

# School of Health Professions – Faculty Policy Manual

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## **Preface**

**Mission Statement:** The mission of the School of Health Professions is to improve society through education, service and discovery in health and rehabilitation sciences.

**About this Manual:** The University of Missouri System's Collected Rules and Regulations (UM CRR) is the predominant guide for academic operations at the School of Health Professions. Modification of the School of Health Professions (SHP) policies may result from or be prompted by amendment(s) to the UM CRR. Upon notification or being made aware of any changes to the UM CRR, the manual will automatically be amended by the SHP Policy committee. This manual represents a collection of policies that were promoted and endorsed by *The Faculty* of the School of Health Professions for our own governance.

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## **Article 1: Administrative Policies**

### **A. Definition of the Faculty**

- I. In general, membership is intended to be inclusive of those who are governed by the School of Health Professions' Faculty Policy Manual.
- II. Membership includes academic individuals whose primary title may be administrative in nature, such as Dean, Chair, or Director.
- III. Membership is limited to fully-benefited academic employees with a continuous/term appointment (minimum 9 month, at .75 FTE or greater) whose primary hiring department or academic home department is in the School of Health Professions.
- IV. The School of Health Professions Faculty shall include academic appointments as defined:
  - 1) Ranked / Regular Titles – full benefits, tenured and tenure track (T/TT):
    - i. Professor
    - ii. Associate Professor
    - iii. Assistant Professor
  - 2) Ranked / Non-Regular Titles – full benefits, non-tenure track (NTT):
    - i. Non-regular, ranked titles will include rank (i.e. Professor, Associate Professor, Assistant Professor), *with an appropriately placed modifier*:
      - a. *Teaching Professor, Research Professor, Clinical Professor, and others (e.g. Visiting Professor)*

- b. Associate *Teaching* Professor, Associate *Research* Professor, Associate *Clinical* Professor, and others (e.g. Associate *Visiting* Professor)
  - c. Assistant *Teaching* Professor, Assistant *Research* Professor, Assistant *Clinical* Professor, and others (e.g. Assistant *Visiting* Professor)
- ii. In addition, these individuals may on occasion:
    - a. Have part-time university appointment in a division other than the School of Health Professions.
    - b. Have part-time appointment with a non-university unit or institution.
- 3) Unranked / Non-Regular –full benefits, non-tenure track (NTT):
- i. Non-regular, unranked titles may include but are not limited to:
    - a. Instructor
    - b. Lecturer
    - c. Preceptor
  - ii. Any of the above titles may be prefaced to include a modifier such as clinical, visiting, and others.
  - iii. In addition, these individuals may on occasion:
    - a. Have part-time university appointment in a division other than the School of Health Professions.
    - b. Have part-time appointment with a non-university unit or institution.

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## **B. Meetings**

- I. A minimum of one regular faculty meeting per semester shall be scheduled by the Dean of the School of Health Professions.
- II. Special meetings of the faculty of the School of Health Professions shall be called by the Dean upon written request of five voting members of the faculty representing at least three programs. The request shall be addressed to the Dean and shall state the purpose of such a meeting. The Dean shall call the special meeting within 10 days of the receipt of the request.

- III. Detailed agenda of items to be considered shall be distributed at least 7 days in advance of the faculty meeting at which the reports or agenda items are to be considered. Any item of new business not included on the distributed agenda of a faculty meeting will require either a 50 percent vote of approval of those present to be considered at the next faculty meeting or, to be enacted at the meeting at which it is introduced, two-thirds vote of approval of those present.
- 1) The agenda for a special meeting shall state the purpose of the meeting and shall list the faculty members requesting such a meeting.
  - 2) Meetings of the faculty of the School of Health Professions shall be conducted in accordance with *Robert's Rules of Order*:
    - i. **Consideration of Minutes.** Minutes of the previous meeting shall be distributed to faculty members within 14 days after regular faculty meetings.
    - ii. **Reports of Standing Committees.** Reports containing recommendations that require action by the faculty shall be distributed to faculty members at least seven days in advance of the meeting at which they are to be voted upon.
    - iii. **Reports of Special Committees.** Reports containing recommendations that require action by the faculty shall be distributed to faculty members at least seven days in advance of the meeting at which they are to be voted upon.
    - iv. **Special Business**
    - v. **Unfinished Business**
    - vi. **New Business**
    - vii. **Adjournment**

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## C. Voting

- I. Processes:
  - 1) Eligible Voters:
    - i. Voting faculty shall consist of all members of the School of Health Professions as defined by this manual with the exception of some committee elections that restrict voting faculty to Tenure Track/Tenured Faculty per the policies of the Provost Office or the Collected Rules and Regulations.
    - ii. The Office of the Dean shall provide a current list of voting faculty as requested by members of the committee managing a vote.
  - 2) Possible Votes:
    - i. Faculty will indicate approval, disapproval, or abstention.
  - 3) Definition of and Procedures For a Quorum:
    - i. At least 25 percent of voting faculty members are required for a quorum.

- ii. At least 3 departments/programs must be represented for a quorum.
  - iii. If a quorum is not achieved, the voting period must be extended until a quorum is achieved.
- 4) Initiator/s of Faculty Votes:
  - i. Any member of the voting faculty may propose items for a vote, but only those items reviewed and moved forward for voting by a designated SHP Committee may be sent to the SHP voting faculty.
- 5) Voter Confidentiality:
  - i. The recipient of votes will maintain the confidentiality of the voters.
- 6) Voting Periods:
  - i. Voting periods should last for 5 business days after completion of a discussion or nominating period.
  - ii. Voting will not be permitted outside of the voting period.
- 7) Voting Procedures per Voting Objective:
  - i. Curriculum Changes:
    - a. The Chair of the Curriculum Committee will manage the discussion and voting periods for new course proposals and major changes to course content as determined by the committee's procedures.
    - b. Discussion periods should last for 5 business days. If feedback indicates that further review and/or revision are needed, then the initiator/s of the vote shall return the item after review and/or revision for a second discussion period that lasts for 5 business days. If feedback again indicates that further review and/or revisions are needed, the proposal shall be withdrawn until further review and/or revision have been completed and the proposal is deemed by the initiator/s as worthy of being returned for voting.
    - c. The Chair of the Curriculum Committee will collect and tally the votes.
    - d. The Chair of the Curriculum Committee will report the results of the discussion and voting periods to the SHP Faculty.
    - e. The Chair of the Curriculum Committee will retain the voting records for at least the next academic semester following the vote.
  - ii. Policy Manual Changes:
    - a. The Chair of the Policy Committee will manage the discussion and voting periods.
    - b. Discussion periods will last for 10 business days. If feedback indicates that further review and/or revision is needed, then the initiator/s of the vote shall return the item after review and/or revision for a second discussion period that will last for 5 business days. If feedback again indicates that further review and/or revisions are needed, the proposal shall be withdrawn until further review and/or revision have been completed and the proposal is deemed by the initiator/s as worthy of being returned for voting.
    - c. The Chair of the Policy Committee will collect and tally the votes.
    - d. The Chair of the Policy Committee will report the results of the discussion and voting periods to the SHP Faculty.
    - e. The Chair of the Policy Committee will retain the voting records for at

- least the next academic semester following the vote.
- iii. Campus Committee Elections:
    - a. The Chair of the Policy Committee will manage the nominating and voting periods or delegate management of the nominating and voting periods to a subcommittee.
    - b. The Chair of the Policy Committee or a member of a subcommittee will solicit nominations for campus committees requiring election via the distribution of a nominating ballot. The Policy Committee will determine the eligibility of a faculty member to serve on a campus committee based on the requirements of that committee.
    - c. Nomination periods will last for 5 business days.
    - d. If the Chair of the Policy Committee or a member of a subcommittee receives no eligible nominations, he/she will consult with the SHP Council of Chairs for the recruitment of a nominee.
    - e. The Chair of the Policy Committee or a subcommittee will confirm that nominees are willing to serve on the campus committee for which they have been nominated.
    - f. The Chair of the Policy Committee or a member of a subcommittee will collect and tally the votes.
    - g. The Chair of the Policy Committee or a member of a subcommittee will report the results of the nomination and voting periods to the SHP Faculty.
    - h. The Chair of the Policy Committee will retain the voting records for at least the next academic semester following the vote.
  - iv. School Voting Objective Not Specified Above:
    - a. The Office of the Dean will designate a faculty member to manage the discussion and voting periods.
    - b. Discussion periods will last for 10 business days. If feedback indicates that further review and/or revision is needed, then the initiator/s of the vote shall return the item after review and/or revision for a second discussion period that will last 5 business days. If feedback again indicates that further review and/or revisions are needed, the proposal shall be withdrawn until further review and/or revision have been completed and the proposal is deemed by the initiator/s as worthy of being returned for voting.
    - c. The designated faculty member will collect and tally the votes.
    - d. The designated faculty member will report the results of the discussion and voting periods to the SHP Faculty.
    - e. The designated faculty member will retain the voting records for at least the remainder of the next academic semester following the vote.

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## D. Committee Structure

The committee structure of the School of Health Professions will consist of committees defined as follows:

### I. Faculty Committees

1) Standing Committees of the Faculty shall be composed of SHP faculty and students, when appropriate. The Standing Committees of the Faculty will have ongoing function and responsibility dealing with essential functions as defined by the faculty and are permanent committees. These committees are:

- i. Policy
- ii. Curriculum
- iii. Student Affairs/Scholarships
- iv. Faculty Promotion and Tenure
- v. Research
- vi. Clinical, Teaching, and Research Promotion

2) Special committees of the Faculty will have a finite function and may include faculty, administration, staff, students and others as appropriate. The Special Committees will be formed by faculty initiation via application through the policy committee in order to fulfill a special agenda not performed by another committee.

3) Ad Hoc committees of the Faculty will be formed by faculty initiation by application through the policy committee in order to fulfill a charge not performed by another committee. Upon establishment of an ad hoc committee, the chair of the Policy Committee will notify the faculty at the next SHP faculty meeting of the charge and membership of the committee. Ad Hoc Committee reports will be included in School of Health Professions Committee meetings. Ad Hoc committees will be dissolved upon completion of their charge.

4) General membership rules for standing or special committees of the faculty of the School of Health Professions shall be as follows:

- i. Membership of each committee shall consist of one faculty member elected by each program for a three year term.
- ii. Only voting members of the faculty, as defined by the School of Health Professions policy, shall be eligible for service on standing committees of the faculty.
- iii. Faculty members should not serve more than two consecutive terms, nor where feasible in terms of the size of the program, serve on more than one standing committee of the faculty.
- iv. Elections of faculty representatives shall be conducted in April for terms to begin the first day of the following fall

- semester.
- v. The procedures for the function of the Committee on Faculty Responsibility are described in the University of Missouri By-laws in the [Faculty Handbook](#).
- vi. The past chair of each committee shall convene the committee in order to elect its new chair, annually, during the first four weeks of the fall semester.
- vii. Each committee will submit to the faculty an annual report summarizing the committee's activities at the end of the academic year.

