



College of Agriculture,  
Food & Natural Resources  
University of Missouri

## Promotion and Tenure Guidelines for Tenured, Tenure Track, and Non-Tenure Track Faculty

*(Approved by CAFNR faculty 5/20/22)*

### Article I - Introduction

The College of Agriculture, Food and Natural Resources (CAFNR) is dedicated to the pursuit of excellence in teaching, extension, research, and service. Excellence is dependent on the selection, development, and retention of outstanding faculty, as well as the judicious awarding of promotion and tenure.

In addition to adhering to these guidelines, candidates seeking promotion and/or tenure — as well as Division Directors and Divisional Promotion and Tenure (P&T) committees — should review the annual [Provost's Promotion and Tenure Call Letters](#) (for tenure-track and tenured faculty and non-tenure track faculty) and follow the Provost's requirements for case packet length, organization, content, and timeline. Candidates should also observe the Collective Rules and Regulations [\(CRR\) 320.035](#) policies on promotion and tenure and [CRR 310.035](#) policies on non-tenure track faculty. **Appendix A** provides terminology related to the Review Promotion and Tenure (RPT) system.

### Article II - Review Criteria

**Section 1, General.** To be considered for promotion and/or tenure, a faculty member must demonstrate professional excellence in the areas of assigned responsibility. Main areas of consideration are teaching, extension, research, and/or service. Candidates and Division Directors must specify the percentage of responsibility assigned to each area of consideration. There should be no discrepancies in the percent of responsibility identified by the candidate and Division (e.g., in the appointment history form). In the case of a discrepancy, the P&T committee will request that the Division Director provide clarification.

**Section 2, Appointment Considerations.** Expectations with respect to a candidate's productivity (e.g., number of courses taught, number of peer reviewed papers published each year, etc.) should be adjusted according to the percentage of responsibility assigned to teaching, extension, research, and service. Candidates should also meet all Divisional workload standards for teaching, extension, research, and service, where appropriate. Any deviations from Divisional workload standards by the candidate should be explained clearly in the Division Director's letter to the Dean.

**Section 3, Split Appointments.** For faculty with a dual or joint appointment, the body of work (publications, grants, course development, service activities, etc.) produced across appointments at the University of Missouri will be considered in the evaluation of promotion and/or tenure decisions. The primary department/division is responsible for selecting external reviewers and for helping the candidate prepare the dossier.

**Section 4, Level of Evaluation.** When candidates seek tenure, they will be evaluated by the standards of the rank at which they wish to be tenured. In most cases, tenure is awarded with promotion from assistant to associate professor, evaluated by the standards for an associate professor. In circumstances in which tenure is sought without promotion, tenure is evaluated by the standards of the rank at which tenure is sought. For example, a non-tenured associate professor who is applying only for tenure will be evaluated by the standards for associate professors. Similarly, a non-tenured full professor applying only for tenure would be evaluated by the standards for full professors. This also applies in cases where a ranked professor is seeking tenure during the hiring process. For example, a candidate being hired at the rank of professor who is seeking tenure during the hiring process would be evaluated by the standards for full professors.

**Section 5, Work at Previous Employment.** Unless otherwise specified in a faculty member's letter of employment, work conducted at the University of Missouri will be given priority over work completed at previous institutions for decisions relating to promotion and/or tenure. The exception is in hiring, so that work conducted at the institution or organization the applicant is leaving will be evaluated.

**Section 6, Early Promotion.** In the case of tenure track and tenured faculty, as stated in the [CRR 320.035](#), "Candidates for promotion and tenure should demonstrate sustained merit and contributions over an extended period of time." Meeting promotion or tenure requirements early is not a sufficient reason for early application for promotion or tenure. Such cases "should be rare and restricted to truly exceptional cases," demonstrating over a period of years a sustained record of accomplishments and exceptional merit that far exceeds expectations. Divisions can further specify criteria for considering early promotion or tenure. Division Directors must inform external reviewers that the candidate is being considered for early promotion or tenure and should request that external reviewers comment on the merits of early consideration. Division and College letters should clearly explain what makes the candidate's application for early promotion or tenure "truly exceptional."

