

# **Promotion and Tenure Policy and Procedures**

## **Harry S Truman School of Public Affairs**

Recognizing that promotion and tenure decisions are critical both to individual faculty and to the Truman School, the Promotion and Tenure Policy and Procedures delineated below are designed to provide clear guidance to candidates for promotion and tenure and to faculty members who serve as peer reviewers of their colleagues.

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

Several documents govern the promotion and tenure process in the Truman School. These include the MU Faculty Handbook, the TSPA By-Laws, the TSPA Annual Review of Faculty Performance, and this document, which sets forth the criteria and procedures to be used in recommending promotion and tenure for TSPA faculty. Policy and procedures established by the School are consistent with the University “Academic Tenure Regulations” contained in the *MU Faculty Handbook*.

TSPA faculty members are expected to contribute significantly to the advancement and dissemination of knowledge in public affairs. Accordingly, all promotion and tenure recommendations by the School shall be based on an evaluation of each faculty member’s accomplishments with respect to the related functions of teaching, research, and public service as identified in this document and in related School documents. These guidelines concern only promotion and tenure within academic positions, and are applied without reference to proportions of time devoted to any administrative position held by a faculty member.

### **Areas of Evaluation**

Research. Consistent with the University of Missouri’s status as an AAU public research university, TSPA faculty members are expected to engage actively in high quality research and scholarship that contributes to the advancement of knowledge in their individual areas of expertise. Given the multidisciplinary nature of the faculty and our field(s), research areas, methods, and publication outlets will naturally be diverse and wide-ranging, with the understanding that high quality and peer review are expected in research and scholarly endeavors. Faculty members are expected to disseminate their research through publications in leading, national and international peer-reviewed academic journals, scholarly books and other peer-reviewed outlets of demonstrated quality, and, secondarily, book chapters and academic conference proceedings and presentations. Reviews of books in scholarly journals which indicate a significant contribution to the literature; national awards or appointments based on evaluation of professional accomplishment; and a record of external funding for a stream of published research are good indicators of academic accomplishment. An active research agenda will normally lend itself to a variety of publication outlets. While refereed journal articles and scholarly books are given the most weight, government reports, technical documents, and reports of research conducted for a specific agency or organization will

be considered as additional evidence of an active research agenda. Textbooks will be generally treated as contributions to teaching. Although the TSPA faculty promotion and tenure committee has the primary responsibility for evaluating the quality of work of a candidate for tenure or promotion, the Director, in collaboration with the candidate, has the responsibility for gathering confirming evidence of scholarly competence by seeking the letters of outside reviewers, to which considerable weight will be given.

Teaching. Excellent teaching is at the heart of every outstanding professional program. Within TSPA, teaching responsibilities include, but are not limited to, graduate courses, continuing education, and professional development and training. TSPA faculty are expected to strive for excellence in all of aspects of their teaching, including instruction, advising of students, pedagogical innovations, and development of instructional materials and texts. TSPA is responsible for gathering data in support of teaching effectiveness. Data from course evaluation questionnaires should be buttressed by interpretation and comparative data. Simple numerical summaries of evaluations are not sufficient to judge teaching ability. Faculty members whose records consistently reflect poor teaching will not be recommended for promotion or tenure. In order to facilitate peer evaluation of teaching, faculty members are required to submit as a part of their annual faculty activity report a teaching portfolio that documents their contributions to teaching, including student evaluations, syllabi, instructional materials, on-line resources, etc.

Public Service. Because of the School's commitment to improving governance, public service is an important component of faculty performance. TSPA faculty are expected to engage in regular public service activities that help to improve governance, including participating in applied research and consultation projects, fostering informed dialogue and debate on public policy issues, bringing information and expertise to bear upon policy problems, and sharing new knowledge and insights with public officials and citizens in Missouri, the nation, and beyond.

TSPA faculty members are expected to demonstrate an on-going commitment to participation in the shared governance that is essential to the success and well being of the School and University. Service contributions are not judged by quantity, but by impact and quality. Student advisement, supervision of student organizations, participation in public policy programs and professional presentations are illustrations. Active roles on TSPA, campus and university committees are other examples. Administrative positions within the University also reflect contributions to service. Active participation in national professional organizations (e.g., committee membership or election to office), membership on editorial review boards, or serving as editor of scholarly or professional publications is also evidence of professional service.

