

## **1. Introduction**

These guidelines for the Division of Applied Social Sciences (DASS) are designed as a complement to the CAFNR P&T Guidelines for TT/T and NTT faculty, the annual Call from the Provost, and the Collected Rules and Regulations of the University of Missouri. Those documents should be read closely and the specific guidance for page length, format, etc. of the dossier in the Provost's Call (which is updated often) should be followed.

While not in the CAFNR Guidelines, a faculty member is typically expected to serve at least three years in their current position before applying for promotion. The Division recognizes the research, teaching, extension, and service & engagement contributions of the faculty member at all points of their career, including prior to completing their terminal degree and work produced at other institutions. However, priority will be given to work conducted in rank or in the relevant review period at MU.

Candidates for TT mid-probation review, NTT promotion review, promotion, and/or tenure will follow promotion and tenure procedures set forth by both campus and college. All tenure and tenure-track promotion and tenure guidelines and non-tenure track guidelines here are subordinate to similar tenure and promotion guidelines from the College of Agriculture, Food and Natural Resources, from the University of Missouri Provost or Chancellor, or from the Collected Rules and Regulations of the University of Missouri System. These guidelines complied with the CAFNR Guidelines at the time they were written (CAFNR guidelines effective date 5/20/2022).

## **2. Review Criteria**

Faculty, TT/T or NTT, are expected to demonstrate excellence in areas of assigned responsibility. Promotion and tenure decisions are based upon productivity and quality of accomplishments in proportion to each faculty member's appointment and the faculty member's contribution to Divisional activities. The faculty member is expected to maintain a productive program throughout their career and is expected to progress from Assistant Professor to Associate Professor to Full Professor. Recent accomplishments as well as past achievements are important as evidence of sustained and continued professional growth. Performance while in rank in the Division is weighted more heavily than past performance. Faculty planning to apply for promotion, or promotion and tenure, should exhibit a trajectory that shows improvement in quality and productivity.

Promotion and/or tenure will be evaluated relative to the candidate's letter of appointment and annual workload distribution assigned by the Division Director, in compliance with University and College requirements. A tenure-track or tenured faculty will have a minimum of two missions between teaching, extension, or research, but must also comply with the CRRs regarding teaching (or extension). NTT faculty will be evaluated on their primary mission, e.g., Extension for an

Extension Associate Professor. Every faculty member will contribute to the service and engagement mission.

Each faculty member is encouraged to actively contribute to an environment that promotes inclusivity, broadens diversity, and ensures equitable opportunity for success. Faculty considering promotion and/or tenure are encouraged to document in their dossier specific efforts they have made to promote diversity and inclusion, whether in their teaching, research, or services activities; or at the divisional, campus or professional level.

The Division will consider decision for early (relative to the appointment letter) promotion and/or tenure. For tenure-track faculty with teaching or extension and research appointments to be considered for earlier promotion and/or tenure a faculty candidate will have a sustained publication record that far exceeds expectations for given years of service. NTT faculty will have sustained instruction, research or extension output that far exceeds expectations for given years of service. In either case, external reviewers will concur on any claim of exceptionalism.

A candidate for a faculty position may have been employed at the University of Missouri prior to consideration of faculty appointment in the Division, e.g., post-doctoral researcher, graduate student, or professional track faculty member seeking a tenure-track/tenured faculty position. In such cases candidates will be evaluated and held to the same standards expected of all other candidates applying for a faculty position. These standards are explained in the CAFNR P&T Guidelines.

International activities in the areas of teaching, research, extension, service, and engagement are vital for the university and encouraged. The Division recognizes that international activities take more time and effort than similar activities conducted in the U.S. A faculty member's contributions in these areas will boost the Division's reputation and prepare students to participate in the global economy and to work with culturally diverse populations. Faculty are encouraged to work with minority-serving institutions for activities of teaching, extension, or research.

### **3. Standards for Academic Ranks**

DASS has established annual workload standards for teaching, extension, research, and service & engagement. These standards reflect effort that is expected of faculty to show satisfactory performance. These are not the standards necessary for tenure and/or promotion, which are higher and relate to actual performance/outputs (e.g., quantity and quality of published journal articles, grants received). The Division Director has authority to adjust workload expectations in accordance with quality and quantity of the faculty members program efforts. The Division is committed to fostering and retaining a diverse faculty through the advancement of historically underrepresented groups through the Promotion and Tenure process.

Promotion from Assistant Professor to Associate Professor carries with it the belief, based on performance to date, that the individual has the potential to attain the rank of Full Professor. However, years in rank are not sufficient to ensure promotion. Once promoted to Associate Professor, the faculty member is expected to maintain a quality program that leads to advancement to Professor. The requirements for promotion become progressively more stringent for

advancement to Professor as indicated in the CAFNR guidelines. For promotion to Professor a faculty member is expected to have demonstrated clear and sustained excellence and leadership at the university, state, and national levels and to have developed a defined and nationally or internationally regarded scholastic program. A Professor is expected to continue a productive and high-quality scholarly program consistent with the post-tenure review standards set forth in the Collected Rules and Regulations, as well as Divisional workload standards.