**Section 7, NTT Decision to Pursue Promotion.** In the case of NTT faculty, the decision to apply for promotion is an elective one. There are no established or rigid timetables for promotion of non-tenure track academic appointments.

There are no minimum or maximum limits on the number of times that an appointee may enter into the promotion review process. It is expected, however, that only candidates with at least reasonable chances for promotion and the approval of their division will ask for review. In many cases, the pre-promotion review will be a significant indicator of an applicant's progress toward promotion. Denial of the promotion application of an NTT academic appointment carries no automatic penalties from the College. Furthermore, as stated in the CRR [310.035](#), “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 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.” Therefore, unless otherwise stated in the candidate’s hiring letter, or by the candidate’s Division Director, evaluation of the promotion application is focused on one of three areas of appointment (i.e., teaching, extension, or research), as designated by the faculty member’s professional title, as well as related service and professional activities.

**Section 8, Criteria for Evaluation.** The following identifies important criteria for evaluating tenure and/or promotion decisions for tenure track and non-tenure track faculty.

### **Teaching**

Central to CAFNR’s mission is the facilitation of learning among a broad range of students and clients. For this reason, candidates should demonstrate excellence in teaching. Evidence of exemplary teaching includes the following:

- The quality and effectiveness of teaching is at least on par with, if not better than, the quality and effectiveness of teaching within the candidate’s division. Support for quality and effective teaching can include teaching presentations demonstrating the creative use of publications, instructional books, software and websites.
- Improvement in teaching after peer reviews of teaching.
- Effective advising or mentoring of undergraduate and/or graduate students.
- Creative development and/or use of informational and educational delivery systems that support the learning process, including development or revision of courses, curricula, educational guides or manuals, or other learning materials, such as software or websites.

### **Extension**

Evidence of exemplary extension and outreach programs includes the following:

- The development and implementation of effective proactive and reactive educational programs that meet the needs of clientele.
- Effectiveness in assessing needs, prioritizing efforts, developing funding sources, preparing curriculum, delivering programs, and documenting impact of programs.
- Effective leadership in supporting, mentoring, and collaborating with field specialists.
- Prompt, professional, and accurate responses to technical or other information requests.
- Remaining abreast of the latest research-based innovations in relevant disciplines.
- Where applicable, contributions to other creative works, entrepreneurial activities (such as patents, new enterprise development, etc.), and/or marketing innovations. While not required for promotion or tenure, entrepreneurial activities are considered as a positive attribute in promotion and tenure decisions because they contribute to the University's mission of economic development and can also demonstrate translation of research accomplishments to practical use. Achievements in entrepreneurship cannot substitute for expected achievements in extension.

### **Research**

Although all parts of a candidate's case packet are important, external review letters weigh heavily in the deliberation of the CAFNR P&T Committee's assessment of research excellence. Evidence of exemplary research includes the following:

- Sustained participation in fundamental and/or applied research and other scholarly endeavors that contribute to the knowledge base in their discipline.
- Sustained record of scholarship, such as publications in peer-reviewed journals, books, and abstracts appropriate for the candidate's field. In cases where publications include multiple authors, candidates should clearly explain their contributions.
- Obtaining external funding, from any source, is expected to support their research and scholarly activities. Success in obtaining competitive funding is encouraged.
- Collaboration with others and/or interdisciplinary or international work.
- Where applicable, contributions to other creative works, entrepreneurial activities (such as patents, new enterprise development, etc.), and/or marketing innovations. While not required for promotion or tenure, entrepreneurial activities are considered as a positive attribute in promotion and tenure decisions because they contribute to the University's mission of economic development and can also demonstrate translation of research

accomplishments to practical use. Achievements in entrepreneurship cannot substitute for expected achievements in research.