## II. Committees of the Dean

- 1) Continuous Committees of the Dean shall be headed by the Dean of SHP and have ongoing responsibility dealing with essential functions as defined by the Dean.
- 2) Ad Hoc Committees of the Dean shall be created by the Dean for special purposes with responsibilities that shall not supersede the responsibilities of any existing committee. Upon establishment of an ad hoc committee, the Dean will notify the chairman of the Policy Committee within one week and then the faculty at the next SHP faculty meeting of the charge and membership of the committee. Ad Hoc Committee reports will be included in School of Health Professions Committee meetings. After completion of its charge, the committee will be dissolved.
- 3) The general membership rules for the continuous committees of the Dean shall be as follows:
  - i. Voting membership of the Executive Committee shall consist of Department Chairs, the Dean of the School of Health Professions, and other members of the committee as designated by the Dean.
  - ii. In lieu of formation of a separate Budget Committee, the Executive Committee will function in an advisory capacity during budget creation periods. This committee shall operate from an information base including knowledge of the total University budget, and the School of Health Professions' budget.
- 4) The charges of SHP standing faculty committees are as follows:

***Policy Committee*** - Charge: The Policy Committee shall represent the Faculty of the School of Health Professions through the formulation and recommendation of statements of policy for all matters dealing with the mission and objectives of the school and its programs. The committee shall have the further responsibility of continually reviewing and appraising statements of policy directed toward such matters as: the selection, promotion and retention

of academic personnel; the establishment, administration, and operation of educational programs; the involvement of faculty and students in the academic and administrative affairs of the school; the rights, privileges, and responsibilities of faculty members; SHP admissions procedures; and all other matters in which the faculty has a direct concern. Normally recommendations for policy changes will originate in the appropriate committee and come to the policy committee primarily for harmonizing with existing policies and for managing discussion and voting. In those cases where there is no existing committee, the policy committee may take on responsibility for drafting new or changed policy.

***Curriculum Committee*** - Charge: The Curriculum Committee shall represent the faculty of the School of Health Professions by reviewing, evaluating and making recommendations regarding curricular matters such as: proposed changes in curricula and/or degree requirements; the design of new programs; proposed changes in existing courses; and proposals for new courses.

***Student Affairs/Scholarships Committee*** - Charge: The Student Affairs Committee shall represent the Faculty of the School of Health Professions in matters dealing with student affairs such as: the coordination of student activities, organizations, and government; the provision of liaison between student organizations and the faculty; decision-making regarding special cases for selection, retention, or graduation; the administration of scholarships and awards which are under control of the school; the maintenance of an SHP Student Handbook and the design and implementation of commencement exercises.

***Research Committee*** - Charge: The Research Committee shall represent the faculty of SHP as a standing committee of the School of Health Professions by promoting scholarly activity, grantsmanship, collaboration of research activity within SHP and inter-campus research collaboration.

***Faculty Promotion and Tenure*** - Charge: The Promotion and Tenure Committee shall represent the faculty of SHP as a standing committee of the School of Health Professions by developing guidelines for faculty promotion and tenure that reflect the priorities of individual SHP Programs and the University of Missouri. This committee will also evaluate the applications of SHP faculty members for promotion and tenure based on these guidelines.

***Clinical, Teaching, and Research Promotion*** - Charge: The Clinical, Teaching, and Research Promotion Committee for non-tenure track faculty shall represent the faculty of SHP as a standing committee of the school by developing and revising guidelines for faculty promotion that reflect the priorities of the School of Health Professions in accordance with the University of Missouri guidelines. This committee will evaluate all dossiers for promotion and provide written recommendation to the Dean.

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## **E. Review of Faculty Performance**

I) The School of Health Professions shall organize and maintain a system for Annual Review of Faculty Performance.

- 1) The purpose of the system will be primarily aimed at instructional and environmental improvement; however, it will also be used to provide supportive data for promotion, tenure, and salary considerations.
- 2) The review process will allow faculty and administration of the School to periodically assess faculty role and performance in order to strengthen and improve individual and program goals which will be consistent with those of the School and the University of Missouri.
- 3) Faculty and administration should be aware of the specific procedures involved in the review process. In addition, all faculty should actively take part in their own review.

### II) Implementation

- 1) All faculty members will meet with their program/department chair to define goals and expectations for the next academic year.
- 2) The roles of faculty members and program chairs should be amenable to alteration at any time by mutual consent of the individual and the administration.
- 3) At least once each academic year, the program chair will meet with each faculty member individually to review that year's role and performance in relationship to previously stated goals.
- 4) A faculty member who does not agree with the findings of the review has the right of appeal to the Dean of the School of Health Professions. Upon appeal, the Dean will appoint a peer review committee composed of at least three faculty members who will review the findings and forward recommendations.
- 5) The review process shall be flexible enough to accommodate the diverse roles and responsibilities of faculty in the School.

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## **Article 2: Academic Policies**

### **A. Regulations of the University**

- I. All students in the School of Health Professions are subject to the general regulations of the University.
- II. Policies of the School of Health Professions incorporate those of the University of Missouri; however, in some instances, the faculty of the School of Health Professions may approve policies that are more stringent than that of the university.

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### **B. Admission**

- I. Students seeking admission to one of the professional programs offered by the School of Health Professions should make application to the University and enroll in the School of Health Professions as "Pre-Health Professions Students." Students interested in pursuing the Health Sciences degree may declare their major in Health Sciences. There is no application for that major.
- II. Students may make application for admission to the professional component of the program of their choice at a time specified by that program.
- III. Prospective applicants to the School of Health Professions must meet requirements of individual pre-professional and professional programs. In addition, applicants whose native language is not English must demonstrate English language proficiency on the Test of English as a Foreign Language (TOEFL), Test of Written English (TWE), and Test of Spoken English (TSE-A). Applicants should refer to specific department or program requirements for minimum scores in each type of test. Scores must be received by the application deadline.

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### **C. Acceptance of Transfer Credit**

- I. Course work completed at an accredited institution of higher education and oriented toward a baccalaureate degree normally will be accepted at MU if the grade was C or better. However, not all credits transferred to MU fulfill specific requirements for a particular degree.
- II. Work completed at a school which is not accredited (e.g. some technical schools, hospital schools, and foreign institutions) will require validation and evaluation.
- III. Course work completed at an accredited four-year institution will be accepted without limitation, but the student must complete all coursework required by the degree program. Students must complete 30 of the last 36 credit hours at the University of Missouri.

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### **D. Credit by Examination**

- I. Course work completed at an accredited institution of higher education and oriented toward a baccalaureate degree normally will be accepted at MU if the grade was C or better. However, not all credits transferred to MU fulfill specific requirements for a particular degree.
- II. Students may be awarded advanced standing credit on the basis of the following:
  - 1) Advanced Placement Program (APP) of the College Entrance Examination Board.
  - 2) The College Level Examination Program (CLEP) subject examinations.
  - 3) University of Missouri Departmental Examinations.
- III. Students with previous training and/or experience may be allowed to earn advanced standing credit through challenge examination in certain programs offered by the School of Professions.

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## **E. Academic Advising**

- I. Academic advisement is considered a major responsibility of faculty advisors and academic advisors in the School of Health Professions, and each student will be assigned to a faculty member and/or academic advisor for advisement at both the pre-professional and the professional level of a degree program.
  
- II. The School of Health Professions shall organize and maintain a system for Annual Review of Academic Advisement Performance:
  - 1) The purpose of the system will be to improve the quality of academic advising.
  - 2) The review process will allow faculty advisors, academic advisors, and administrators of the School of Health Professions to periodically assess advising roles and performance in order to strengthen and improve program goals which will be consistent with those of the School and the University of Missouri.
  - 3) Faculty advisors, academic advisors, and administrators should be aware of the specific procedures involved in the review process.
  
- III. Implementation:
  - 1) A student should meet at least once per semester with his/her academic advisor. Departments/programs should notify the students of this responsibility at the start of each semester.
  - 2) Every student who is advised within a department must be given the opportunity to evaluate his/her advisor. The evaluation should be conducted once per year during Spring Semester.
  - 3) Departments should use the School of Health Professions evaluation form. However, individual departments may adapt the form to meet specific departmental needs. Variance from the School of Health Professions form will require prior approval from the SHP Office of Student Affairs. Regardless of which form is used, all students in the department must use the same form.
  - 4) The forms may be distributed to the students in any manner the department/unit decides. However, the procedure must ensure that every student who is advised is given a form and has the opportunity to complete it in a confidential manner.
  - 5) Evaluation forms will be sent to the Office of Student Affairs for tabulation. Individual forms should be sorted and returned to their respective departments and programs.

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## **F. Normal Course Load**

- I. Normal registration for undergraduate students during fall and winter semesters is 12-15 hours of credit. An undergraduate may not enroll in a course load of more than 18 semester hours of credit without prior written approval signed by an individual program director and the Director of Student Affairs in the School of Health Professions.
- II. During summer sessions students may not enroll for more than 9 semester hours of credit during the combined two 4-week sessions and/or the 8-week session without department consent.

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## **G. Add/Drop & Withdrawal**

- I. The adding and/or dropping of courses after enrollment may be initiated only by the student. Cessation of attendance in a given course does not constitute formal withdrawal from that course, and course attendance without officially enrolling does not entitle a student to receive credit for that course. Add/Drops are not approved retroactively; therefore, changes in class schedules will be affected immediately.
- II. Students may not add any course, other than Problems, Special Readings, or Research, after the expiration of six days following the first day of class in a regular session or the equivalent in a shorter session.
- III. A student who officially withdraws from a course on or after the 26th day is required to obtain the signature of the course instructor on the Add/Drop form and a grade of W or WF will be assigned at that time.
- IV. Students may not withdraw from a course or from MU after the published deadlines.
- V. No grade will be assigned to a student who withdraws from a course prior to the beginning of the 5th week (25th day) of a semester or an equivalent period of time in a summer session, and no notation of enrollment in that course will be made on the transcript. Withdrawal from a course after the beginning of the 5th week (on or after the 25th day) and who is doing failing (F) work will be assigned the grade WF (WF's are counted as an F in the term grade point average). If the quality of the student's work is not judged to be failing at the time of withdrawal, the grade of W will be

reported.

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## **H. Grading**

- I. The University of Missouri has an optional Satisfactory/Unsatisfactory (S/U) grading system. A student may choose to change the grading option of a course from A-F to S-U, with approval from the Office of Student Affairs. Students must verify that changing the grading option will not affect their progress towards graduation or ability to apply to their professional program. When a student opts for an S/U grading option, the instructor will assign a grade (A-F), which will convert to an S or U depending on the grade the instructor assigns. A grade of C- and higher will be considered passing, a grade of D+ or lower will be considered unsatisfactory. A student may not change their grading option to S/U after the tenth day of classes in the fall or spring semesters and after the fifth day of class in the summer semester.
- II. Students in the School of Health Professions may select one course outside their major per semester to be graded S/U in addition to any course so designated by a department.
- III. In no case may more than 20 percent of the semester hours of credit applicable toward the degree be graded S/U.

