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PROMOTION & TENURE SESSION

Thursday, October 22nd

1 – 2 p.m. | Stotler Lounge

WELCOME

- Expectations for promotion and/or tenure (P/T)
- Resources and processes
- Q/A with panel of administrators & past campus P/T committee member
- Closing and reminders

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EXPECTATIONS

Promotion & Tenure

CRR 320.035: POLICY AND PROCEDURES FOR P&T

- University of Missouri maintains *high standards* in recruiting, promoting, and awarding tenure to faculty members.
- While specific criteria for judging the merits of individual faculty may vary among units, *there must be no variation in standards*.
- The University *will continue to strengthen its standards* in all disciplines.
- Satisfaction of minimum criteria at the college, school, or department levels *is not sufficient* to ensure promotion or continuous appointment.
- *Outstanding intellectual qualities as reflected in teaching and scholarship* are the primary criteria for recommendation for promotion and tenure.
- Candidates for P&T should demonstrate *sustained* merit & contributions over an extended period.

CRR 320.035: RESEARCH & SCHOLARSHIP

- Productivity in research and other scholarly activities are the most distinguishing characteristic of the faculty of the University.
- Research by University faculty not only generates new knowledge but also results in teaching which is up-to-date and intellectually stimulating.
- The University expects faculty members to be engaged in scholarly or creative activities appropriate to their disciplines.
- A recommendation for promotion and/or tenure must include supporting evidence that ….. the research should have made a significant contribution to knowledge that is recognized by professional colleagues.

CRR 320.035: RESEARCH & SCHOLARSHIP (CONTINUED)

- Quality must be the primary consideration
- Evidence of favorable judgment by colleagues includes:
  - publication in journals where expert evaluation is required for acceptance;
  - favorable review of books,
  - appointments or awards that require evaluation of professional competence; election to office in learned societies; and receipt of fellowships.
  - frequent citation by other scholars also provides evidence of good research.
  - invited to serve as editors of journals, members of site visit teams or in other evaluative functions of the scholarly work of their peers.
  - *research grants awarded, programs initiated, and other research in progress or research findings submitted for publication.*

GRANT FUNDING

- Extramural grant funding remains an important part of our university expectations, particularly those units where such funding is necessary to conduct impactful research
- Grant funding is explicitly mentioned in the CRRs
- Work with chair, mentors, associate deans, agency program managers and Office of Research representatives on how to navigate the current funding landscape

CRR 320.035 ON P&T: TEACHING

- Among the most useful kinds of evaluative evidence are testimony of chairpersons and deans,
  - especially when based on student feedback covering several semesters,
  - comments of colleagues who are well acquainted with the teaching performance,
- Evaluations based on classroom visitations by departmental peers helps document the teacher's efforts to reach or maintain a given level of quality.
- A *significant element in the evaluation of teaching* is the overall judgment of students, and each unit, department, school, and college is responsible for obtaining such information on all staff members, particularly those recommended for promotion.
- *Faculty members whose records consistently reflect poor teaching will normally not be recommended for promotion.*

CRR 320.035 ON P&T: SERVICE

- Service may occur within a discipline, through national, regional, and state organizations, or in the community at large; it may also occur in an administrative unit, such as the home department, school, or college, or on the campus.
- *However, an uncritical list of such activities provides little support for the recommendations*.
- A case should be made for the impact and quality of the individual's contributions.
- There should be evidence that the individual's efforts & judgment are held in high regard.
- Evidence of unusual service contributions, however, cannot by itself be sufficient grounds for a recommendation for promotion and/or tenure.

EXTERNAL REVIEWERS

- Required for tenured/tenure track cases, but some departments use for NTT review as well
- Begin to think of people early in your career who'd be good reviewers – leaders in your field at top research institutions
- Final list selected by department chair from a joint list that includes some from the candidate and some from the chair and senior faculty

CRR 320.035 ON P&T: CAMPUS COMMITTEE

- First level of review outside of the candidate's department/school/college
- Committee reviews the qualifications of the individual recommended, using department, school/college, and university criteria
  - Sometimes the committee addresses inconsistency between department standards and recommendations from previous levels of review, as well as alignment with overall university standards
- In making a final recommendation to the provost and chancellor, the committee will answer this question: Is the candidate qualified to be promoted and/or to be placed on continuous appointment?