### **Service**

A faculty member should have a record of service within their Division, the College, the University, as well as state and/or national committees. The level of participation should be at progressive levels appropriate for academic rank. Evidence includes the following:

- Participation in Division, College, or University committees, such as undergraduate or graduate studies committees.
- Participation in professional scientific societies or organizations.
- Being a peer reviewer of journal articles, and membership on editorial boards of peer-reviewed journals and grant review panels.

In promotion considerations, the total contribution of the faculty member to the mission of the college and university over a sustained period of time is to be taken into consideration.

## **Article III - Standards for Academic Ranks**

**Section 1, General.** The candidate for an academic position at the rank of Assistant Professor, Associate Professor, and Professor, including non-tenure track equivalents (e.g., Assistant Teaching Professor, Associate Extension Professor, or Research Professor) should hold an earned doctoral degree or have demonstrated equivalent professional competence. All faculty should be motivated to advance professionally and be committed to CAFNR's and their Division's educational, scholarly, and outreach missions.

**Section 2, Standards by Rank.** Examples of the standards that candidates should meet for each academic rank are presented here. Specific evidence is demonstrated in the candidate's resume, dossier, reference letters, and/or interviews. These standards apply not only for consideration of promotion and tenure, but also for hiring considerations.

### **Assistant Professor**

The candidate for an academic position at the rank of Assistant Professor should exhibit motivation, creativity, and leadership abilities, as well as demonstrate the potential for growth and excellence in assigned areas of teaching, extension, research, and service, as well as evidence their program will have relevance within Missouri, nationally, and internationally.

### **Teaching**

- Ability to communicate clearly and the potential for growth in communicating complex ideas to students and other clientele.
- Teaching effectiveness based on the assessment of students and peers (when available). Early feedback on teaching effectiveness by peers is strongly encouraged.

- Interest in contributing to undergraduate and/or graduate education, including an expressed willingness to advise undergraduate students and serve on graduate MS and/or PhD committees, appropriate to one's appointment.
- Demonstrated potential for producing effective learning support materials in the form of course and curricula development, textbooks, guides, and other related products.

### **Extension**

- Evidence of interest in and potential for effectively working with clientele groups, including the potential to understand, evaluate and contribute to the solution of the problems of clients.
- Interest in, and beginning development, of high-quality educational outreach programs, as well as relevant support material, such as workbooks, guides, reports, and other products.
- Evidence of working with others in a collaborative fashion for the achievement of results.
- Interest in contemporary educational approaches and scholarship in field of expertise.

### **Research**

- Evidence of quality and productivity in research and potential for continued development in research.
- Demonstrated ability to produce scholarly work, such as refereed research articles, book chapters, abstracts, completed theses, audio/video or public presentations, computer programs, or other appropriate delivery channels for quality, scholarly work.
- Potential for continued publications of research findings in peer-reviewed journals most appropriate within their field of study.
- Potential to secure resources to support an independent research program.
- Potential for contribution to the productivity of other faculty and willingness to work collaboratively and cooperatively with professional colleagues.

### **Service**

- Potential to contribute to the achievement of the goals of CAFNR.
- Interest in serving on departmental, division, college, and university committees.
- Potential and interest to contribute to field of expertise, such as serving on journal editorial boards, chairing symposia at international conferences, and providing reviews of journal manuscripts.
- Potential to make significant contributions to the profession.
- Interest in participating in professional organizations.

## **Associate Professor**

The candidate for an academic position at the rank of Associate Professor should be self-motivated, exhibit evidence of productivity, creativity, and leadership nationally, as well as demonstrate a trajectory of sustained excellence in assigned areas of teaching, extension, research, and service.