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## **I. Penalties for Scholastic Deficiency**

- I. Students enrolled in the School of Health Professions are subject to the regulations of the University concerning scholastic probation, suspension, and dismissal (see Academic Regulations, Article VIII).
- II. A student on academic probation must establish a 2.0 MU term grade point average in a minimum of twelve graded hours and a 2.0 cumulative grade point average within two successive terms of enrollment; otherwise, he or she is ineligible to re-enroll.

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## **J. Appeal and Revision of Records**

- I. Appeal of a grade is initially made to the instructor. Appeal then goes to the program director or department chair.
- II. Appeal for correction of an academic record is made to the campus committee on Revision of Records. Such an appeal must be initiated through the student's academic advisor in the Office of Student Affairs.

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## **K. Academic Progress/Standing**

- I. To maintain enrollment in the School of Health Professions, students must demonstrate academic progress toward their declared degree program. Academic progress will be defined using the following guidelines:
  - 1) Students must make application to their professional program in accordance with the admission guidelines delineated by each program.
- II. Students transferring to the School of Health Professions from other divisions on campus and students from other divisions must meet the GPA minimum established for their program of interest.
- III. All students should be aware that the academic requirements of the individual professional programs vary and may be higher than the minimum stated above. It is, therefore, strongly recommended that students stay in close contact with the program they wish to enter regarding GPA requirements.

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## **L. Appeal of Student Dismissal**

- I. Programs/Departments must keep written documentation and follow due process (as described in M book) when dismissing a student.
- II. If the student wishes to appeal dismissal, he/she must file a written appeal to the Dean of the School of Health Professions within 10 working days. Throughout this Article, the term —working days| shall not include days between the last day of the final examination period and the first day of the succeeding semester. Within 20 working days of receiving the appeal, the Dean shall decide to uphold the dismissal, reverse it,

or refer the matter to the School of Health Professions Student Affairs Committee.

- III. If the dismissal decision is upheld by the Dean, then the student has a right to appeal the decision to the Chair of School of Health Professions Student Affairs Committee. An appeal of dismissal must be made by the student in writing to the Chair of the School of Health Professions Student Affairs Committee within 10 working days of receiving notification of the decision of the Dean.
- IV. Whether the matter is referred to the Student Affairs Committee by the Dean, or an appeal of the Dean's decision is submitted by the student, the following procedures will be put into place:
  - 1) When an appeal is presented to the Student Affairs Committee, that committee will convene a Student Appeals Committee within 10 working days of receiving the appeal. The Student Appeals Committee will consist of five (5) voting faculty who will render a decision and one (1) staff who will serve as recorder. No member of the Student Appeals Committee faculty shall hold an appointment in the program involved in the appeal. The committee's first order of business shall be to elect a chair and then to proceed with the procedure described below.
  - 2) The Student Appeals Committee shall set a hearing date no sooner than 10 working days or later than 20 working days from its initial meeting. The student and his/her program director shall each submit a written statement of his/her position regarding the appeal to the Student Appeals Committee no later than five (5) working days prior to the hearing. Failure of the student to meet the deadline shall result in dismissal of the appeal. Failure of the program director to meet the deadline shall result in reversal of the action prompting the appeal. Both parties may submit names of individuals they wish to have testify on their behalf. The decision to invite an individual to testify shall be left to the discretion of the committee. The statements and lists of potential witnesses shall be addressed to the Chair of the Student Appeals Committee, School of Health Professions.
  - 3) Following receipt of each written statement and list of individuals identified to testify, copies will be made and sent to the student and program director by the committee chairperson using the most rapid method practical under the circumstances.
  - 4) Upon request, copies of relevant transcripts, correspondence and university/school/program policies regarding retention/probation/dismissal will be made available to the student, program director, and Student Appeals Committee.
  - 5) The committee shall invite the student and the program director to all hearings. The student and the program director may choose to be accompanied by one advisor. The committee may call those whose participation in the hearing is

considered relevant to give testimony and to answer questions of committee members.

- 6) All faculty of the Student Appeals Committee are under an obligation to commit themselves to follow procedures consistent with fairness to all parties concerned. Members of the committee will not discuss the appeal with anyone outside of the hearing process. Their findings will be based only upon the evidence presented to them in meetings at which all affected parties are present.
- 7) The committee shall set forth the rules for the hearing. The chairperson may, for good cause and with concurrence of a majority of the entire committee, authorize deviation from the suggested format. In all such cases, the principal parties shall be notified promptly:
  - i. In each phase of a hearing the student shall be heard first and shall be primarily responsible for the presentation of his/her position.
  - ii. An advisor of the student may advise and briefly explain his/her position but shall not address the committee beyond this introduction until the end of the testimony.
  - iii. The program director shall be heard second in each phase of a hearing and shall be primarily responsible for the presentation of the position of the program.
  - iv. A reasonable time limit shall be established for all testimony, and it will be made known to the principals when the written statements are distributed.
  - v. Every effort should be made to conduct the hearing as expeditiously as possible, with fairness to both parties.
  - vi. In order to promote the truthful, unfettered exchange of information and ideas, all testimony pertaining to the hearing shall be held in confidence.
  - vii. Only evidence and testimony relevant to the hearing may be introduced. The chairperson shall decide questions regarding the admissibility of evidence.
  - viii. Brief summary statements may be made by the student, program director and each advisor.
  - ix. A confidential recording of the student hearing shall be made and a transcript will be accessible to the parties involved and authorized representatives if requested.
  - x. At the conclusion of the hearing, the members of the committee shall meet in closed session to deliberate upon their findings. A majority vote of the entire committee shall be required on all decisions. The Student Appeals Committee shall make written notification of its decision to the student by certified mail, signature required, and to the program director and Dean of the School of Health Professions within seven working days from the closing the date of the hearing.
  - xi. Failure of the student to meet any deadline will result in dismissal of

the appeal.

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Reviewed and revised en masse April 10, 2012  
Revision approved April 15, 2004  
Revision approved February 24, 2004  
Revision approved November 28, 1995  
Revision approved November 21, 1989  
Approved April 21, 1981

#### **M. Admission to Professional Curricula**

- I. Each program in the School of Health Professions has a selection procedure and each has a time period during which students may make formal application for admission to the professional component of a program.
- II. Selection for participation in the professional component of a program is a formal process governed by the program admission committee using established procedures and criteria.
- III. Neither the School of Health Professions nor any program in the school participates in decisions regarding residence. Questions concerning residence must be directed to the Admissions Office, 230 Jesse Hall.
- IV. Admission to the University and advisement by faculty of the School of Health Professions does not constitute nor guarantee admission to the professional component of any program.

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Revision approved October 30, 1995 (Policy Committee)  
Approved April 21, 1981

#### **N. Attendance**

- I. Students enrolled in the School of Health Professions are expected to attend classes regularly and may be dismissed for inattention to their academic responsibilities. A faculty member may use attendance, or lack of attendance, as a criterion in the determination of a course grade. School of Health Professions students are subject to University policy and procedure as stated in the M-Book.
- II. Permission to make up class work missed as a result of absence is granted at the discretion of the individual instructor. Normally, students who have been absent from classes due to illness or hospitalization will be allowed an opportunity to make up work missed.

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Revision approved October 30, 1995  
Revision approved February 13, 1990  
Approved April 21, 1981

## **O. Personal Qualifications**

- I. In addition to the academic and clinical education requirements of a program, students must possess and exhibit those personal qualities and characteristics associated with patient welfare and professional trust. These elements are a part of the overall evaluation process for the professional component of each program. Students judged to be deficient in these elements are subject to dismissal from a program.

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Reviewed and revised en masse April 10, 2012  
Approved April 21, 1981

## **P. Requirements for the Bachelor of Health Science Degree**

- I. To be awarded an undergraduate degree from the School of Health Professions, the student must have:
  - 1) Satisfactorily completed a minimum of 120 semester hours of credit including: MU general education requirements, pre-professional requirements, and courses required for the major.
  - 2) Completed the final 30 semester hours enrolled in a degree program in the School of Health Professions.
  - 3) Acquired a minimum cumulative grade point average of 2.0. Completed the requirements for the major with the minimum grades designated for each course by that program.
  - 4) Completion of all requirements for the degree according to the regulations of the School of Health Professions is the responsibility of the student.
- II. Students with a baccalaureate degree may be awarded the Bachelor of Health Science degree as a second degree by:
  - 1) Completing all requirements for the major in the School of Health Professions that were not met in the first degree.
  - 2) Completing a minimum of 30 semester hours of credit enrolled in a degree program in the School of Health Professions.

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Revision approved October 30, 1995 (Policy Committee)  
Approved April 21, 1981

## **Q. Honor Roll Criteria**

- I. Criteria for the Honor Roll (Dean's List) for the School of Health Professions requires a term GPA of 3.3 or above on a 4.0 scale for a full-time enrollment of 12 or more graded semester hours of credit during a regular semester or a full-time enrollment of 6 or more graded semester hours of credit during a summer session.

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## **R. Honors Designation for the Bachelor of Health Science Degree**

- I. The School of Health Professions shall utilize the three recognized honors designations (SUMMA CUM LAUDE, MAGNA CUM LAUDE, and CUM LAUDE) to formally acknowledge outstanding academic performance on the part of students at the baccalaureate level:

- 1) The basis for honors designation shall be cumulative grade point average as opposed to certain percentage of the graduating class.
- 2) Qualification for a laude degree will require a minimum of 50 graded semester hours completed on the Columbia Campus while enrolled in the School of Health Professions.
- 3) Qualification for a laude degree shall be based upon either the last 50 graded semester hours completed on the Columbia Campus or the overall cumulative grade point average for work completed on the Columbia Campus, whichever is higher.
- 4) In no case will a laude degree be conferred on an individual whose overall grade point average for work completed on the Columbia Campus is less than 3.00.
- 5) Criteria for graduation with honors will be reviewed every two years.

### **II. Procedure:**

- 1) Preliminary List:
  - i. The Student Affairs Office forwards a compiled list to the Office of the Registrar. This preliminary list includes the name of each prospective graduate as it is to appear on the diploma and includes any honors

designation for which it appears the student may qualify. The list is used to prepare the diploma, commencement bulletin and for news releases.

2) Revised List:

- i. After final grades have been reported and received in the Student Affairs Office, a revised list of graduates is forwarded from the School of Health Professions to the office of the Registrar. This revised list contains the name of each graduate and any honors designation for which the student has qualified.
- ii. Honors designations for the final list shall be based upon the requisite grade point average and a minimum of 50 graded semester hours completed on the Columbia Campus.

