely. Evaluation of a candidate involves qualitative and quantitative judgments.

#### **Foundational Requirements:**

1. Candidate must have a terminal degree from a recognized academic program appropriate to area of designated responsibilities.
2. Candidate must demonstrate a consistent pattern of continuing education to enhance teaching or clinical skills and maintain active licensure in the years leading up to the application to Clinical Associate Professor. These must be related to dental patient care, the science of teaching, or other continuing education appropriate to the candidate's responsibilities.
3. Candidates must also fulfill one of the following:
  - a. An active dental or dental hygiene license from any U.S. state or Canada, in good



- standing.
- b. Active fellowship in the Academy of General Dentistry or other appropriate organization applicable to one's responsibilities in teaching, research and/or service.
  - c. Hold American Dental Association-approved specialty board eligibility or certification.
  - d. Completion of accredited graduate education program with awarding of a certificate or degree.
  - e. Received recognized formal certification that supports the faculty's member's teaching and/or service responsibilities.
  - f. Completion of a chair-approved plan of developmental activities that enhances the individual's effectiveness in carrying out assigned responsibilities. This may include established courses, seminars, or workshops offered through a variety of sources.

### **Teaching Requirements:**

1. Teaching Portfolio: All candidates will provide a brief personal statement describing one's philosophy of teaching (e.g. instructional interactions and strategies) and how that is translated into practice in the classroom, laboratory and clinic depending on one's responsibilities. Guidelines and resources pertaining to the teaching portfolio are available separately and the candidate is urged to contact the chairperson of the AP&TC for guidance.
2. The candidate will have demonstrated a high level of teaching excellence. Evidence of teaching excellence must also include all of the following:
  - a. Responsibility for a major segment of a course. Course or unit objectives, outlines, and sample examinations should be provided as evidence, along with assessments from external evaluators and the department chairperson.
  - b. Development and implementation of a plan that enhances effectiveness in carrying out assigned teaching duties.
  - c. Adherence to treatment principles consistent with departmental and institutional standards.
  - d. Active participation in clinical, team, classroom, and/or preclinical laboratory instructional innovation.
  - e. Contribution to department academic goals and activities.
3. Effective mentoring of students on course or clinical material (assisting students outside of regularly scheduled class hours, grand rounds, etc.).
4. Effectiveness in the supervision of patient treatment.
5. Effective instruction and use of established protocols for evidence-based treatment

Note: The following represent examples of teaching performance which exceeds the minimum teaching requirements: Design or major revision of educational materials for use at the School of Dentistry such as teaching manuals, audiovisual materials, computer-assisted instruction, teaching case presentations, and other special instructional aides.

**Service Requirements:**

The candidate will have demonstrated excellent service to the school, university, community and profession by active and effective participation in service. Documentation should be provided by committee chairperson describing candidate's level of participation in committee deliberations and on committee work beyond scheduled meetings. Candidates must also document participation in at least two of the following:

1. Active participation in private practice or in the Dental Faculty Practice.
2. Contribution to community educational or service programs, such as health fairs, screenings, etc. Candidate should itemize dates and content of programs.
3. Active membership and participation in relevant professional associations at the regional, state or national level. Candidate must document activities of association for which there was a significant responsibility.
4. Service as a consultant where candidate can apply his/her professional expertise similar to the expertise practiced in the School of Dentistry. This may include such activities as providing advice to communities about the promotion of oral health, or consultation in legal cases.
5. Presentations to School of Dentistry faculty or to faculty in another unit (e.g. Lunch and Learn programs).
6. Team or Practice Coordinator.
7. Other service (provide justification).

Note: The following represent examples of performance which exceed the minimum service requirements: regional recognition of service activities; mentoring graduate course-work; Table clinic development; and Summer Scholar supervision

**Promotion from Clinical Associate Professor to Clinical Professor**

Satisfying the following minimal guidelines is essential for promotion to the academic rank of Clinical Professor. Meeting these guidelines does not guarantee promotion. Evaluation of a candidate involves qualitative and quantitative judgments. Promotion to Clinical Professor requires sustained efforts to enhance teaching, service and professional activities in the School of Dentistry beyond those for promotion to Clinical Associate Professor.