### **Teaching**

- Demonstrated effectiveness in communicating complex ideas to students and other clientele.
- Demonstrated pursuit of excellence in the development of teaching competence based on the assessment of students and peers.
- Continued contribution to undergraduate and/or graduate education, including service on Divisional undergraduate and/or graduate program committees, advisement of undergraduate students, and progress in serving on graduate MS and/or PhD committees.
- Production of effective learning support materials in the form of course and curricula development, improved teaching techniques, state-of-the-art delivery systems, teaching scholarship, workbooks, guides, or textbooks, and/or other products.

### **Extension**

- Demonstrated effectiveness of extension programs and capacity for working with clientele groups based on the assessment of participants and evaluators.
- Demonstrated capacity for organizing, presenting, and implementing high quality educational programs.
- Evidence of producing effective outreach support materials in the form of material development, improved instructional techniques, state-of-the-art delivery systems, workbooks, and guides, applied research demonstrations, reports and publications on applied research/demonstrations, and/or other products.
- Demonstrated creativity in the form of the development or application of new teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline.
- Documented use of outreach educational programs demonstrating current and appropriate research.
- Demonstrated ability to secure extramural funding to support a dynamic and innovative extension program.
- Demonstrated cooperation with colleagues as they initiate and complete programs that contribute to the solution of clientele problems.

### **Research**

- Evidence of excellence in research and promise of continued growth.

- Evidence of steady production of scholarly works, which may include the publication of refereed articles, books, book chapters, audio/video recordings, computer programs, public presentations, or other appropriate delivery channels for scholarly work.
- Demonstrated ability to secure extramural funding to support an independent research program.
- Evidence of contribution to the research of colleagues.

### **Service**

- Record of excellence in contributing to the goals of the CAFNR.
- Record of service in response to requests to serve on departmental, division, college and/or university committees.
- Demonstrated excellence in providing information to the public as appropriate to the position.
- Evidence of state and regional recognition as a leader in the profession.
- Evidence of creative and significant contributions to the profession and involvement with professional societies.
- Evidence of collaborative and cooperative relationships with professional colleagues.
- Recognition through national and/or international awards.

### **Professor**

The candidate for an academic position at the rank of Professor should be motivated and capable of motivating others and exhibit distinction in productivity, creativity, and leadership nationally and internationally. The case packet should demonstrate a clear and sustained record of excellence in assigned areas of teaching, extension, research, and service, emphasizing particularly impacts since promotion to Associate Professor.

### **Teaching**

- Sustained effectiveness in communicating complex ideas to students and other clientele, and demonstrated leadership in helping others do the same.
- Sustained effectiveness of teaching competence based on the assessments of students and peers.
- Record of significant contributions to, and leadership in, undergraduate and/or graduate education, including the effective mentoring of undergraduate and graduate students and service on and chairing graduate MS and/or PhD committees, appropriate to one's appointment.
- Demonstrated effectiveness and productivity in the development of high-quality learning support materials, such as course and curricula development, improved teaching techniques, state-of-the-art delivery systems, scholarship of teaching, textbooks, workbooks, guides, and/or other products.

### **Extension**

- Sustained and demonstrated effectiveness of high-quality outreach programs based on the assessment of and feedback from clientele groups and peers.
- Recognized leadership in organizing, presenting, and implementing high quality outreach educational programs.
- Sustained productivity of high-quality outreach support materials and other guides, reports, and relevant publications.
- Sustained creativity and productivity in the development or application of new or improved teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline and relevant clienteles.
- Demonstrated leadership in working with colleagues to contribute to the solution of clientele problems.
- Demonstrated ability to secure extramural funding to support a dynamic and innovative extension program.

### **Research**

- Recognized as having a sustained record of impactful research by national and international experts known for their achievements in the discipline of the candidate.
- Evidence of sustained production of scholarly works and original research, which may include the publication of refereed articles, books, book chapters, audio/visual recordings, computer programs, presentations, or other appropriate venues for scholarly work.
- Evidence of sustained success at securing extramural funding to support an independent research program, including the ability to obtain funding from competitive sources.
- Evidence of sustained research collaboration with colleagues.