## **TSPA Evaluation Standards and Criteria (Regular Faculty)**

The standards and criteria for faculty evaluation are a direct outgrowth of the School's mission and its emphasis on advancing the knowledge and practice of governance through research, teaching, and public service. The areas of research, teaching, and public service are viewed as distinct, albeit inter-related areas for evaluation. Regular faculty members in TSPA are expected to make an on-going contribution to each area; no single category may be pursued to the exclusion of another. Promotion and tenure decisions are based upon productivity and quality of accomplishments in proportion to the faculty member's assignment in each area. Recent accomplishments as well as the cumulative record are important as evidence of sustained and continued professional growth.

### **Specific Criteria**

An excellent level of achievement will be expected in either teaching or research. At least a satisfactory level of achievement in each of the remaining two areas is expected. Achievement of satisfactory standards in no way guarantees either tenure or promotion.

- 1) Tenure at Any Rank. The granting of tenure is the most important recommendation made by the School with respect to a faculty member. Although promotion and tenure often occur at the same time, the decisions are separate. In tenure decisions, emphasis will be placed upon expectations for continued high performance. Evidence of professional growth is especially significant, and the probability that the faculty member will maintain or increase his/her professional contributions to the School and the faculty member's discipline is critical. The same expectations for granting tenure will apply to all faculty members regardless of their rank or their academic experience at the time of their initial appointment at MU.

A recommendation by the TSPA Director and/or a Hiring Committee to grant tenure to an individual upon initial appointment to the faculty will be reviewed by the School Promotion and Tenure Committee.

- 2) Non-Tenure of Instructors and Assistant Professors. Neither instructors nor assistant professors are granted tenure in TSPA. Instructors may be promoted to assistant professor only upon attaining credentials required for initial appointment as an assistant professor.

In the event that an untenured assistant professor in a tenure track position will not be recommended for reappointment, notice will be given not later than the end of the sixth year of service in rank, including credit for service at other institutions, if any. Credit for prior service will be counted only when authorized in the letter of initial appointment to the faculty.

- 3) Promotion to Associate Professor. Promotion to associate professor results from a record of sustained contributions to scholarship. It is expected that a faculty member recommended for promotion to associate professor shall have contributed significantly to each of the areas of teaching, research, and public service, with excellent performance achieved in either teaching or research. More important contributions as judged by a faculty member's peers (for example, publication of articles in top rank refereed journals) will be given greater weight than a proliferation of lesser contributions.

Promotion of an assistant professor to the rank of associate professor often occurs simultaneously with the granting of tenure. Normally, assistant professors will have served a maximum of six years under regular appointment before promotion and tenure are granted. Where there is strong evidence of extraordinary accomplishment, recommendation for promotion and tenure may occur prior to the end of the fifth year. In these extraordinary cases, early P&T decisions will be considered after the fourth year of service with the same standards applied as on-time tenure and/or promotion review and may be initiated by the candidate with the support of the Director.

- 4) Promotion to Professor. For promotion to full professor, a faculty member shall have an established, substantial national or international reputation as a mature and productive scholar. Normally, this reputation will derive from the candidate's ongoing program of research and publication; however, there may be circumstances where a faculty member's extraordinary contributions to teaching and pedagogy will be the basis for promotion. In all cases, however, at least satisfactory performance in all three areas of teaching, research, and public service will be required. Unless there is strong evidence of extraordinary accomplishment, associate professors shall have served at least four years in rank including authorized credit for service at other institutions, if any. Normally, a non-tenured associate professor who is recommended for promotion to full professor also would be recommended for tenure.
- 5) Grants of Tenure for Associate and Full Professors. When a faculty member's initial appointment is that of associate professor without tenure, notice of tenure or termination shall be given no later than the end of the fourth year of service including authorized credit for service at other institutions, if any. If a faculty member's initial appointment is as full professor and the appointment is made without tenure, notice of tenure or termination shall be given no later than the end of the third year of service including authorized credit for service at other institutions, if any.

### **TSPA Evaluation Standards and Criteria (Non-Regular Faculty)**

Non-regular faculty members may have an assignment in one or more areas of teaching, research or service. In general, evaluation standards and criteria for non-regular faculty parallel those for regular (tenure-track or tenured) faculty. Promotion reviews for non-

regular faculty should be based on their assignments in teaching, research or service during the period under review.

An excellent level of achievement will be expected in at least one area of responsibility (even if the faculty member's assignment has been in only one area). At least a satisfactory level of performance is expected in any other areas under review. Achievement of satisfactory standards in no way guarantees promotion.