III. Criteria for Honors Designation:

- 1) SUMMA CUM LAUDE 3.900 - 4.000
- 2) MAGNA CUM LAUDE 3.700 - 3.899
- 3) CUM LAUDE 3.500 - 3.699

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Revision approved December 1, 1998  
Revision approved October 21, 1997  
Revision approved September 30, 1996 (Policy Committee)  
Revision approved December 19, 1995 (Policy Committee)  
Revision approved October 30, 1995 (Policy Committee)  
Approved April 22, 1980

**S. Student Health**

- I. Students enrolled in the School of Health Professions shall meet health requirements as established by their respective programs. The required evidence of good health, screening tests, and immunizations shall be recorded at the Student Health Service prior to the student's clinical experience. Due to the high risk found in the clinical environment, it is strongly recommended that all students be covered by health insurance. Specific requirements shall reflect program accreditation standards and policies of institutions where students will gain clinical experience.

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Approved April 12, 1983

**T. Notice of Nondiscrimination**

- I. The School of Health Professions will be compliant with the System Collected Rules

and Regulations governing nondiscrimination.

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Reviewed and revised en masse April 10, 2012  
Approved November 21, 1989

## **U. Undergraduate Assessment**

- I. In accordance with the policy statement on assessment adopted by the Board of Curators in December 1987, the School of Health Professions shall evaluate the outcomes of students' education. It states as follows:
  - 1) The process of assessing the major field should include a faculty determination of the goals or outcomes appropriate for graduates in that field, and a measurement of the extent to which students are achieving those goals or outcomes

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2012 Reviewed and revised en masse April  
10, 2012 Revision approved August 29, 1988  
Approved May 24, 1988

## **Article 3: Promotion and Tenure**

### **A. Rationale**

- I. In accordance with the University of Missouri *Policy and Procedures for Promotion and Tenure, Collected Rules and Regulations 320.035*, each department within the School of Health Professions in consultation with the Dean shall develop and maintain (subject to periodic review) criteria and procedures for tenure and promotion that are consistent with campus and university system policies. The School of Health Professions and each of its departments must maintain high standards in recruitment, promotion and award of tenure to faculty members. "Because of the wide diversity within the university, it is recognized that there must be some variation among units in the development of specific criteria for judging the merits of individual faculty. However, variation in criteria must not translate into variation in standards" (*System- Wide Perspectives on Appointment, Promotion, and Tenure: Oct. 29, 1984*).
- II. Consistent with university policy, contributions of faculty should be weighed in three areas:
  - 1) Research and other scholarly achievements
  - 2) Teaching and student advising
  - 3) Clinical duties, where applicable

4) Service and/or administration

The first three are paramount; the fourth is an important complement. Criteria shall not be purely quantitative and insofar as possible shall be defined operationally in a way appropriate to the discipline.

- III. Advancement from the rank of assistant professor to associate professor and from associate professor to professor represents degrees of scholarly recognition and maturity. Promotion to the rank of associate professor and award of tenure reflects demonstrated potential for achieving a national reputation in the discipline. The faculty member who is promoted to the rank of professor shall have established such a reputation.
- IV. The departments within the school represent diverse disciplines and, such being the case; each will develop its own departmental and discipline specific promotion and tenure criteria. The procedures for achieving tenure and advancement in rank shall be consistent with those developed and approved by the school. Each department's criteria and procedures for determining academic rank distinctions may exceed those of the university, school or other departments within the school, but cannot be binding upon any other department. In accordance with campus and university policy, both school and department promotion and tenure criteria shall address research and other scholarly achievements, teaching and advising, and service/administration. Each prospective faculty member shall be informed in writing of the responsibilities with regard to those procedures, prior to appointment to a tenure-track or professorial rank position in a department. The appointment letter from the chair will specify the proportion of the candidate's effort that is expected to be dedicated to research, teaching, and clinical or professional service, and this distribution of effort will be reviewed annually.

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## **B. Promotion and Tenure Rules and Regulations**

- I. Faculty working toward tenure shall have access to the latest version of campus academic tenure regulations, as well as the system-wide rules and regulations which may be found on the Office of Provost website.
  - 1) Information on the Office of the Provost website references campus Promotion and Tenure policy and gives instructions regarding the process of the promotion and tenure review. In addition, there is a link to the system's Collected Rules and Regulations – Chapter 310, Academic Tenure Regulations, and Chapter 320.035, Policy and Procedures for Promotion and Tenure.
  - 2) This information should be provided to new full-time regular faculty members

by the beginning date of their appointment by their department chairs. If the faculty member is the department chair, then this information should be provided by the dean. This is in compliance with the statement on the Appointment Notification Form that the new faculty member has been provided with a copy of the regulations.

- II. Faculty working toward tenure shall also have access to the latest version of the School of Health Professions academic promotion and tenure policy.
  - 1) The promotion and tenure guidelines will be available on the School of Health Professions website under Article 4: Promotion and Tenure for Regular Faculty.
  - 2) This information should also be provided to new faculty members by the beginning date of their appointment by their department chairs. If the faculty member is the department chair, then this information should be provided by the dean.

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### C. Overview of Tenure Process

- I. **Criteria (Article 4d).** Candidates for tenure must meet minimum requirements as set forth by the school before applying for tenure.
- II. **Time Guidelines and Limits (Article 4e).** A minimum of three years must be served as an assistant professor at the college or university level before the candidate can be considered for tenure. Official review for tenure normally occurs during the sixth academic year and must occur before the end of the sixth academic year.
- III. **Dossier (Article 4f).** Faculty working toward tenure should begin their dossier during their first academic year. This dossier should be reviewed by the chair of the department on an annual basis until time of the mid-probationary review or until time of official tenure review for those seeking tenure before their sixth academic year.
- IV. **Mid-Probationary Review (Article 4g -4i).** The mid-probationary review is an opportunity for the department and school to provide feedback and guidance to faculty concerning progress on the tenure track, including specific evaluation as to how well the candidate is meeting the department's and school's expectations. The mid-probationary review normally occurs during the third academic year.
- V. **Initiation of Tenure Review (Article 4j -4n).** The official review for tenure (continuous appointment) is mandatory and will be initiated by the department chair. If the faculty member is the department chair, then the official review is initiated by the dean. Consistent with Executive Order 6A, Policy and Procedures for Promotion and Tenure, Collected Rules and Regulations 320.035, consideration of award for continuous appointment and promotion to the rank of associate professor normally

occurs after a probationary period of five years, and the review is initiated at the beginning of the sixth year.

- VI. **Request for Extension of Probationary Period.** Extensions of the probationary period may be granted to faculty whose progress toward tenure has been significantly disrupted. Consistent with Executive Order No. 26, 310.025 Extension of Probationary Period for Faculty on Regular Term Appointment, formal requests for extension of the probationary period must be made in writing. One-year extensions may be requested. The authority to grant extensions of the probationary period rests solely with the chancellor.
  
- VII. **Awarding/Withholding Tenure.** The Board of Curators governs the granting or withholding of tenure relative to all faculty of the School of Health Professions as stated in 310.020 Regulations Governing Application of Tenure. The formal tenure review process will be followed either by continuous appointment (awarding of tenure) or by a one-year terminal appointment.
  
- VIII. **Appeals.** Faculty members that are denied tenure have a right to a hearing for reconsideration at the same administrative level, followed by an appeal to the next administrative level. Faculty members who applied for promotion before their mandatory evaluation year and were denied may re-apply up to and including in the year during which mandatory review is scheduled. Faculty members applying for promotion before their mandatory year have the same right to hearing as candidates applying in their mandatory year. Refer to 310.020 Section F: Non renewal of regular term appointment.
  
- IX. **Request for Appointment Change.** Faculty members may make a written request to change from a regular tenure track appointment to a non-regular, non-tenure track appointment. The department chair may then request the change in appointment from the dean, who in turn may forward this request to the Office of the Provost. The authority to grant change of appointment rests solely with the Chancellor. Ideally, these requests should be made before the mid-probationary review, but can be made at a later time. Formal requests must be made in writing with endorsement of department chair and dean. In keeping with CRR Section 310.020G, any reappointment may not allow the faculty member to perform substantially the same type of duties as tenure-track faculty in excess of a total period of service of seven years.

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#### **D. Criteria for Promotion from Assistant to Associate Professor and the Awarding of Tenure**

- I. Criteria shall include the following:
  - 1) Research training in the form of (a) an earned research doctorate or (b) a clinical doctorate followed by formal post-doctoral research

training. The research doctorate or clinical doctorate with post-doctoral research training must be in the immediate discipline or from a closely associated discipline.

- 2) A minimum of three (3) years served as an assistant professor at the college or university level.

II. Criteria for tenure and promotion reflect the merit and contributions of the faculty candidate with evidence of sustained productivity, excellence, and the potential future of contributions to the school and the university, rather than satisfaction of minimum criteria. This assessment is made on the basis of several levels of evaluation. The following components are considered in these evaluations:

- 1) Research and other scholarly activities. Evidence of sustained and effective research and other scholarly activities, professional growth, and the potential for establishing a national reputation in his/her field. (refer to 320.035B.2.b. for campus guidelines) This should be demonstrated by activities such as:
  - i. Publications in refereed professional journals, chapter contributions, and/or publication of books of a scholarly nature.
  - ii. Research presentations at regional/state, and national professional meetings.
  - iii. Grant writing efforts to secure research funding.
  - iv. Service to the discipline through leadership in professional organizations, editorial duties, consultant activities or other appropriate activities at the national level.
- 2) Academic/clinical teaching experience:
  - i. Evidence of academic, clinical or research teaching at the undergraduate, graduate, and/or and postgraduate level. Instruction should reflect depth and breadth of knowledge, capacity for effective dissemination of that knowledge, and creativity.
  - ii. Refer to 320.035B.2.c. for campus guidelines.
- 3) Merit in teaching may be demonstrated by means such as the following:
  - i. Where applicable, annual teaching evaluation questionnaires, with interpretation and comparative data.
  - ii. Classroom visitations or teaching evaluations by departmental/ divisional/university peers.
  - iii. Innovative contributions to courses, didactics series, and/or to the entire curriculum and clinical teaching mission.
  - iv. Evidence of excellence in advising and enthusiasm and high degree of involvement in the education of students, interns, and/or fellows.

- v. Clinical teaching in non-classroom, applied health care settings if appropriate.

4) Service and Administrative Contributions:

- i. Evidence of service contributions within the institution and within the discipline.
- ii. These contributions should reflect the quality and impact of the candidate's individual efforts. Refer to 320.035B.2.d. for campus guidelines.
- iii. Participation on department, school, campus or university faculty committees and other administrative or service activities that contribute to the well-being of the institution.
- iv. Participation in national, regional, and state activities of the discipline, university, and the community at large.