### **Service**

- A record of excellence in contributing to the achievement of CAFNR goals.
- A record of excellence in service on departmental, division, college, and university committees.
- A record of excellence in providing information to the public.
- A record of excellence in cooperation with other agencies meeting public needs.
- Nationally or internationally recognized expert in a field of specialization.
- Active involvement in national or international professional or scientific societies.
- Sustained record of collaborative and cooperative productivity and other professional contributions.
- Evidence of contributions to the professional development of junior faculty.
- Recognition through national and/or international awards.

## **Article IV - Tenure Track Mid-Probationary Review Process**

**Section 1, General.** All entry-level tenure-track faculty are required to have a mid-probationary period review (i.e., “third year review”). The review is an evaluation of a dossier prepared by the candidate that conforms to the same guidelines as required by those being considered for promotion and tenure, except that no outside evaluations or reviews are required and the RPT system is not used. The candidate should give special attention to content and presentation of the dossier and should treat the mid-probationary period review process as seriously as they will their application for promotion and tenure.

**Section 2, Review Timeline.** The timing of deliverables assumes candidates have standard appointments beginning in the summer or fall, so that submission of the dossier occurs in the last semester (i.e., spring) of the candidate’s third year. Any exceptions to submission details (e.g., for candidates whose appointment began in the spring) will be determined by the Dean’s office. Refer to the [myCAFNR](#) website for current dates.

**Section 3, Review Process.** The mid-probationary review process is as follows:

1. The Dean’s office requests that Division Directors provide a list of faculty expected to submit a mid-probationary period review dossier.
2. The candidate prepares a dossier that conforms to the content and organizational requirements specified in the most recently available Provost’s Promotion and Tenure Call. The candidate submits the dossier materials to the Division Director or the Division’s P&T Committee.
3. The Division’s P&T Committee evaluates the progress of the candidate, discusses strengths and weaknesses of the dossier, and votes on whether the candidate is or is not making satisfactory progress toward promotion and tenure. Because this is not a formal vote for promotion and tenure, there is no appeal by the candidate in the case of any negative votes. The Chair of the Division P&T Committee writes a letter to the Division Director indicating the vote of the Committee and explaining areas of strength and concern and the Committee’s assessment of the candidate’s progress toward promotion and tenure. The Division P&T Committee’s letter should comment, where applicable, on areas of teaching, extension, research, and service. Shortly after submission of the letter to the Division Director, the Division Director, P&T Chair and/or P&T Committee should meet with and provide feedback to the candidate about their assessment of the candidate’s strengths and weaknesses and progress toward promotion and tenure.
4. The Division Director writes a letter to the Dean that provides an evaluation of the candidate’s progress toward and potential for promotion and tenure. The letter should also summarize the evaluation and vote of the Division’s P&T Committee. The Division

Director's letter should comment, where applicable, on areas of teaching, extension, research and service.

5. The Division submits to the Dean's office the candidate's mid-probationary period review dossier, the Division P&T Committee's letter, and the Division Director's letter. The Division should ensure that the dossier is properly organized.
6. The CAFNR P&T Committee reviews the candidate's dossier, discusses the candidate's areas of strength and weaknesses, and evaluates the candidate's progress toward and potential for promotion and tenure. The Chair of the CAFNR P&T Committee writes a letter to the Dean summarizing the Committee's evaluation, including areas of strength and concern. The CAFNR P&T Committee's letter should comment, where applicable, on areas of teaching, extension, research, and service.
7. The Dean writes a letter to the candidate that provides an assessment of progress toward promotion and tenure. When the time comes for promotion and tenure, the mid-probationary period review letter written by the CAFNR Dean will be included as part of the candidate's case packet.

## **Article V - Tenured and Tenure-Track Promotion and Tenure Review Processes**

**Section 1, General.** Division Directors and Division P&T Committees should help candidates prepare for the submission of their promotion and/or tenure case packet. Preparation includes helping candidates understand the process and expectations for promotion and tenure. Ideally, candidates will work for promotion and/or tenure and begin building their dossier at the time of their initial date of employment or promotion.