ALL CASES ARE REVIEWED AT MULTIPLE LEVELS

- All levels of review are independent and are a recommendation to the Chancellor for TT and to the Provost for NTT
- Each level takes the previous levels' feedback into account but can still come to a different conclusion or recommendation
- Each level can request additional information for review and inform the candidate of what is added so they can respond
- Update promotion case packet as new developments occur

CRR 320.035 ON P&T: CHANCELLOR

- In the promotion and continuous appointment process, the final decisions are made by the chancellor.
- Recommendations by committees, chairpersons, deans, or on campuses with no schools or colleges, the provost/vice chancellor for academic affairs, *are not binding on the chancellor.*
- When a recommendation for continuous appointment cannot be substantially supported, a *negative recommendation should be made at the earliest possible time* by the first level of review.

GOING UP EARLY: "RARE & EXCEPTIONAL"

CRR 320.035 B.2.a

- Recommendations for promotion and/or tenure before the sixth year should be rare and restricted to truly exceptional cases.
- Early recommendations for promotion and/or tenure should not be made primarily on the basis of market conditions which make it appear that a faculty member might accept an offer elsewhere.
    - This only applies to faculty members seeking tenure
    - Seek input from department chairs and deans before going up early
    - Early promotion and tenure is very rare and will be strictly enforced

CRR 320.035 ON P&T: PROMOTION TO FULL PROFESSOR

- A faculty recommended for promotion to the rank of professor should have significant accomplishments, especially in the area of research and scholarly activity, beyond those justifying the rank of associate professor.
- *Years of service alone do not justify advancement.*
- Rather, sustained contributions during a career to research, scholarship, and teaching are necessary.
- A person to be considered for promotion to professor should be a scholar who has achieved national distinction.
- *Teaching performance is also a key factor*

COLLECTED RULES AND REGULATION 310.035 GUIDE PROMOTION FOR NTT FACULTY MEMBERS

CRR 310.025 C

- There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service.
- However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria.

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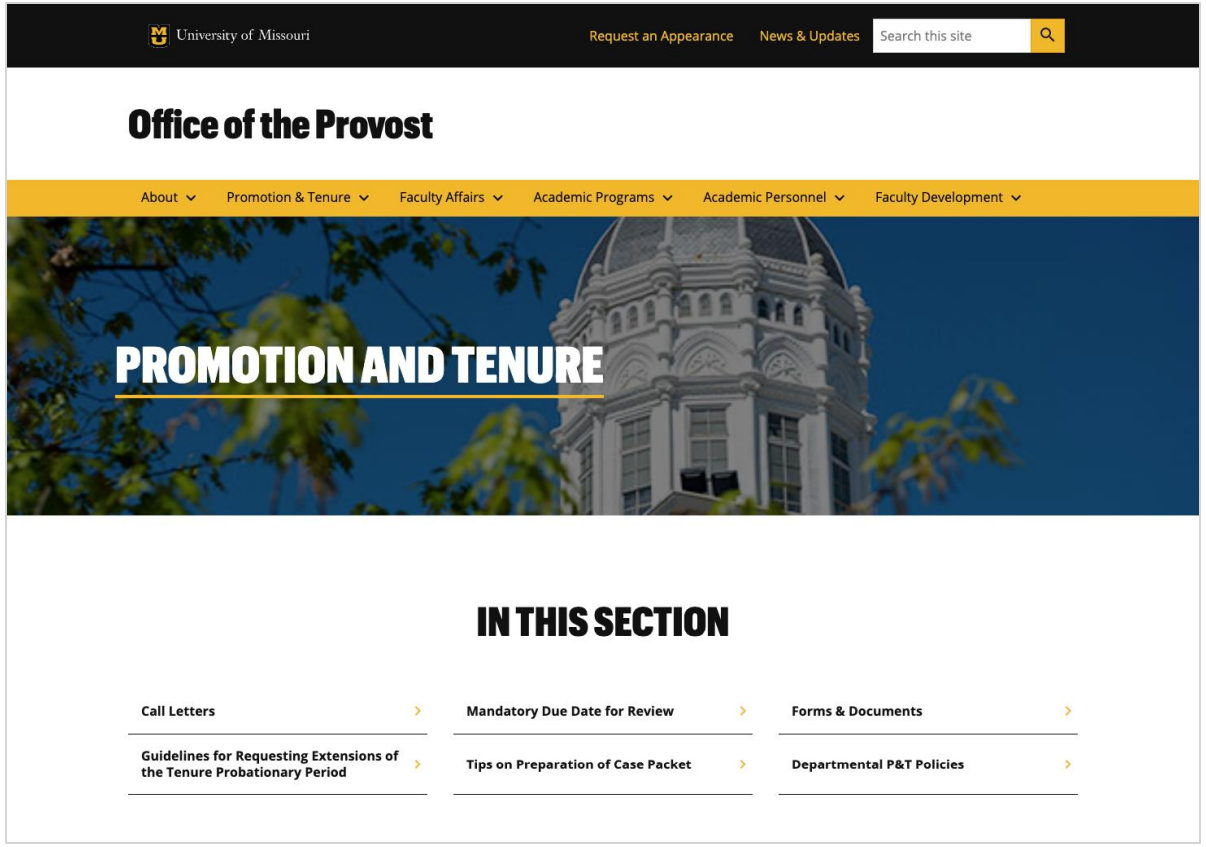
RESOURCES