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## **E. Criteria for Promotion from Associate Professor to Professor**

I. Criteria for determining eligibility for promotion shall include the following:

- 1) Possession of a Ph.D. degree in the immediate discipline (or from a closely associated/compatible doctoral program).
- 2) A minimum of three (3) years served as an associate professor at the college or university level.
- 3) Sustained record of effective contributions during a career of research and other scholarly activities significantly beyond those necessary for advancement to the rank of associate professor.
- 4) Sustained contributions in the area of teaching.
- 5) Sustained contribution of a national/international reputation in the candidate's field.
- 6) Demonstrated leadership and sustained ability to participate in the furtherance of the functions of the department, the school, and the university.
- 7) Sustained contributions to his/her professional discipline and the community at large.

## **F. Time Guidelines and Limits for Promotion and the Awarding of Tenure**

- I. Promotion from Assistant Professor to Associate Professor - Criteria for determining eligibility for promotion shall be defined by departmental policy and shall include the following:
- 1) A minimum of three (3) years must be served as an assistant professor at the school or university level before the candidate can be considered for tenure. For faculty coming to the School of Health Professions with credit toward tenure, this credit can be applied to the three year requirement.
  - 2) Official review for tenure normally occurs during the sixth academic year.
  - 3) Official review for tenure occurring after the sixth academic year requires a specific request for extension with endorsement of department head and dean. The authority to grant extensions of the probationary period rests solely with the Chancellor. (Refer to 310.025 Extension of Probationary Period for Faculty on Regular Term Appointments).
- II. Promotion from Associate Professor to Professor - Criteria for determining eligibility for promotion shall be defined by departmental policy and shall include the following:
- 1) Possession of a Ph.D. degree in the immediate discipline (or from a closely associated/compatible doctoral program).
  - 2) A minimum of three (3) years served as an associate professor at the college or university level. For faculty coming to the School of Health Professions with credit toward promotion, this credit can be applied to the three year requirement.
  - 3) Sustained record of effective contributions during a career of research and other scholarly activities significantly beyond those necessary for advancement to the rank of associate professor.
  - 4) Sustained contributions in the area of teaching according to the norms and teaching environments of each department.
  - 5) Sustained contribution of a national/international reputation in the candidate's field. Demonstrated leadership and sustained ability to participate in the furtherance of the functions of the department, the school, and the university.
  - 6) Sustained contributions to his/her professional discipline and the community at large.

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## **G. Dossier**

- I. Faculty working toward tenure should begin their dossier during their first academic year.
- II. This dossier should be reviewed by the chair of the department on an annual basis until the time of the mid-probationary review or until time of official tenure review (for those seeking tenure before their sixth academic year).
- III. Faculty working toward tenure should prepare the Dossier following the Content Outline for Promotion and Tenure established by the university. This information should guide the development of the dossier for mid-probationary review. The content outline may be found on the Office of Provost website.
  - 1) Refer to the sections: *Call Document* (PDF) and *Items for Inclusion for Dossier* (PDF) for general guidelines in initial preparation of dossier. This information describes the guidelines and format for formal tenure and promotion review. The information is published annually, usually in June, for candidates submitting dossiers in the upcoming academic year.
- IV. This information should be provided to new faculty members by the beginning date of their appointment by their department chairs. If the faculty member is the department chair, then this information should be provided by the dean.

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## **H. Mid-Probationary Review - Initiating the Process**

- I. The mid-probationary review is an opportunity for the department and school to provide feedback and guidance to the tenure candidate concerning progress on the tenure track, including specific evaluation as to how well the candidate is meeting the department's and school's expectations. Although the review represents a formal collection, analysis and sharing of information, it should be a part of a larger and ongoing process in which the tenure-track faculty member receives feedback and guidance from the department chair and faculty.
- II. The mid-probationary review normally occurs during the third academic year.
- III. Candidates seeking tenure before their sixth academic year may also request a mid-probationary review, which would normally occur between their first and second academic year.
- IV. The department chair is responsible for initiating the process for mid-probationary

review by asking the candidate to nominate faculty to serve on the Committee on Review (COR). Selection of Committee on Review (COR) for mid-probationary review:

- 1) The candidate is responsible for nominating two tenured faculty to serve on the COR. These names are submitted to the department chair.
- 2) The department chair appoints three tenured individuals to serve. At least one of these will be selected from those nominated by the candidate.
- 3) In departments with sufficient tenured faculty to provide appropriate guidance and evaluative judgments of merit, the COR may be conducted by a committee formed from within the candidate's department. However, external members from outside the department may be nominated by the candidate and/or selected by the chair.
- 4) For candidates whose departments do not include sufficient numbers of tenured faculty, the COR may consist of members drawn primarily from other departments within the school or may include tenured members from other university departments or divisions within closely related areas to the discipline or expertise of the candidate.
- 5) Department chairs (other than the candidate's department chair) and members of the promotion and tenure committee for the School of Health Professions may serve on the mid-probationary COR. In the event that the candidate for mid-probationary review is a department chair, the COR shall be made-up of tenured faculty members from within or outside the candidate's department or the school upon agreement to such an arrangement between the department chair (candidate) and the dean.
- 6) All members of the COR should be individuals who are tenured and qualified to review the faculty member's activities, contributions, and progress.
- 7) The candidate will submit a copy of the dossier to each of the three members of the COR.

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## **I. Mid-Probationary Review - Review Process and Post Review Actions**

- I. The Committee on Review (COR) shall review all materials provided by the candidate and will collectively write an integrative report designed to review scope and significance of research and other scholarly activities, teaching, and service/administration. The individual comments of all reviewers shall be kept confidential.

- 1) The report shall be submitted to the faculty member's department chair. In the event that the candidate for mid-probationary review is a department chair, the COR's report will be sent to the dean of the school.
- II. The department chair or administrative supervisor provides written feedback on the candidate's progress toward promotion and tenure.
- 1) A letter is composed by the department chair, summarizing the content of the COR's report and providing the department chair's independent assessment. If the candidate is a department chair, then the letter and summary are written by the dean of the school. The letter should include recommendations for continued development. The letter should clearly state that the third year review is to provide feedback and guidance to the faculty member. It should evaluate progress toward tenure but does not represent an assessment of what the ultimate outcome of promotion and tenure review will be. It should be clear that a positive third year review does not assure a positive recommendation at the sixth year review.
  - 2) Copies of both the COR's report and the department chair's letter should also be sent to the faculty member.
  - 3) The department chair provides copies of the COR's report, the department chair's letter, and the dossier to the dean
- III. The final step in the mid-probationary review is a meeting between the faculty member, the chair of the COR, and the faculty member's chair. The department chair will convene the meeting with the faculty member and the chair of the COR to review the reports and the letter and provide an opportunity for the faculty member to ask questions.
- IV. The outcomes of the mid-probationary review process should be:
- 1) A statement of progress toward tenure
  - 2) Recommendations to facilitate the candidate's progress
  - 3) Recommendation regarding reappointment for the following year

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## **J. Schedule for Mid-Probationary Review**

- I. The mid-probationary review generally occurs during the spring semester of the faculty member's third year. The faculty member who is considering early tenure may request a mid-probationary review during the second year. The following dates are guidelines:
- 1) March 1 - The candidate nominates two tenured faculty for the COR to the department chair.
  - 2) March 15 - The department chair finalizes the membership of the COR.
  - 3) April 1 - The candidate submits a copy of the dossier to each member of the COR.
  - 4) April 22 - Results of the review by the COR, in written form, are sent to the department chair.
  - 5) April 30 - The department chair contributes an independent assessment. A meeting of the candidate with the department chair and chair of the COR is scheduled for the purpose of reviewing the assessments.

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#### **K. Tenure Review – Process & Post Review Actions**

- I. A recommendation to consider a candidate for promotion in academic rank or award of tenure (continuous appointment) must be initiated by the department chair or the appropriate departmental or school promotion and tenure committee. The designation of the members of the COR and the procedures for processing applications for promotion and/or tenure shall be guided by Executive Order 6A: Policy and Procedures for Promotion and Tenure (320.035) as revised.
- 1) Faculty eligible for tenure review shall have access to the latest version of campus academic tenure regulations which may be found on the Provost's website.
  - 2) This information should be provided to the faculty member during their fifth academic year by the department chair in preparation for tenure review in the sixth academic year. If the faculty member is the department chair, then this information should be provided by the dean.
  - 3) Tenured associate professors may vote on promotions from assistant to associate professor. Tenured professors may vote on promotions from assistant to associate professor and on promotions from associate to professor. *Refer to 320.035.*

- II. As stated in *Executive Order 6A Policies and Procedures for Promotion and Tenure (320.035)* and *Regulations Governing Application of Tenure (310.020)*, consideration of award for continuous appointment and promotion to the rank of associate professor normally occurs after a probationary period not to exceed six years.
- III. A Committee on Review (COR) will be established. Departmental promotion and tenure committees may be elected, appointed or otherwise designated in accordance with the established department or school procedures as long as the procedures are in compliance with the Curators' rules and regulations:
  - 1) The candidate is responsible for nominating two tenured faculty to serve on the COR. These names are submitted to the department chair.
  - 2) The department chair appoints three tenured individuals to serve. At least one of these will be selected from those nominated by the candidate.
  - 3) In departments with sufficient tenured faculty to provide appropriate guidance and evaluative judgments of merit, the COR may be conducted by a committee formed from within the candidate's department. However, external members from outside the department may be nominated by the candidate and/or selected by the chair.
  - 4) For candidates whose departments do not include sufficient numbers of tenured faculty, the COR may consist of members drawn primarily from other departments within the school or may include tenured members from other university departments or divisions within closely related areas to the discipline or expertise of the candidate.
  - 5) All voting members of the COR should be individuals who are tenured and qualified to review the faculty member's activities, contributions, and progress.
- IV. The *Academic Tenure Regulations of the University of Missouri* in the *Collected Rules and Regulations* established by the Board of Curators govern the granting or withholding of tenure relative to all faculty of the school.
- V. Each non-tenured member on regular appointment (candidate) and tenured faculty seeking promotion will be evaluated by a Committee on Review (COR).
- VI. Prior to the deliberation of the COR, the chair of the COR shall invite all tenured members within the candidate's department holding the same rank as or higher rank than that of the candidate to provide written and signed comments to the COR regarding the candidate being considered. In addition, the department chair will solicit reviews from qualified, impartial individuals holding positions outside this institution with expertise in relevant areas of teaching and research. Refer to *Chapter*

320.035, *Section A.I.e.*, and *A.I.f.*, and to the Office of the Provost's annual call for applications for promotion and tenure.