**Section 2, Review Timeline.** Deadlines for each step of the process will be determined by the Dean's office shortly after the release of the Provost's annual Call letter. Refer to the [myCAFNR](#) website for current dates.

**Section 3, Review Process.** The promotion and/or tenure process is as follows:

1. The Dean's office requests that Division Directors provide a list of faculty expected to be recommended for promotion and/or tenure.
2. Division Directors, Division P&T Committees, and candidates recommend external reviewers who can provide an impartial evaluation of the candidate's scholarly performance and professional stature. The Division Director makes the invitation to external reviewers. External reviewers should be qualified faculty from Carnegie Research I institutions and peer land grant institutions, or from reputable international

research institutions. Reviewers from non-university organizations, such as government agencies or other research organizations are discouraged. Reviewers must hold the rank of full professor or equivalent professional stature and be a nationally recognized scholar. They should not represent a “conflict of interest” in evaluating the candidate (i.e., be a close personal friend, relative, former advisor, co-author or collaborator, etc.), except where allowed by the Provost’s annual Call. In cases where a conflict of interest cannot be avoided (e.g., because the discipline involves a small number of people who know each other), the relationship between the candidate and the reviewer should be clearly explained in the Division’s invitation letter and in the letter from the reviewer.

Qualifications of the reviewers must be provided in the case packet. This is necessary so that committees considering the candidate will have a basis from which to judge statements made by designated reviewers on behalf of the candidate. In their invitation to external reviewers, Division Directors should include all elements required by the Provost’s annual Call, especially in cases where the candidate is applying for promotion and/or tenure early.

3. The Division P&T Committee evaluates the case packet of the candidate, including the external review letters. Prior to deliberations, tenured faculty in the Division at and above the rank the candidate is seeking are given the opportunity to provide input by submitting signed comments and, if desired by the Division’s P&T Committee, to vote to approve or deny the candidate’s promotion and/or tenure application. The Division P&T Committee votes to approve or deny the candidate’s request for promotion and/or tenure. If there are any negative votes in the Division’s P&T Committee, the candidate has the right to a hearing before the Committee, after which the Committee votes a second time. The Chair of the Division P&T Committee writes a letter to the Division Director summarizing the Committee’s recommendation regarding promotion or tenure. This letter should include the numerical results of all formal P&T Committee and faculty (if conducted) votes. If there are negative votes or other concerns, the letter should provide relevant explanations. The Division P&T Committee’s letter should comment, where applicable, on the candidate’s qualifications with respect to teaching, extension, research, and service.
4. The Division Director writes a letter to the Dean that summarizes the evaluation of the Division’s P&T Committee and provides a recommendation concerning tenure and/or promotion. This letter should include the results of all votes reported in the Division P&T Committee’s letter and explanations for any negative votes or other concerns raised during the Division P&T Committee review. If the candidate is applying for promotion and/or tenure early, an explanation is required for why this case is “truly exceptional.” The Division Director’s letter should follow the Provost’s annual Call letter for content and comment, where applicable, on the candidate’s qualifications with respect to

teaching, extension, research and service.