**Foundational Requirements:**

1. Candidate must have an advanced or terminal degree from a recognized academic program appropriate to area of designated responsibilities.
2. Candidate must have an active dental or dental hygiene license from any U.S. state or Canada, or ADA recognized dental specialty certificate, in good standing.
3. Candidate must demonstrate a consistent pattern of continuing education to enhance teaching or clinical skills, and maintain active licensure in the years leading up to the application to Clinical Professor. These must be related to dental patient care, the

science of teaching, or other continuing education appropriate to the candidate's responsibilities.

4. Candidates must also fulfill two of the following:
  - a. Active fellowship in the Academy of General Dentistry or other appropriate organization applicable to one's responsibilities in teaching, research and/or service.
  - b. Completion of accredited graduate education program with awarding of a certificate or degree.
  - c. Received recognized formal certification that supports the faculty's member's teaching, research, and/or service responsibilities.
  - d. Completion of a chair-approved plan of developmental activities that enhances the individual's effectiveness in carrying out assigned responsibilities. This may include established courses, seminars, or workshops offered through a variety of sources.

#### **Teaching Requirements:**

1. Teaching Portfolio: All candidates will provide a personal statement describing one's philosophy of teaching and how that is translated into practice in the classroom, laboratory and clinic depending on one's responsibilities. Guidelines and resources pertaining to the teaching portfolio are available separately.
2. The candidate will have demonstrated a high level of teaching excellence. Evidence of teaching excellence must include the following: (Faculty involved in clinical teaching must submit information for items a.-g.)
  - a. Course director. Course or unit objectives, outlines, and sample examinations should be provided as evidence, along with assessments from external evaluators and the department chairperson.
  - b. Design or major revision of educational materials for use at the School of Dentistry such as teaching manuals, audiovisual materials, computer-assisted instruction, teaching case presentations, and other special instructional aides.
  - c. Development and implementation of a plan that enhances effectiveness in carrying out assigned teaching duties.
  - d. Adherence to treatment principles consistent with departmental and institutional standards.
  - e. Leadership in clinical, team, classroom, and/or preclinical laboratory instructional innovation (Course Director).
  - f. Contribution to department academic goals and activities.
  - g. Effectiveness in the supervision of patient treatment.
  - h. Effective instruction and use of established protocols for evidence-based a treatment.

Note: The following represent examples of teaching performance which exceeds the minimum teaching requirements: National teaching award, textbook development, invited guest speaker at national professional meeting.

**Service Requirements:**

The candidate will have demonstrated excellence in service to the school, university, community and profession by active and effective participation in professional and university service. Documentation should be provided by committee chairperson describing candidate's level of participation in committee deliberations and on committee work beyond scheduled meetings.

1. The candidate must also document participation in at least three of the following:
  - a. Active participation in private practice or in the Dental Faculty Practice.
  - b. Contribution to community educational or service programs, such as health fairs, screenings, etc. Candidate should itemize dates and content of programs.
  - c. Active membership and leadership in relevant professional associations at the regional, state or national level. Candidate must document activities of association for which there was a significant responsibility.
  - d. Substantial participation in preparations for SOD accreditation.
  - e. Service as a consultant where candidate can apply his/her professional expertise similar to the expertise practiced in the School of Dentistry. This may include such activities as providing advice to communities about the promotion of oral health, or consultation in legal cases.
  - f. Presentations to School of Dentistry faculty or to faculty in another unit (e.g. Lunch and Learn programs).
  - g. Team or Practice Coordinator.
  - h. Presentation at national professional meeting.
  - i. Other service (provide justification).

Note: The following represents an example of performance which exceeds the minimum service requirements: National/international recognition of service activities; mentoring graduate course-work; Table clinic development; and Summer Scholar supervision.

**Criteria for Promotion for NTT Faculty (Research)****Promotion from Research Assistant Professor to Research Associate Professor****Foundational Requirements:**

1. Candidate must have a terminal degree from a recognized academic program appropriate to area of designated responsibilities.
2. Candidate must demonstrate a consistent pattern of development to enhance skills appropriate for the position leading up to the application to Research Associate Professor.

**Research Requirements:**

1. All candidates will provide a statement that describes the responsibilities of their particular research NTT position as well as their service and professional activities

related to research. This will include a description of how excellence is demonstrated in those responsibilities.