- VII. The Committee on Review (COR) shall review all materials and will collectively write an integrative report designed to review scope and significance of research and other scholarly activity, teaching, and service/administration. The individual comments of all reviewers shall be kept confidential. The report shall be submitted to the faculty member's department chair.
- VIII. The department chair shall review the dossier and the COR's report and make an independent written recommendation of whether the candidate should receive promotion and tenure. Refer to Promotion and Tenure Call document (Office of Provost) for assessment guidelines. The dossier with the report from the COR and the letter from the chair will be forwarded to the school's promotion and tenure committee, and the candidate will receive a copy of the chair's recommendation.
- IX. Upon receipt of the recommendations from the COR and from the department chair, the School of Health Professions Promotion and Tenure Committee shall review the candidate's dossier, the report from the COR, and the letter from the department chair. The School of Health Professions Promotion and Tenure Committee is composed of tenured faculty from each department that has tenured faculty members. These departments shall appoint member(s) to the school committee by vote of all tenured faculty from such departments. The school committee shall select its chair, and only faculty of equal or higher rank as the rank to which the faculty member is applying may vote. This committee may offer the candidate suggestions for clarification, supplementation, or organization of the dossier. The school's promotion and tenure committee may solicit additional information as necessary to enable it to formulate an evaluative summary of the candidate's qualifications toward promotion or promotion with tenure. The school's promotion and tenure committee shall then make its recommendations.
- X. Reports, letters, and recommendations from the candidate's COR, the department chair, and the School of Health Professions Promotion and Tenure Committee shall then be submitted to the dean. The dean shall review all recommendations and may consult with others as needed. The dean shall solicit whatever additional information is deemed appropriate for making an independent evaluation and recommendation.
- XI. The dean shall then forward all recommendations, including the dean's written statement of evaluation and recommendation, to the Office of the Provost.  
Subsequent reviews will take place by a campus-wide promotion and tenure committee and by the chancellor.

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## **L. Process of Promotion and Tenure Review for a Candidate Serving as Department Chair**

- I. In the event that the candidate seeking advancement in rank or the award of continuous appointment (tenure) serves as a department chair, the School of Health Professions Promotion and Tenure Committee shall appoint three tenured faculty members to serve as the COR. They may be from within the candidate's department or the school or from other university departments and schools whose expertise and rank enable them to give insightful evaluations in the review process.
- II. All members of the candidate's department faculty with equal or higher rank shall be given the opportunity to submit signed written comments to the COR, which shall remain confidential. The COR shall solicit whatever additional information is necessary to reach a decision concerning the candidate's qualifications and to make a recommendation for promotion and/or promotion with tenure. Refer to *Chapter 320.035*, section *A.1.e* and to the Office of the Provost's annual call for applications for promotion and tenure.
- III. In addition, the COR will solicit reviews from qualified, impartial individuals holding positions outside this institution with expertise in relevant areas of teaching and research. The school's promotion and tenure committee shall review the candidate's dossier and the report from the COR. This committee may offer the candidate suggestions for clarification, supplementation, or organization of the dossier.
- IV. The school's promotion and tenure committee may solicit additional information as necessary to enable formulation of an evaluative summary of the candidate's qualifications toward promotion or promotion with tenure. The school's promotion and tenure committee shall then make its recommendations.
- V. The report of the COR and promotion and tenure committee shall be forwarded to the dean of the school. The letter composed by the dean summarizes the dean's independent assessment, the COR's report, the recommendation of the promotion and tenure committee and the dean's recommendations. The dean forwards all recommendations to the Office of Provost of the university. Subsequent reviews will take place by the chancellor, assisted by a campus-wide promotion and tenure advisory committee.

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## **M. Evaluation and Notification Process (Chapters 320.035, A3 & A4 and 310.020)**

- I. In the promotion and tenure (continuous appointment) process, the final decision is made by the chancellor. In accord with *Executive Order 6A (320.035)* recommendations by committees, department chairs, and the dean of the school are

not binding on the chancellor.

- II. When a recommendation for continuous appointment cannot be substantially supported, a negative recommendation should be made at the earliest possible time. To insure fair and timely review of all actions, committees, department chairs, and deans shall communicate their recommendations to candidates under consideration and give each candidate reasonable time to submit written rebuttal to the recommendation so that both recommendation and rebuttal may be forwarded to the next level of review.
- III. Hearings and appeals are conducted according to *Regulations Governing Application of Tenure (310.020)*.

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## **N. Schedule for Tenure Review**

- I. The tenure review generally occurs during the fall semester of the faculty member's sixth year and must occur before the end of the sixth academic year unless an extension has been granted in writing. The date the file must be sent to the Provost is established by the Office of Provost each year. It has been established as the 1st Monday in December but is subject to change by the Office of the Provost. The following dates are guidelines for reviews within the School of Health Professions:
  - 1) **April 1** – The candidate nominates two tenured faculty members for the departmental Committee on Review (COR). The candidate makes their nominations for external reviewers to the Department Chair.
  - 2) **April 15 - May 15** – The Department Chair finalizes the departmental COR.
  - 3) **May 15 – June 1** – The Department Chair selects final external reviewers from among a list of external reviewers that is generated by the COR with input from the candidate. The Department Chair sends out requests and secures commitments from external reviewers (letters due back no later than August 1).
  - 4) **June 15** – The candidate completes the dossier (paper and electronic copy) using forms and directions found in the call for applications for promotion and tenure and associated documents on the Office of the Provost website. The candidate submits six copies of dossier to the COR.
  - 5) **August 1 – August 31** – The COR incorporates external review letters and evaluates the dossier. The COR may ask the candidate for additional information and/or for clarifications of dossier, if needed. The COR votes and

writes a cover letter explaining the vote.

- 6) **September 1** – The COR submits vote and letter with recommendation, along with a complete copy of the dossier (including external review letters), to the Dean’s office and to the Department Chair.
- 7) **September 15** – The Department Chair submits original letter with recommendation to the Dean’s office and provides a copy to the SHP Promotion & Tenure committee.
- 8) **October 15** – The SHP Promotion & Tenure committee submits vote and letter with recommendation to Dean’s office.
- 9) **November 15** – The Dean completes letter with recommendation for Provost.
- 10) **First Monday in December** - Dossiers are submitted to Provost by the office of the Dean/Associate Dean.

- II. All actions required as delineated in the *Call Document* published by the Office of Provost should be scheduled and completed in a timely manner to allow for the Dean to submit the required documentation to the Office of Provost prior to the December deadline. This information is located on the web: <http://provost.missouri.edu/faculty/tenure.html>

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## **O. Assignment of Rank and Tenure of New Faculty**

- I. The dean may request the chancellor’s approval of new appointment with tenure by completing the appropriate request, available from the Office of the Provost. The promotion criteria as stated shall also apply to new faculty appointed at the associate professor or professor academic ranks. When the request to make an offer for hiring into a regular faculty position (with or without special tenure consideration) is received by the dean of the school, copies shall be made and distributed to members of the School of Health Professions Promotion and Tenure Committee. The committee's written recommendation regarding rank and tenure (or years toward tenure) shall be submitted to the dean of the school within five (5) working days after receipt of the documentation. This written recommendation from the school promotion and tenure committee, whether in favor of or opposed to such a hire, shall be submitted to the chancellor with the written request for chancellor approval.

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**P. Leave of Absence or Sabbatical**

- I. In so far as official university policies permit, a leave of absence or sabbatical shall not be a factor in decisions regarding rank or promotion.

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Approved 11-25-2009

**Article 4: Guidelines for Promotion of Clinical, Teaching, Research Faculty**

**A. Preamble**

- I. Guidelines are needed to facilitate the promotion of Non-Tenure-Track faculty (herein referred to as clinical, teaching, and research faculty) and to ensure high quality, innovative scholarship, education, clinical care, and service/administration. Informed and reasoned judgment should be the basis for decisions about promotion. The guidelines for promotion of clinical, teaching, and research faculty members provide general performance descriptors to which candidates should aspire. Promotion committees and other evaluators will use candidates' dossiers and these guidelines during promotion deliberations. Promotion committees, departmental chairs, and the Dean will be responsible for using guidelines to ensure that promotions are given only to qualified candidates.
- II. The expectations for promotion for clinical, teaching, and research faculty members are different from those applied to faculty members on the tenure track. Specifically, clinical, teaching, and research faculty members are not expected to conduct the full triad of research, teaching, and service to be promoted. The mixture of education, clinical care, scholarship, and service/administration may be considered by promotion committees,

chairpersons, and the Dean.

- 1) Chairpersons are responsible for ensuring that faculty members have appointment letters specifying their responsibilities; these appointments will be reviewed on a yearly basis.
- 2) Said letter will be based on the job responsibilities and expectations as specifically stated in job description, as developed by chair and appropriate department committee.
- 3) Chairs and mentors are responsible for ensuring the assigned activities will allow for promotion.
- 4) Workload requirements should be clearly defined, and based on the job responsibilities associated with the faculty track (clinical, teaching, research) and department-specific guidelines.

III. Promotion is typically reserved for full-time faculty members.

IV. Performance evaluation should be completed annually, consistent with the university rules and regulations and any guidelines and processes that are described in the School of Health Professions Policy Manual and appropriate to the discipline. Reappointments should be based, in part, on the performance expectations communicated at the time of appointment by the chair.

V. Non-Tenure-Track faculty appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for longer or shorter period, except no single term appointment shall be for a period longer than three years. At the department chairperson's recommendation, faculty members at the Assistant level may receive a two-year contract after three years of satisfactory performance as evidenced by annual written reviews. At the department chairperson's recommendation, faculty members at the Associate and Professor levels may receive three-year contracts. Prior to the stated ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenured and tenure track faculty.

VI. The following titles and descriptions will be used for the purpose of initial appointment for ranked faculty and for consideration for promotion. In making new clinical, teaching, and research faculty appointments, departments should follow the descriptions to determine the category, title, and level of appointments for those qualifying as ranked faculty. New appointments for ranked faculty (new appointments made at a level above Instructor) will be reviewed by the School of Health Profession's Clinical, Teaching, and Research Faculty Promotion Committee. Appointment of non-ranked faculty (Instructor, Lecturer, Preceptor) will not require Committee review.

- VII. NTT faculty members' role in faculty governance shall be articulated by the individual campus within the limits of the University of Missouri Collected Rules and Regulations. The goal is to identify ways for the NTT faculty members to have a voice within their campus, college or school and to be involved in faculty governance where appropriate.

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## **B. Appointment Practices for Non-Tenure Track Faculty**

- I. Initial searches for NTT faculty, and instructors, should be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. NTT faculty should be selected using a process somewhat similar to one used for tenure track faculty members with interviews/presentations to division faculty, staff and students, and a full review of candidates' dossiers. Student feedback is particularly important for all NTT teaching faculty.
- II. Guidelines for faculty appointment as Instructor include the following:
- 1) Candidates must possess an entry level professional degree (B.A. degree or higher).
  - 2) Candidates must exhibit clear evidence of experience in clinical teaching and/or clinical care. Candidates for appointment at the title of Instructor are expected to demonstrate competence in clinical care, and/or teaching, and/or educational development. Continued appointment as an Instructor is based upon contributions to the clinical and educational goals of the department. Service contributions and modest scholarly contributions will be at the discretion of the departments and will be appropriate to the discipline.
  - 3) Note that a person appointed as Instructor is not an NTT faculty member as defined in CRR 310.035, and does not have some of the benefits given to NTT faculty.
- III. Guidelines for faculty appointment as Assistant Clinical/Teaching/Research Professor include the following:
- 1) Candidates must possess a master's degree or higher.
  - 2) Candidates must excel in clinical teaching and/or clinical care, classroom teaching, or research/scholarly activities:
    - i. Clinical – Candidates are competent clinicians and clinical role models for students. They should be actively engaged in development of clinical expertise and clinical program development. Candidates should integrate evidence-based practice in their clinical activity. If their scholarship includes a

specific area of clinical care, they should be seen as a resource in the local region for defining quality and standards of practice within that area. Candidates should be highly regarded at the institutional level for clinical competence and sought out for participation in the development of innovation and excellence in clinical programs.