NTT faculty are expected to support and participate in the program areas in accordance with their academic appointment. The evaluation of performance of an NTT faculty member is made in accordance with the relevant appointment of teaching, extension, or research, and service & engagement. The faculty member is to be evaluated based on their primary appointment. For example, an NTT faculty member who has primarily extension responsibility is evaluated and promoted primarily on their extension performance. NTT faculty are expected to be involved in intra- and inter-Divisional and campus service committees related to the faculty member's primary appointment as well as service to their profession.

The CAFNR Guidelines indicate criteria for being hired as an assistant professor, promotion to associate professor, and promotion to full professor. Candidates should refer to the CAFNR Guidelines but the specific CAFNR guidelines for promotion from assistant to associate are indicated in the appendix at the end of this document for each area of responsibility. The general CAFNR statement is: "The candidate for an academic position at the rank of Associate Professor should be self-motivated, exhibit evidence of productivity, creativity, and leadership, as well as demonstrate a trajectory of sustained excellence in assigned areas of teaching, extension, research, and service."

### *Teaching<sup>1</sup>*

Faculty are engaged in a variety of student learning experiences within and outside the formal learning environment. Faculty engage with students through class, laboratory and online instruction, experiential learning, academic and career advising, study abroad programs, undergraduate research, and extracurricular activities. As part of their teaching responsibilities, faculty are encouraged to adapt existing coursework to provide students with varying perspectives on international and domestic diversity, inclusion and social justice. For faculty members considering promotion and/or tenure and having a teaching workload assignment, faculty are expected to follow the guidelines in the CAFNR P&T document. Teaching faculty are expected to be peer reviewed following the most recent CAFNR or Campus teaching peer review process. Teaching should show adjustments based on peer reviews, student comments and student evaluations as well as changes in research-based pedagogy. For tenure and/or promotion, student evaluations are generally expected to be on par with the average of the division for that level of class (e.g., 2000 level) and discipline.

Training and preparing graduate students is an essential aspect of the Division's academic mission. Advising and guiding graduate students from underrepresented populations is encouraged in order

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<sup>1</sup> The Division recognizes that evaluation instruments allow for biases based on various factors. When appropriate the Division Director, with candidate input, will document within their letter the appropriate literature describing response bias.

to fulfill our responsibilities as educators. Graduate advising, in line with CAFNR, is considered to be a part of teaching responsibilities, although students contribute to a faculty member's research and scholarly work. Faculty members are expected to support graduate education through funding, mentoring and/or advising/co-advising graduate students. Membership on a graduate student committee, other than chair or co-chair, is also an important contribution and recognized through the faculty members service & engagement appointment.

The Division recognizes the importance of post-doctoral advising and mentoring. While post-doctoral supervision is not required of a faculty member, the post-doctoral productivity of research or extension, and the rare case of teaching, activities will be documented in the assigned faculty supervisor annual accomplishment report.

### ***Extension<sup>1</sup>***

Extension refers to education and knowledge transfer activities directed primarily toward clientele outside the campus classroom. Such clientele may include consumers, business managers, agricultural producers, industry executives, opinion leaders, community leaders, public servants, regulators, policy makers, news media, and the general public. For faculty members considering promotion and/or tenure and having an extension workload assignment, faculty are expected to follow the guidelines of extension standards in the Division's Faculty Annual Workload Standards/Policies and the CAFNR P&T Guidelines. However, the Division recognizes the diversity of extension topics areas its faculty work on relative to other divisions in CAFNR. DASS faculty may be involved in all four program areas of MU Extension: Ag & Environment, Business & Community, Youth & Families and Rural Health. Extension faculty are expected to be peer reviewed following the CAFNR Extension peer review process. Most extension programming should result in a change in decision process by some clientele group. Therefore, faculty should track adequacy of materials and programs to realistically result in decision process change and/or improvement of the intended clientele. Faculty are strongly encouraged to document the impact of the decision process change and/or improvement and faculty should report evidence of impact with their promotion dossier.

### ***Research***

The Division is a multi-disciplinary administrative unit. The research contributions of every faculty member are expected to meet the highest standard of their discipline and external reviewers will evaluate faculty relative to the expectations of that discipline. Peer-reviewed journal articles are important for all disciplines in DASS and citations are evidence of the impact of that research, particularly for faculty applying for promotion to full professor. For a faculty member with a 40% teaching and 40% research appointment, two refereed publications per year on which they have a substantive contribution is expected. Quality of publications is an important consideration. CAFNR P&T Guidelines indicate that grants to fund research, intra-mural, extra-mural and federal competitive, are increasingly important, however in some DASS disciplines such as Hospitality Management and Personal Financial Planning, grants are less available. Awards are a form of recognition of the contribution of the faculty member to the discipline and are relatively more important for promotion to full professor. Being an editor or associate editor of a journal is also an important recognition of research impact and quality.