2. The candidate will have at least two publications in peer reviewed journals, one of which must be as senior/primary author.
3. The candidate will have demonstrated excellence in their research endeavors. Evidence of excellence will include three of the following:
  - a. Grant funded projects
  - b. Submission of external grants
  - c. Submission of internal grants
  - d. Research presentations at regional or national meetings.
  - e. Establishment of research collaborations
  - f. Participation in research collaboration
  - g. Mentorship of graduate students
  - h. Mentorship of faculty
  - i. Service on grant review panels
  - j. Service on journal review boards
  - k. Presentations to faculty, staff and students in area of expertise.
  - l. Conducting administrative research such as assessment of outcomes (data collection and analysis to further SOD goals
  - m. Other: please explain.

**Service and Professional Requirements:**

The candidate will have demonstrated excellent service to the school, university, community and profession by active and effective participation in service related to the responsibilities of their position. Documentation should be provided by committee chairperson/s describing candidate's level of participation in committee work.

Candidates must document participation in at least two of the following:

1. Active participation in School of Dentistry service.
2. Contribution to department academic goals and activities.
3. Active membership and participation in relevant professional associations at the regional, state or national level. Candidate must document activities of association for which there was a significant responsibility.
4. Service as a consultant where candidate can apply his/her professional expertise similar to the expertise practiced in the School of Dentistry. This may include such activities as providing advice to colleagues about research.
5. Presentations to School of Dentistry faculty or to faculty in another unit (e.g. Lunch and Learn programs).
6. Other service (provide justification).

**Promotion from Research Associate Professor to Research Professor**

Satisfying the following minimal guidelines is essential for promotion to the academic rank of Research Professor. Meeting these guidelines does not guarantee promotion. Evaluation of a

candidate involves qualitative and quantitative judgments. Promotion to Research Professor requires sustained efforts to enhance teaching, service and professional activities in the School of Dentistry beyond those for promotion to Research Associate Professor.

**Foundational Requirements:**

1. Candidate must have a terminal degree from a recognized academic program appropriate to area of designated responsibilities.
2. Candidate must demonstrate a consistent pattern of development to enhance skills appropriate for the position leading up to the application to Research Professor.

**Research Requirements:**

1. All candidates will provide a statement that describes the responsibilities of their particular research NTT position as well as their service and professional activities related to research. This will include a description of how excellence is demonstrated in those responsibilities.
2. The candidate will have at least two publication in peer reviewed journals, one of which must be as senior/primary author.
3. The candidate will have demonstrated a high level excellence in their research endeavors. Evidence of excellence will include at least four of the following:
  - a. Grant funded projects
  - b. Submission of external grants
  - c. Submission of internal grants
  - d. Research presentations at regional or national meetings.
  - e. Establishment of research collaborations
  - f. Participation in research collaboration
  - g. Mentorship of graduate students
  - h. Mentorship of faculty
  - i. Service on grant review panels
  - j. Service on journal review boards
  - k. Presentations to faculty, staff and students in area of expertise.
  - l. Conducting administrative research such as assessment of outcomes (data collection and analysis to further SOD goals
  - m. Other: please explain.

**Service and Professional Requirements:**

The candidate will have demonstrated excellent service to the school, university, community and profession by active and effective participation in service related to the responsibilities of their position. Documentation should be provided by committee chairperson/s describing candidate's level of participation in committee work.

Candidates must document participation in at least three of the following:

1. Active participation in School of Dentistry service.
2. Contribution to department academic goals and activities.

3. Active membership and participation in relevant professional associations at the regional, state or national level. Candidate must document activities of association for which there was a significant responsibility.
4. Service as a consultant where candidate can apply his/her professional expertise similar to the expertise practiced in the School of Dentistry. This may include such activities as providing advice to colleagues about research.
5. Presentations to School of Dentistry faculty or to faculty in another unit (e.g. Lunch and Learn programs).
6. Other service (provide justification).

## **Procedures for Promotion of Non Tenure Track Faculty**

### **Initiation of Recommendations**

A recommendation to consider a non-tenure track faculty member for promotion in academic rank shall be initiated by the Department Chair or the faculty member. The Dean's Office will issue an annual call for portfolios for NTT promotion annually. The Dean's Office will provide forms and timelines to candidates for promotion. The Department Chair will provide an evaluation of the candidate per the guidelines provided.