5. The Division submits to the Dean's office the candidate's case packet, the Division P&T Committee's letter, and the Division Director's letter. The Division should ensure that all parts of the case packet conform to the organizational requirements of the Provost's Call.
6. The CAFNR P&T Committee reviews the case packet for each candidate seeking promotion or tenure. If questions arise, the Committee may request the testimony of the Division Director. The candidate has the right to attend with the Division Director. The CAFNR P&T Committee votes to approve or deny the candidate's request for promotion and/or tenure. If the candidate is being considered for both promotion and tenure, then the CAFNR P&T Committee will have one vote on the promotion and tenure decision. The vote is by secret ballot. If there are any negative votes, the candidate has the right to a hearing before the CAFNR P&T Committee. The candidate may bring two supporting faculty members to the hearing, such as the Division Director and another faculty member. After the hearing, the CAFNR P&T Committee conducts another vote. The Chair of the CAFNR P&T Committee writes a letter to the Dean summarizing the Committee's recommendation regarding promotion or tenure. This letter should include the numerical results of all formal votes. If there are negative votes or other concerns, the letter should provide relevant explanations. The CAFNR P&T Committee's letter should comment, where applicable, on the candidate's qualifications with respect to teaching, extension, research, and service.
7. The Dean writes a letter to the Provost that provides a recommendation concerning tenure and/or promotion. The Division P&T Committee, Division Director, CAFNR P&T Committee and Dean will provide a copy of their letter to each candidate for promotion or tenure. As a matter of policy, the external review letters are confidential; they are not provided to the candidate. Therefore, care must be taken in preparing the letters to protect the confidentiality of external reviewers.

**Section 4, Appeals.** Decisions reached during the tenured and tenure-track promotion and tenure review processes may be appealed pursuant CRR [320.035](#), Policies and Procedures for Promotion and Tenure. A standard appeal process will follow that described in the Provost's annual P&T Call letter.

## **Article VI - Non-Tenure Track Pre-Promotion Review Process**

**Section 1, General.** All non-tenure track faculty seeking promotion to Associate Professor are required to have a pre-promotion review. The review is intended to serve as an indicator of a candidate's progress toward promotion and to identify potential areas for additional attention on the part of the applicant. However, a successful pre-promotion review does not guarantee

approval in a formal promotion review. The applicant's dossier for pre-promotion review should be prepared using the same guidelines as those for promotion, except that no outside evaluations or reviews are required and the RPT system is not used. The review occurs entirely within the candidate's home CAFNR Division.

**Section 2, Review Timeline.** Division Directors will establish specific deadlines for submission of the pre-promotion review dossier — cognizant of the Division P&T Committee schedule — that will allow for review of the candidate and feedback.

**Section 3, Review Process.** The pre-promotion review process is as follows:

1. The non-tenure track faculty member submits dossier to division promotion and tenure committee for evaluation of the candidate's progress toward reaching the intended promotion level.
2. The division promotion and tenure committee writes a letter to the candidate and Division Director evaluating the candidate's potential for promotion.
3. The Division Director reviews the pre-promotion dossier and writes a letter to the candidate with suggestions to help prepare candidate to go up for promotion. The Division Director's pre-promotion letter to the candidate (but not the division's P&T committee letter), shall be included in the final case packet for promotion.

## **Article VII - Non-Tenure Track Promotion Review Process**

**Section 1, General.** Division Directors and Division P&T Committees should help candidates prepare for the submission of their promotion case packet. Preparation includes helping candidates understand the process and expectations for promotion. Ideally, candidates will begin building their dossier at the time of their initial date of employment or promotion.

**Section 2, Review Committee Members.** In the consideration of promotion of non-tenure track faculty, the CAFNR Promotion Committee is composed of the CAFNR P&T Committee and the CAFNR Professional Track Faculty and Promotion Committee. The Chair of the CAFNR P&T Committee chairs the CAFNR Promotion Committee.

**Section 3, Review Timeline.** Deadlines for each step of the process will be determined by the Dean's office shortly after the release of the Provost's annual Call letter. Refer to the [myCAFNR](#) website for current dates.