Each faculty member with a research appointment is expected to take initiative in developing a coherent and well-rounded research program, the focus and scope of which include a variety of research accomplishments and reflect professional interests as well as Divisional goals (as expressed in the individual's position description and other documents and correspondence). Faculty are encouraged to consider issues of inclusivity, diversity and equity in their research program, as relevant, including different mediums or forums for disseminating research results. For faculty members considering promotion and/or tenure and having a research appointment, faculty are expected to meet the guidelines of research standards in the CAFNR P&T document as indicated in the appendix.

While innovations and intellectual property are rare for a social scientist, discoveries having a social sciences component are recognized as contributing to the body of scientific knowledge of the social sciences. In such cases where Divisional faculty contribute to innovations and intellectual properties as part of cross-disciplinary/interdisciplinary/transdisciplinary team, credit will be given proportionately based on contribution efforts. We anticipate that entrepreneurial activity that is relevant for consideration in promotion and tenure decisions will be captured within the faculty member's teaching, research, extension and service and engagement activities.

Consideration is given to interdisciplinary activities of teaching, extension, or research. Interdisciplinary activities are encouraged of all Divisional faculty regardless of appointment. Such activities may require more resources and time to conduct and to publish. When faculty collaborate to publish interdisciplinary works there is recognition that different academic professions have different publication standards, e.g., assignment of authorship, number of authors, or order of authors. Interdisciplinary research may require more resources and time to conduct and to publish.

### ***Service and Professional Contributions***

Each faculty member is expected to demonstrate professional collegiality, leadership, and good Divisional and professional citizenship by their service contributions. For faculty considering promotion and/or tenure, faculty are expected to follow the guidelines of service and engagement standards in the CAFNR P&T Guidelines (see appendix). Election to office in professional organizations is an indicator of quality of service to the profession.

The Division recognizes the contribution by senior faculty to mentoring of junior faculty, i.e., Associate and Professor for Assistant Professors and Professor for Associate Professors. The Division has a mentoring plan that includes an assigned mentor for each new tenure-track Assistant Professor. Informal mentoring is recognized as a valuable service contribution. While junior faculty mentoring is not required of a senior faculty member, formal mentorship and informal mentorship are included in the Division's workload document.

## **4. Tenure Track/Tenured Promotion and Tenure Dossier Review Process**

Timelines for the promotion or promotion and tenure process are indicated in the CAFNR Guidelines (which are dependent on the Provost's Call). Faculty should read this material carefully to ensure that their dossiers are prepared in a timely fashion and to understand the steps involved.

Tenure, in particular, is a very important decision for the University and involves all levels of administration.

## **5. Tenure Track Mid-Probationary Review Process**

As indicated in the CAFNR P&T Guidelines, all entry-level tenure-track faculty are required to have a third-year review. The format and evaluation of the dossier are similar to that of the dossier that is used for promotion and tenure. The third-year review letters by the divisional and college committees are included in the dossier. This is an important step for faculty since it can highlight areas that need improvement in order to be tenured and promoted. Again, the timelines are indicated in the CAFNR P&T Guidelines.

## **6. Non-Tenure Track Promotion Review Process**

The CAFNR P&T Guidelines indicate the process and timelines for promotion for NTT faculty. Dossiers are sent to external reviewers, similar to the process for TT/T faculty seeking promotion or promotion and tenure.

## **7. Non-Tenure Track Pre-Promotion Review Process**

Similar to the third-year review that has been in place for many years for tenure-track faculty, a process for NTT faculty has been created to provide feedback to faculty planning to apply for promotion. The timelines are indicated in the CAFNR P&T Guidelines but the evaluation process occurs at the divisional level.

## **8. Post-Tenure Review for Tenured Faculty**

Divisional faculty awarded tenure are expected to continue to contribute significantly to their field of study and to the Division, the College, and the University. The Division adheres to the procedures for post tenure review specified in the Collected Rules and Regulations section 310.015. Expectations for satisfactory post tenure review follow from Collected Rules and Regulations section 310.015, “Satisfactory overall performance evaluations for each year will automatically be deemed sufficient for a satisfactory post-tenure review. The five-year evaluation process will be complete with a satisfactory evaluation. The purpose of the five-year post-tenure review is not merely to identify and remedy unsatisfactory performance, but also to identify and reward excellence in teaching, research, and service in accordance with the assigned workload distribution.” In addition to post-tenure review, the University of Missouri has implemented workload standards relating to effort that must be achieved. According to the CRRs, the University President has the ability to adjust faculty salaries.

## **Appendix**

Criteria from the CAFNR Guidelines for associate professor are indicated here so that divisional guidelines may stand alone for external reviewers. These criteria are copied from the version of the CAFNR Guidelines that was circulated in February, 2022 and will be updated as college guidelines are updated.

### 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 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.

Approved: 8/1/2022

Amended: \_\_\_\_\_