### **Promotion and Tenure Committee Review**

The Promotion and Tenure committee reviews the portfolio of the candidate. Only those committee members who are at a rank at or above the position sought by the candidate may vote on that candidate's promotion. 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, clinical competence and service, as reflected by the candidate's established responsibilities.

### **Review by the Dean**

Upon receipt of the recommendations from the Department Chair and the Promotion and Tenure Committee, the Dean shall review all recommendations. The Dean should solicit whatever additional information is deemed appropriate for making an independent evaluation and recommendation.

### **Campus Review**

If no review of applications for promotion of non-tenure track faculty is required, the Dean shall make the final decision. If the campus implements an additional level of peer review, the portfolios for promotion shall be forwarded in accordance with campus policies.

### **Appeal Process**

The Appointment, Promotion & Tenure Committee will notify the faculty member, in writing, of the recommendation of the committee. The faculty member will be given a reasonable time (not to exceed 14 calendar days) to submit a written rebuttal and supporting documentation at which point, the portfolio, committee recommendation, and any rebuttal and supporting

documentation will be forwarded to the Dean. The Dean's subsequent decision is final for School of Dentistry Review.

### **Guidelines and Procedures for Post-Tenure Review**

*(Approved by the Faculty of the School of Dentistry 01/24/2006; revised 07/31/07, 04/11, 11/11, 9/13)*

The Curators have mandated post-tenure review. They envision several benefits from this periodic formal review of tenured faculty.

- In establishing criteria, the faculty members of the unit clarify what is acceptable performance for a faculty member.
- Provides opportunity for review by department chair or supervisor and an unbiased group of colleagues.
- Fosters improved performance by all faculty members.
- Fosters a developmental process in the rare case of a serious performance issue on the part of a faculty member.

For more information on University of Missouri system-wide policies:

[http://www.umsystem.edu/ums/rules/collected\\_rules/faculty/ch310/310.015\\_procedures\\_for\\_review\\_of\\_faculty\\_performance](http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.015_procedures_for_review_of_faculty_performance).

### **Timeline for Post-tenure Review**

Post-tenure review will be initiated in the Spring Semester along with the Faculty Annual Report and annual evaluation processes.

### **Procedures for Post-tenure Review**

1. Tenured faculty members will be reviewed every five years following the award of tenure or the most recent promotion in rank.
2. Faculty to be reviewed during an academic year will submit their last five annual Faculty Activity Reports (FAR), last five copies of their chair/director's annual evaluations, a current copy of their curriculum vita, and a concise summary statement of research, teaching, and service activities for the five-year period to the Office of Academic Affairs.
3. On behalf of the faculty member, the Office of Academic Affairs will compile a summary of student evaluations for the past five years.
4. Using these documents, the chair/director will conduct a post-tenure review based on the School of Dentistry criteria and Guidelines for Teaching or Research Track faculty as described in a subsequent section. The chair/director will review the findings (acceptable progress or improvement-needed) with the faculty member. The chair/director will submit the original signed post-tenure review form to the School of Dentistry Office of Academic Affairs. The faculty member must sign the written evaluation and may provide a written response to the evaluation. Note: *satisfactory overall performance evaluations for each year preceding the post-tenure review will automatically be deemed sufficient for a satisfactory post-tenure review.*
5. In the event of an evaluation of acceptable progress, the post-tenure review will be complete. In the event of a finding of improvement needed, the post-tenure review documentation will be forwarded to the AP&T Committee for their independent review.



6. The AP&T committee will review the last five-year faculty activity reports, chair/director's annual reviews, the summary of student evaluations, and the concise summary statement of research, teaching, and service activities for the five-year period. A report of the AP&T committees review will be forwarded to the Dean. The dean will review. The five-year evaluation process will be complete if the dean judges the performance of the faculty member to be satisfactory. If a majority of the AP&T committee and the dean consider the performance of the faculty member to be unsatisfactory, a plan for professional development will be written.

### **Procedures for Post-tenure Review Appeal**

1. At every level of post-tenure review, the faculty member will be provided with a copy of the written review findings and will have the right of appeal of any evaluations, decisions, or recommendations to the next level of the process. All appeals must be provided in writing to the School of Dentistry Office of Academic Affairs within 10 business days of notification of the decision and evaluation.
2. In the case of a chair/director, whose supervisor is the dean, the appeal following a negative decision by the School of Dentistry AP&T Committee may be submitted directly to the Provost.