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RESOURCES

- Call Letters
- Due Dates for Review
- Forms & Documents (including checklists)
- Tenure Probationary Extensions
- Tips to Prepare Case Packet
- Departmental P&T policies
- RPT System & Preparing ‘Case Packets’ (*i.e.*, Dossier)



SCAN CODE - - - - - - - - →

provost.missouri.edu/promotion-and-tenure/

TIPS FOR PREPARING YOUR PROMOTION CASE

Start Early and Stay Organized

- Familiarize yourself with the Call Document annually and compile evidence for your packet each year, starting from your first year
- Review your progress regularly
- Keep case packet materials well-organized and easy to follow for all review levels

Build Your Support Network

- Initiate annual discussions with your chair and mentors about your progress
- Seek mentors for guidance on preparing case packet materials

TIPS FOR PREPARING YOUR PROMOTION CASE

Demonstrate Teaching Excellence

- Take student and peer teaching feedback seriously—negative tenure decisions have been made based on poor teaching
- Act on feedback and seek support to continuously improve, utilize T4LC and other campus teaching resources

Know Your Deadlines

- Note the different deadlines for TT and NTT cases to the Provost Office
- Adhere to college/department guidelines and internal deadlines

Q&A WITH PANEL

- **Mun Y. Choi**, President
- **Matthew P. Martens**, Provost
- **Jeff Smith**, former campus P&T sub-committee chair
- **Marisa Chrysochoou**, College of Engineering Dean
- **Cooper Drury**, College of Arts & Science Dean
- **David Kline**, Department Chair, Pathobiology and Integrative Biomedical Sciences

Moderator:

- **Brian Houston**, Associate Provost for Faculty Affairs

Mizzou COLLEGE/SCHOOL PROMOTION WORKSHOPS

Arts & Science	Business	CAFNR	CEHD	Engineering	Extension
11/12/26 3 p.m.	**11/13/26** 3 p.m.	**3/19/27** 2 p.m.	**3/9/27** (TT) 10 a.m. **3/9/27** (NTT) 11 a.m.	**11/5/26**	**5/2027**

Health Sciences	Journalism	Law	Medicine	Nursing	Vet Med
11/9/26 3 p.m.	**10/23/26** 11:30 a.m.	**1/22/27** 2 p.m.	**12/15/26** 4 p.m.	**11/20/26** 10 a.m. **4/9/27** 10:30 a.m.	**1/20/27** 1 p.m.

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THANK YOU