- 1) Promotion to Research Associate Professor. For promotion to associate professor, a faculty member shall have contributed significantly to each of the areas of teaching, research, and public service, in which they have been assigned. Excellent performance is expected in at least one area.

Normally, assistant professors will have served a minimum of five years before a request for promotion is considered. Early promotion decisions will be considered after the fourth year of service with the same standards applied as on-time promotion review and may be initiated by the candidate with the support of the Director.

- 2) Promotion to Research Professor. For promotion to full professor, a faculty member shall have an established, substantial national or international reputation as a scholar. Regardless of the person's area of national or international recognition, performance in all areas to which the faculty member has been assigned shall be deemed at least satisfactory. Unless there is strong evidence of extraordinary accomplishment, associate professors shall have served at least four years in rank including authorized credit for service at other institutions, if any.

### **Promotion and Tenure Procedures (Regular and Non-Regular Faculty)**

- 1) At the time of appointment, the Director will provide each faculty member with copies of the TSPA By-Laws; the TSPA Annual Review of Faculty Performance; the TSPA Promotion and Tenure Policy and Procedures; and the MU Faculty Handbook. The guidelines and procedures for acquiring tenure and for promotion in rank are set forth in the MU Faculty Handbook, the TSPA Annual Review of Faculty Performance and this document.
- 2) Every faculty member who is not a tenured full professor is given an annual promotion and tenure review, as detailed in the TSPA Annual Review of Faculty Performance. All faculty members complete annual faculty activity reports, and receive an annual performance evaluation by the Faculty Personnel Committee and the TSPA Director. Tenured faculty undergo a more comprehensive review every five years following tenure.
- 3) The record of all non-tenured faculty members in both tenure-track and non-regular positions will be evaluated after the third year of service at which time

a dossier needs to be prepared and submitted for review on progress toward tenure and/or promotion by the TSPA Promotion and Tenure Committee and the Director. The purpose of the “third year” review is to appraise each candidate’s strengths and weaknesses in the three areas of teaching, research, and service (as relevant for non-regular faculty) and assess whether the faculty member is on track towards promotion and/or tenure if the current trajectory continues. This review is distinct from the annual review required for all faculty (tenured or not). This “third-year” review is identical to the promotion and tenure review, except that we do not seek (1) review by experts external to the university, or (2) a full faculty vote. Third-year faculty prepare a complete dossier that is identical in substance and format to that which they will submit for the actual review two years later.

- 4) In the Winter semester preceding the Fall semester in which the faculty member is due to undergo promotion and/or tenure review, the TSPA Director will notify the faculty member that his/her dossier is due by September 15 to the TSPA P&T Committee. For regular faculty (tenure-track and tenured) and those non-regular faculty whose assignment included a twenty percent or more research assignment during the review period, a narrative statement of research accomplishments, an up to date CV, and copies of research publications (or samples, if agreed to by the Director) are due in the Director’s office by June 1, for timely distribution to external reviewers.

In advance of June 1, the Director and faculty member will collaborate in selecting external reviewers. Eight external reviewers will be used. At least four shall be selected by the Director. The Director and the faculty member will provide a list of six potential external reviewers to the other. Under no circumstances may co-authors, former teachers, dissertation committee members, or others with potentially biased relationships with the faculty member be suitable as an external reviewer.

It is the responsibility of the individual who wishes to be considered for tenure and/or for promotion to ensure that his/her dossier is complete, is in the appropriate format, is as informative as possible, and is available for evaluation by September 15. The Director will provide guidance in preparing the dossier and other supporting documents.

- 5) The recommendation of the Promotion and Tenure Committee will be made to the Director in writing, and shall include the committee’s vote and the rationale for the recommendation, with a copy to the candidate. The candidate has a right to appeal at each step in the promotion and tenure review process (see Appendix A, Regulations Governing Application of Tenure 310.020).
- 6) The Promotion and Tenure Committee will review the record of individuals who are being considered for faculty status within TSPA prior to an appointment being made by the Director.

## **Promotion and Tenure Committee**

As provided by TSPA's By-Laws, the Promotion and Tenure committee shall be composed of all tenured members of the Faculty with continuing appointments in TSPA. Faculty members may vote only on cases of promotion to the academic rank they currently hold or lower. The committee shall annually elect from among its membership a full Professor to serve as committee chair. The deliberations of the TSPA promotion and tenure committee are confidential.