### **Formulation of Development Plan and Assessment of Progress**

1. When it has been determined that performance has been unsatisfactory and improvement is needed, a plan for professional development will be written. This plan will be developed by the faculty member, the AP&T committee, and the faculty member's chair/director. If requested by the faculty member, a mutually agreed upon mediator from outside the department will also participate in development of the plan.
2. If the faculty member is not satisfied with the developmental plan that is developed, s/he may appeal to the next administrative level for help in the formulation of an acceptable development plan. The agreed upon plan will be signed by the faculty member, the chair/director, and the dean. The signed original professional development plan will be submitted to the School of Dentistry Office of Academic Affairs.
2. A faculty member with a plan for professional development will submit an annual progress report to his/her chair/director for three successive years after the plan has been initiated. The chair/director will review the annual report and provide a written evaluation on the progress of the faculty member toward the objectives stated in the development plan. If the chair/director finds satisfactory progress for any two of the three years, then the professional development plan process will cease and the faculty member will begin a new post-tenure review cycle.
3. If satisfactory progress in two of the three years of the development plan has not been attained, the chair/director will provide the annual reports and evaluations to the AP&T Committee and the mediator, if there is one. If those individuals find satisfactory progress in two of the three years of the development plan, the process ceases and the faculty member will begin a new post-tenure review cycle.

4. If the chair/director, the AP&T committee, and the mediator, if there is one, do not find satisfactory progress in two of the three years, then the reports will be submitted to the Dean. If the dean finds satisfactory progress in two of the three years of the development plan, the process ceases and the faculty member will begin a new five-year cycle.
5. If the chair/director, the AP&T committee and the Dean do not find satisfactory progress in two of the three years, then the five-year evaluations plus the three years of progress reports and evaluations by the chair on the development plan will be forwarded to the campus committee on Tenure and Promotion and to the Provost or Vice Chancellor for Academic Affairs. Each will review the reports and will recommend separately to the Chancellor that: 1) an additional two-year development plan be written and implemented in consultation with the faculty member and the originating departmental committee, or 2) the faculty member be considered for dismissal of cause proceedings.
6. Any faculty member may request participation in a formal development plan after two or more consecutive unsatisfactory annual evaluations. In addition, chairs will strongly encourage faculty who have had three consecutive unsatisfactory annual evaluations to participate in a development plan.

### **Procedures for Dismissal for Cause**

If it is determined by the Chancellor that the performance of the faculty member during the periods covered above constitutes sufficient grounds for termination for cause, dismissal for cause may be initiated and if initiated will proceed in accordance with the procedures for dismissal for cause described in [section 310.060](#) of the University of Missouri's Collected Rules and Regulations. This procedure for review and development of faculty performance does not substitute for the dismissal for cause procedures stated in [section 310.060](#). Notwithstanding the provisions of [section 310.015 B.2.f](#) above, this procedure does not impose additional requirements upon the University prior to initiating dismissal for cause procedures as stated in [section 310.060](#).

### **Full Time Tenured Administrators**

In the event that a full-time administrator leaves her/his administrative position to become a full-time active tenured faculty member of a department, the normal annual departmental review process would be used to establish any discrepancy between the current abilities of the administrator and expectations concerning performance based on minimum departmental standards. If there is a discrepancy between current ability and departmental standards, a development plan funded by the administration should be considered for the administrator prior to her/his returning to the department.

### **Guidelines for Post-tenure Review**

*(revised 04/11)*

All reviews will be conducted by applying the guidelines specified below.

**Teaching Track**

The individual will maintain a level of teaching excellence and responsibilities, a consistent level of research productivity and quality, and a level of service to his/her unit, campus, and profession minimally consistent with the pursuit of promotion to the most recent rank attained.

**Research Track**

The individual will maintain a level of teaching excellence and responsibilities, a level of research productivity and quality, and a level of service to his/her unit, campus, and profession minimally consistent with the pursuit of promotion to the most recent rank attained.

Expectations and responsibilities in teaching, research and service excellence in the two tracks listed above should be consistent with time/effort allocation as designated by the department Chair and/or Supervising Administrator.