- ii. Teaching – Candidates should demonstrate high quality, scholarly teaching in either formal coursework or clinical supervision that reflects currency in knowledge and in teaching methods. They should show evidence of integration of primary research and scholarship into teaching activities. Candidates should serve as role models to students and exhibit innovation in teaching methods to promote learning among students. Candidates will have participated in the development of innovative curricular models or teaching programs.
  - iii. Research – Candidates must excel in scholarly activity. Scholarship can be evidenced by publications and/or presentations at the national or international level. Presentations and publications can be but are not limited to reviews, analytic studies, clinical case studies, standards of care, innovative teaching method tools, or basic or translational research results. Textbook chapters, development of training materials and faculty development activities will be considered. Serving as a reviewer for textbooks or journals is evidence of scholarship. Candidates will show evidence of promoting student participation in research and/or other scholarly activities.
- 3) A minimum of three years served as Instructor at the university level, or three years of clinical practice, or a doctoral degree is generally required, but exceptions may be made for faculty members who have performed in an equivalent capacity prior to their academic appointment.

IV. Recommendations for hiring decisions remain under the purview of the department chair and require approval by the dean.

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### **C. Academic Titles to be used in Promotion of Faculty on the Clinical Track**

- I. Title Definition: —Clinical is used to designate faculty members whose primary responsibility is the preparation of professional clinicians, the provision of clinical services, and/or teaching in the classroom setting.
- II. Associate Clinical Professor:

- 1) Candidates must possess a master's degree or higher.
- 2) Candidates must excel in teaching and/or clinical care:
  - i. Teaching – Candidates must demonstrate exceptional teaching either in formal coursework or in their clinical supervision. They should serve as mentors to students and role models for young faculty who are striving to become master teachers and/or clinicians. Candidates should demonstrate evidence of promoting the professional growth of students. Candidates should possess uniformly excellent reputations as teachers throughout the institution and the region. They should integrate primary research and original work into their teaching, and their performance should reflect current knowledge and teaching methods. Candidates should lead the development of innovative curricular models or teaching programs that gain recognition at the institutional or regional level.
  - ii. Clinical Care – Candidates should be widely perceived as clinical leaders who serve as role models for students and as resources for other faculty members. They should be actively sought after on an institutional or regional level for their clinical expertise. They should  
  
be seen as a resource outside of the local region for defining quality and standards of practice. Candidates should be clearly recognized at the institutional level as leaders within their specific clinical areas, particularly for clinical program development.
- 3) Scholarly Activity – Scholarly activities may be used to support promotion to Associate Clinical Professor. Consideration of promotion will be predominantly based on candidates' performance in teaching or clinical care, however.
- 4) Service and Administration - Candidates should demonstrate leadership in activity that enhances the profession, supports department, school, and university functions, and serves the community. Candidates for promotion will demonstrate evidence of visibility in service to the profession. Candidates should be involved in relevant state, regional and national professional organizations to promote clinical care, education, or scholarship. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that the candidate's leadership has made a substantive contribution to the field or to the institution.
- 5) A minimum of three years served as an assistant clinical professor or assistant professor at the college level is generally required, but exceptions may be made for faculty members who have performed in equivalent capacity prior to their academic appointment. Typically, promotion to associate clinical professor will be obtained after five years at the assistant

clinical professor level or assistant professor level.

### III. Clinical Professor:

- 1) Candidates must possess a doctoral degree.
- 2) Candidates must excel in teaching or clinical care and be recognized at the national level as an important leader:
  - i. Teaching – Candidates must demonstrate exceptional teaching either in formal coursework or in clinical supervision that reflects currency in knowledge and teaching methods. They should serve as role models and mentors to young faculty who are striving to become master teachers and/or clinicians. Candidates should possess uniformly excellent reputations as teachers throughout the institution and the region, demonstrated by leadership roles in regional and/or national professional societies. The development of innovative curricular models or teaching programs that have achieved national or international recognition will also be expected.
  - ii. Clinical Care - Candidates should be widely perceived as master clinicians who serve as role models for students and other faculty members. They should be actively sought after on an institutional, regional, and national level for their clinical expertise. Candidates should be seen as a resource outside of the local region for defining quality and standards of practice within that area or by receiving referrals and consultations from a broad patient base. Candidates should also be clearly recognized at the institutional level as significant leaders within their specific clinical areas, particularly for creating and nurturing a clinical program known widely for innovation and excellence.
- 3) Scholarly Activity – Scholarly activities may be used to support promotion to Clinical Professor. Consideration of promotion will be predominantly based on candidates' performance in teaching or clinical care, however.
- 4) Service and Administration - Candidates should engage in nationally visible activity that enhances the profession, supports department, school, and university functions, and activities that affect broad constituencies. Evidence of significant service contributions may include but are not limited to legislative advocacy, standards development, licensure review, and organizational leadership. Administrative leadership may be considered and is reflected but are not limited to activities such as school-wide key roles, leadership of important campus committees, and important roles in national associations. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that this service has made a substantive contribution to the field and to the institution.

- 5) A minimum of three years served as an associate clinical professor at the college level is required. Typically, candidates for promotion to clinical professor will be considered after five years of service at the associate clinical professor level or associate professor level.

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#### **D. Academic Titles to be used in Promotion of Faculty on the Teaching Track**

- I. Title Definition: —Teaching is used to designate faculty members whose primary responsibility is teaching in the classroom setting.
- II. Associate Teaching Professor:
  - 1) Candidates must possess a master's degree or higher.
  - 2) Candidates must demonstrate exceptional teaching. They should serve as mentors to students and role models for young faculty who are striving to become master teachers. Candidates should demonstrate evidence of promoting the professional growth of students. Candidates should possess uniformly excellent reputations as teachers throughout the institution and the region. They should integrate primary research and original work into their teaching, and their performance should reflect current knowledge and teaching methods. Candidates should lead the development of innovative curricular models or teaching programs that gain recognition at the institutional or regional level:
    - i. Scholarly Activity – Scholarly activities may be used to support promotion to Associate Teaching Professor. Consideration of promotion will be predominantly based on candidates' performance in teaching, however.
    - ii. Service and Administration - Candidates should demonstrate leadership in activity that enhances the profession, supports department, school, and university functions, and serves the community. Candidates for promotion will demonstrate evidence of visibility in service to the profession. Candidates should be involved in relevant state, regional and national professional organizations to promote teaching, education, or scholarship. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that the candidate's leadership has made a substantive contribution to the field or to the institution.
  - 3) A minimum of three years served as an assistant teaching professor or

assistant professor at the college level is generally required, but exceptions may be made for faculty members who have performed in equivalent capacity prior to their academic appointment. Typically, promotion to associate teaching professor will be considered after five years at the assistant teaching professor rank or assistant professor rank.

### III. Teaching Professor:

- 1) Candidates must possess a doctoral degree.
- 2) Candidates must excel in teaching and be recognized at the national level as an important leader. Candidates must demonstrate exceptional teaching that reflects currency in knowledge and teaching methods. They should serve as role models and mentors to young faculty who are striving to become master teachers and/or clinicians. Candidates should possess uniformly excellent reputations as teachers throughout the institution and the region, demonstrated by leadership roles in regional and/or national professional societies. The development of innovative curricular models or teaching programs that have achieved national or international recognition will also be expected:
  - i. Scholarly Activity – Scholarly activities may be used to support promotion to Teaching Professor. Consideration of promotion will be predominantly based on candidates' performance in teaching, however.
  - ii. Service and Administration – Candidates should engage in nationally visible activity that enhances the profession, supports department, school, and university functions, and activities that affect broad constituencies. Evidence of significant service contributions may include but are not limited to legislative advocacy, standards development, licensure review, and organizational leadership. Administrative leadership may be considered and is reflected but are not limited to activities such as school-wide key roles, leadership of important campus committees, and important roles in national associations. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that this service has made a substantive contribution to the field and to the institution.
- 3) A minimum of three years served as associate teaching professor at the college level is required. Typically, promotion to teaching professor will be considered after five years at the associate teaching professor rank or associate professor rank.

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## **E. Academic Titles to be used in Promotion of Faculty on the Research Track**

- I. Title Definition: —Research is used to designate faculty whose primary responsibilities are to engage in research and similar scholarly activities.
- II. Associate Research Professor:
  - 1) Candidates must possess a doctoral degree or the relevant terminal research degree for their field.
  - 2) Candidates must excel in scholarly activity. Scholarship can be evidenced by publications and/or presentations. Publications and presentations at the national or international level can be but are not limited to basic or translational research results, reviews, analytic studies, clinical case studies, standards of care, or innovative teaching tools. Textbook chapters, development of teaching materials and faculty development activities will be considered. Developing and participating in internally and externally funded projects will be given strong consideration. Serving as a reviewer for major textbooks or significant journals is evidence of scholarship. Candidates should show evidence of contributing to research education at the graduate level by serving on masters' and doctoral students' thesis committees:
    - i. Teaching and Clinical Activity – Teaching and clinical activities may be used to support promotion to Associate Research Professor. Consideration of promotion will be predominantly based on candidates' performance in scholarship, however.
    - ii. Service and Administration – Candidates should demonstrate leadership in activity that enhances the profession, supports department, school, and university functions, and serves the community. Candidates for promotion will demonstrate evidence of visibility in service to the profession, and will demonstrate an emerging national reputation in their field. Candidates may be involved in relevant state, regional and national professional organizations to promote scholarship, clinical care, and education. Candidates may provide service by serving as a reviewer for peer-reviewed journals. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that the candidates' leadership has made a substantive contribution to the field or the institution.
  - 3) A minimum of three years served as an assistant research professor at the university level is generally required, but exceptions may be made for faculty members who have performed in equivalent capacity prior to their

academic appointment. Typically, promotion to associate research professor will be considered after five years at the assistant research professor rank.