**Section 4, Review Process.** The promotion process is as follows:

1. The Dean's office requests that Division Directors provide a list of non-tenure track faculty expected to be recommended for promotion.
2. Division Directors, Division P&T Committees, and candidates recommend external reviewers who can provide an impartial evaluation of the candidate's performance and professional stature. The Division Director normally makes the invitation to external reviewers. The Division Director provides a description of the qualifications of reviewers in the case packet. The case packet reviewers should have appointments similar to that of the candidate. They should not represent any "conflict of interest" with the candidate and, in most cases, should hold the rank of Professor (or its equivalent). In cases where a conflict of interest cannot be avoided (e.g., because the discipline involves a small number of people who know each other), the relationship between the candidate and the reviewer should be clearly explained in the Division's invitation letter and in the letter from the reviewer. In their invitation to external reviewers, Division Directors should explicitly state that the candidate is a non-tenure track faculty member being considered for promotion based on his or her performance in the sole appointment area of Teaching, Extension, or Research as well as service and professional activities related to that primary responsibility.
3. The Division P&T Committee evaluates the case packet of the candidate, including the external review letters. Prior to deliberations, faculty in the Division at and above the rank the candidate is seeking are given the opportunity to provide input by submitting signed comments and, if desired by the Division's P&T Committee, to vote to approve or deny the candidate's promotion and/or tenure application. The Division P&T Committee votes to approve or deny the candidate's request for promotion. If there are any negative votes in the Division's P&T Committee, the candidate has the right to a hearing before the Committee, after which the Committee votes a second time. The Chair of the Division P&T Committee writes a letter to the Division Director summarizing the Committee's recommendation regarding promotion. This letter should include the numerical results of all formal P&T Committee and faculty (if conducted) votes. If there are negative votes or other concerns, the letter should provide relevant explanations. The Division P&T Committee's letter should comment, where applicable, on the candidate's professional qualifications.
4. The Division Director writes a letter to the Dean that summarizes the evaluation of the Division's P&T Committee and provides a recommendation concerning promotion. This letter should include the results of all votes reported in the Division P&T Committee's letter and explanations for any negative votes or other concerns raised during the Division P&T Committee review. The Division Director's letter should follow the Provost's annual NTT Call letter for content and comment, where applicable, on the

candidate's professional qualifications.

5. The Division submits to the Dean's office the candidate's case packet, the Division P&T Committee's letter, and the Division Director's letter. The Division should ensure that all parts of the case packet conform to the organizational requirements of the Provost's NTT Call.
6. The CAFNR Promotion Committee reviews the case packet for each candidate seeking promotion. If questions arise, the Committee may request the testimony of the Division Director. The candidate has the right to attend with the Division Director. The CAFNR Promotion Committee votes to approve or deny the candidate's request for promotion. The vote is by secret ballot. If there are any negative votes, the candidate has the right to a hearing before the CAFNR Promotion Committee. The candidate may bring two supporting faculty members to the hearing, such as the Division Director and another faculty member. After the hearing, the CAFNR Promotion Committee conducts another vote. The Chair of the CAFNR Promotion Committee writes a letter to the Dean summarizing the Committee's recommendation regarding promotion. This letter should include the numerical results of all formal votes. If there are negative votes or other concerns, the letter should provide relevant explanations. The CAFNR Promotion Committee's letter should comment, where applicable, on the candidate's professional qualifications.
7. The Dean writes a letter to the Provost that provides a recommendation concerning promotion.

**Section 4, Appeals.** Decisions reached during the non-tenure track promotion review processes may be appealed pursuant CRR [310.035](#), Non-Tenure Track Faculty. A standard appeal process will follow that described in the Provost's annual NTT Promotion Call letter.

## Appendix A – Terminology Related to RPT System

- **Case** – The lifecycle of a candidate as they progress through the standardized cycle of review.
- **Case Packet** – The collection of materials used to evaluate the candidate for promotion and/or tenure. This includes the materials prepared by the candidate, but also other materials added throughout the process, such as external review letters. The Case Packet has two parts within the RPT system:
  - **Candidate Packet** – Materials submitted by the candidate for review of promotion and material.
  - **Internal Section** – Materials submitted by the committee, department chair, dean, and staff, such as recommendation letter, voting form, external reviews, and checklists. The candidate does not have access to materials in the Internal Section.
- **Dossier** – A separate Interfolio tool for faculty to store and manage review or promotion documents he or she has prepared for the promotion process. These can be saved for future use.