### III. Research Professor:

- 1) Candidates must possess a doctoral degree.
- 2) Candidates must excel in scholarly activity. Candidates should have established a national or international reputation. Scholarship at the level of a professor can be evidenced by presentations and publications. Publications can be basic or translational research results, reviews, analytic studies, clinical case studies, standards of care, or innovative teaching tools. Textbook chapters, development of teaching material and faculty development activities will be considered. Development of, and participation in, intramural and extramural funding at a significant level will be given strong consideration. Serving as an editor of a major book(s) or as an editor or member of an editorial board of a significant journal is evidence of scholarship at this level. Active participation in national organizations may be evidence of national leadership. Candidates should show evidence of contributing to research education at the graduate level by serving on masters' and doctoral students' thesis committees:
  - i. Teaching and Clinical Activity – Teaching and clinical activities may be used to support promotion to Research Professor. Consideration of promotion will be predominantly based on candidates' performance in scholarship, however.
  - ii. Service and Administration – Candidates should engage in nationally visible activity that enhances the profession, supports department, school, and university functions, and activities that affect broad constituencies. Evidence of significant service contributions may include, but are not limited to serving as an editor or on an editorial review board of a peer-reviewed journal, legislative advocacy, standards development, licensure review, and organizational leadership. Administrative leadership may be reflected but is not limited to activities such as school-wide key roles, leadership of important campus committees, and strong roles in national associations. Generally, quantity of service alone does not constitute grounds for promotion; rather, there should be evidence that this service has made a substantive contribution to the field and to the institution.
- 3) A minimum of three years served as associate research professor or associate professor at the university level is required. Typically, promotion to research professor will be considered after five years at the associate research professor rank.

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## **F. Procedure for Review of Clinical, Teaching and Research Track Faculty Dossiers**

### **I. Rationale**

- 1) The School of Health Professions and each of its departments must maintain high standards in recruiting and promoting non-regular faculty members. Following the System-Wide Perspectives on Appointment, Promotion, and Tenure: Oct. 29, 1984, "Because of the wide diversity within the university, it is recognized that there must be some variation among units in the development of specific criteria for judging the merits of individual faculty. However, variation in criteria must not translate into variation in standards."
- 2) Advancement is not an entitlement, but recognition of excellence. Clinical, Teaching and Research track faculty members are to be evaluated in accordance with responsibilities specified in their letter of appointment and annual reviews. Clinical, Teaching and Research track faculty members within the School of Health Professions represent diverse disciplines and have a diverse set of responsibilities. Each faculty member should be informed in writing of his/her responsibilities prior to appointment in a department in the School of Health Professions. The decision on a promotion application of a NTT academic appointment carries an automatic salary increase provided by the Provost's office.

### **II. Review Process**

- 1) **Committee on Review:** Each non-regular faculty member who desires to be considered for promotion will compile a dossier that must be submitted by **September 1** of the academic year in which he/she wishes to be reviewed. The dossier will first be considered by a Committee on Review (COR). The candidate may nominate two faculty members to serve on the COR. The department chair will appoint three qualified faculty members to serve; at least one of these should be selected from those suggested by the candidate. All members of the COR shall be individuals who are qualified to review the candidate's activities, contributions, and progress. All members of the COR shall be at the promotable level or above in rank to the candidate. For example, an assistant clinical professor applying for promotion may have associate clinical professors, associate professors, clinical professors, or full professors serving on the COR. The three members shall include at least one tenure-track faculty member and at least one clinical, teaching, or research track faculty member. The third member may be either a tenure-

track faculty member or a clinical/teaching/research track faculty member.

- 2) In departments with sufficient faculty to provide appropriate guidance and evaluative judgments of merit, the COR may be conducted by a committee formed from within the candidate's department. However, external members from outside the department may be selected as needed. For candidates whose departments do not include sufficient numbers of senior faculty, the COR may consist of members that are drawn primarily from other departments within the School of Health Professions or may include members from other university departments or divisions.
- 3) The COR shall review all materials provided by the candidate. This committee may solicit whatever additional information its members deem appropriate, from within and outside the university, to evaluate the candidate in the areas of teaching, research/scholarly activity, clinical teaching and practice, and service/administration. The members of the COR will collectively write an integrative report designed to review scope and significance of clinical practice, research, teaching, and service/administration. The individual comments of all reviewers and other individuals who provide input to the COR shall be kept confidential. The report shall be submitted to the department chair by **October 15**.

### III. Departmental Chairperson

- 1) The candidate's Department Chair will compose a letter summarizing the content of the COR's report and adding his/her own independent assessment. The letter should include the recommendations regarding promotion or non-promotion; these recommendations should be forwarded to School of Health Profession's Clinical and Research Faculty Promotion Committee by **November 30**.

### IV. Clinical, Teaching and Research Faculty Promotion Committee

- 1) All materials will be forwarded to the School of Health Profession's Clinical, Teaching and Research Faculty Promotion Committee. This committee will be comprised of five members including at least two clinical, teaching, and/or research faculty members at or above the promotion level and at least one tenure-track faculty member. In addition, the Dean will assign an ex-officio member to this committee. Ideally, terms of appointment will be three years with approximately 60 percent of the committee being retained each year to maintain continuity. The School of Health Profession's Clinical, Teaching and Research Faculty Promotion Committee may solicit additional information and offer the candidate suggestions for clarification, supplementation, or organization of the dossier as necessary to enable formulation of an evaluative summary of the candidate's qualifications for promotion.

- 2) Any committee member who is under consideration for promotion or who has a personal conflict of interest in the process will be absent during the Committee's deliberations and will not vote on the relevant promotion. All other members of the Committee shall vote on the candidate. The Committee Chair, in consultation with other members of the Committee, shall decide on what constitutes a conflict of interest. The tally of votes on personnel actions will be documented in the Committee's letter to the Dean. The Clinical, Teaching and Research Faculty Promotion Committee will submit all materials, including its summary evaluation and a recommendation for/against promotion to the Dean by **January 31**.

#### V. Dean of School of Health Professions

- 1) The Dean shall review all recommendations and may consult with members of his/her faculty individually or in a group and may confer with others. The Dean should solicit whatever additional information is deemed appropriate for making an independent evaluation and recommendation. The Dean shall then forward all recommendations to the Provost of the University for a Final Decision by **March 1**.

#### VI. Reconsideration Process

- 1) Candidates will be notified within five business days of the decision taken at each level of the review process and of the explanation for a negative decision. Candidates have the right to request reconsideration of a negative decision. Within five business days from his/her receipt of notification of the negative decision, a candidate must notify the person in charge (chair, committee chair, or dean) at the level of the negative decision of his/her intent to request reconsideration. The candidate must submit a written document setting forth the basis for reconsideration within ten business days from receipt of notification of the decision for which reconsideration is requested.
- 2) The School of Health Professions committee or individual administrator whose decision is under appeal should respond to the candidate's appeal within ten business days. The candidate must be available and accessible for a reasonable amount of time during this period to respond to questions or requests for information.
- 3) Regardless of the ruling at any level, the candidate's dossier will continue to be reviewed at all designated levels (e.g., department, school, Provost as applicable) unless the candidate withdraws his/her dossier from the process. A candidate may withdraw his/her dossier from the process at any point.
- 4) Any further appeals are governed by relevant campus and university policy.

Reviewed and revised en masse August 27, 2015

### **G. Items for Inclusion in Promotion Dossiers for Clinical, Teaching and Research Track Faculty**

- I. The School of Health Professions follows the —Promotion Procedures for Ranked Non-Regular Faculty found at:  
[http://provost.missouri.edu/faculty/tenure\\_nonregular.html](http://provost.missouri.edu/faculty/tenure_nonregular.html).
- II. When preparing your dossier, please follow the content outline carefully.
- III. Note: The School of Health Professions does not require external letters of review, but recommends that peer review letters be obtained by the candidates.
- IV. The following are guidelines for Summaries of Accomplishments. Candidates are unlikely to have participated in all of the listed activities and should present only those that are applicable:
  - 1) Teaching Track and Clinical Track-Teaching
    - i. Statement of teaching philosophy.
    - ii. Summary of teaching responsibilities reviewed historically, including any especially noteworthy accomplishments, awards and honors.
    - iii. Summary of student and peer teaching evaluations (no more than 4 peer evaluation letters).
    - iv. Statement of what the candidate has contributed to the department in teaching/education (new courses, mentoring, teaching innovations, etc).
    - v. Summary and evaluation of advising activities (undergraduate advising, graduate advising, thesis/dissertation direction, etc.).
    - vi. Involvement in campus-wide teaching initiatives (Campus Writing Program, General Education Program, Honors College, FIGS, Residential Learning Communities, Wakonse, First-Year Experience, etc.) and the use of technology in the delivery of instruction.
    - vii. Number of related external activities (number of workshops, presentations, newsletters, etc).
    - viii. Detailed evidence of the quality of external activities, including any awards or honors.
    - ix. Description of candidate's national/international work, including teaching, research, lecturing, technical assistance, and program development.
  - 2) Clinical Track – Clinical Care

- i. Statement of Clinical Philosophy.
- ii. Summary of clinical responsibilities reviewed historically, including any especially noteworthy accomplishments, awards and honors.
- iii. Summary of student and peer clinical evaluations (no more than 4 student/peer evaluation letters).
- iv. Summary of what the candidate has contributed to the department clinically (new services, new techniques of innovations, standards of care, program development, mentoring, etc).
- v. Summary and evaluation of professional training activities (practica students, interns, pre- and post-doctoral fellows, etc).
- vi. Involvement in local or regional clinical initiatives (professional workshops, etc).
- vii. Number of related external activities (number of workshops, presentations, newsletters, etc).
- viii. Detailed evidence of the quality of external activities, including professional consultations, awards, or honors.
- ix. Description of candidate's national and/or international work, including teaching, research, lecturing, technical assistance, and program development.

### 3) Research Track

- i. Statement of research/scholarly responsibilities reviewed historically, including any especially noteworthy accomplishments, awards and honors.
- ii. Summary of student and peer evaluations (no more than 4 peer evaluation letters).
- iii. Statement of what the candidate has contributed to the department in research and scholarship:
  - a. Information on scholarly works
  - b. Lists of titles of books with percent contribution to joint-authored works
  - c. List of refereed journal articles with percent contribution to joint-authored works
  - d. Other publications, including abstracts and proceedings
  - e. Comments with respect to quality of publications, creative works, including any major awards and honors, general comments about disciplinary standards (basic vs. applied research, journal articles vs. case reports)
  - f. Statements of quality of journals in which the candidate has published. Institutional support (e.g. start-up funds, released time, internal grants)
  - g. Comments concerning nature of research within the discipline. (For example, it is typical for people in the discipline to list the major author first or last?)

- h. Proper expectations for external funding
  - i. Detail on grants such as total funding, number of years, salary coverage, and whether graduate students are paid from a grant
- iv. Summary and evaluation of mentoring activities (undergraduate and graduate mentoring, thesis committees, etc).
- v. Involvement in campus-wide research initiatives (grant-writing workshops, multidivisional research programs, etc.).
- vi. Number of related external activities (number of workshops, presentations, newsletters, etc).
- vii. Detailed evidence of the quality of external activities, including any awards or honors.
- viii. Description of candidate's national/international work, including teaching, research, lecturing, technical assistance, and program development.

4) Service/Administration

- i. Summary of the amount and quality of service contributions.
- ii. Participation in meetings of state, regional, and national associations. This should include a listing of scholarly participation, offices held, editorial and refereeing responsibilities, and major presentations.

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