

Department of Veterinary Medicine and Surgery
GUIDELINES FOR
THE PROMOTION OF NON-TENURE TRACK (NTT) FACULTY

Approved by Faculty Vote: 2022

Non-tenure track (teaching, research or extension) and tenure track appointments within the Department of Veterinary Medicine and Surgery are designed to be complimentary in fulfilling the responsibilities of the department. A hierarchy of importance between tenure track (TT) and non-tenure track (NTT) faculty is not implied by the existence of these categories. Evaluation of performance represents a key distinction between NTT and TT faculty in both the manner of appointment and through the process of faculty promotion through different ranks. Whereas TT faculty performance is evaluated in regard to all three missions of the Department: teaching, research/scholarly activity, and service, the performance of teaching, research and extension NTT faculty is evaluated based on one primary responsibility (alongside service and professional activities related to that primary responsibility). Within these three principal areas of responsibility, performance will be evaluated according to scholarly achievement in the assigned area, independent of the type of appointment.

I. Definition of Non-Tenure Track (NTT) Faculty

According to University of Missouri Collected Rules and Regulations (310.035 Non-Tenure Track Faculty, **revised 3-11-19**): “There shall be six main types of full-time, ranked NTT faculty. Each should have primary responsibility in a single area: teaching, or research, or clinical/professional practice, or extension activities, or libraries. The titles should identify the area. Within each area, there shall be three ranks.”

https://www.umssystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty

In regard to full-time NTT faculty in the Department of Veterinary Medicine and Surgery specifically, three full-time, ranked NTT faculty categories and titles are recognized, as follows:

1. Teaching faculty (Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor)
2. Research faculty (Assistant Research Professor, Associate Research Professor, and Research Professor)
3. Extension faculty (Assistant Extension Professor, Associate Extension Professor, and Extension Professor)

This document addresses the appointment and promotion of individuals in the aforementioned three ranked non-tenure track (NTT) positions only and has no relevance to other non-regular faculty appointments.

Expectations for faculty appointed in each of the three NTT categories are distinctly different. In recognition of these differences and for purposes of peer evaluation (for promotion), the composition of NTT Promotion Committees will be designed to reflect the specialty area of the person being considered for promotion. The only person who will automatically serve on all NTT promotion committees will be the current Chair of the Departmental NTT Promotion Committee. In addition to the Chair, each committee shall be constituted by four further members (when available), but never fewer than two.

New NTT faculty members will be appointed at a rank commensurate with his/her qualifications and experience as described below. Subsequent application for promotion in the NTT is not mandatory but it is recommended. As a guideline, NTT Assistant Professors may seek promotion to the rank of NTT Associate Professor after five years. Although promotion before this time might be possible in exceptional situations it will not be used as a means for retaining individuals. Promotion from NTT Associate Professor to NTT Professor is also not mandatory but should not be anticipated before five years after achieving (or serving at) NTT Associate Professor rank.

Individual NTT faculty members are responsible for maintaining records of all official letters, annual reviews and other documents relevant to their performance, position and responsibilities. Faculty seeking promotion should consult with the Department Chair in order to determine the appropriate year during when they will apply for promotion.

In the Department of Veterinary Medicine and Surgery, faculty promotion evaluation is based upon review of a current *curriculum vitae*, teaching and service portfolios, scrutiny of publications and creative scholarly activities, peer review letters, a letter of assessment/recommendation prepared by the

Department Chair, and a similar letter from the Departmental NTT Promotion Committee. The committee's letter will also include the outcome of a vote of the committee members serving on that candidate's promotion bid. Those Promotion Committee members will not vote in the departmental faculty poll. The Department Chair will call on all departmental NTT and TT faculty, of equal or higher rank to that to which the candidate seeks to be promoted, to vote in favor or against the promotion. The outcome of this vote will be included in the candidate's dossier.

The candidate's scholarly activities in basic and clinical research, undergraduate, clinical (professional) and graduate teaching, and his/her university and professional service (including committee contributions and outreach activities) must be documented by the candidate and summarized by the Promotion Committee as a part of the promotion review process. Although NTT faculty in the VMS department have assignments that are heavily weighted towards either teaching, research, or extension as their primary assignment, it is still expected that all NTT faculty will contribute meaningfully to the service activities of the department as a whole; these efforts must also be documented in the candidate's promotion package.

If a candidate completes the promotion process but is not promoted, the candidate can resubmit a case packet only one additional time in the subsequent four-year period. An application that was submitted for review but was subsequently withdrawn during the review process will be regarded as a failed application.

Current details on the timelines and target dates, instructions for dossier compilation and related matters will be made available in the Provost's Annual Promotion Call Letter that can be found at the Provost's website:

<https://provost.missouri.edu/promotion-and-tenure/call-letter/>

II. Composition of the Departmental NTT Promotion Committee:

The preferred composition of the Departmental NTT Promotion Committee is four NTT faculty (including the Chair) and one TT faculty. Members will be elected by department faculty from eligible faculty each year and will serve 1 year terms. The Committee will be chaired by an elected NTT Professor who will serve as Chair for a three-year term. She/he will serve on all NTT promotion committees during the three-year term. All departmental TT and NTT faculty will be polled to elect the committee chair. Eligibility to serve on this committee is not allowed for faculty simultaneously serving on the College NTT Promotion Committee. The TT committee member will also be elected by a vote of departmental tenured faculty. The 3 NTT committee members will serve

in the same area (teaching, research or extension) as the candidate and will be elected by a vote of departmental NTT faculty appointed in the same primary area (teaching, research or extension). Should appropriate departmental faculty be unable or unavailable to serve on this committee, the department Chair may reduce the size of the committee by up to two members or appoint one or more members from other departments to serve on the committee. It should be emphasized that NTT Promotion Committee composition will vary between candidates depending on the primary area of the candidate's appointment (teaching, research or extension). Specific committee membership is elaborated on further in each NTT appointment category below.

III. Teaching Track Faculty:

A. Description: Teaching track faculty are an important asset to the teaching mission of the Department. They have a primary obligation to contribute to the teaching mission of the Department and College and to participate in service and professional activities related to that primary responsibility. Teaching track faculty in The Department of Veterinary Medicine and Surgery invest most of their effort to instruction of veterinary students and house officers. These individuals have all the rights and privileges of TT faculty members with the following exceptions: Teaching track faculty may not vote on tenure or promotion decisions for TT faculty or promotion decisions for research track/extension NTT faculty; and teaching track faculty may not serve on committees requiring tenure track status. Teaching track faculty are qualified to vote on promotion decisions involving other teaching track faculty. Professional service independent of teaching or research/scholarship activities that complement the primary obligation may also be assigned to teaching track faculty but will represent a relatively minor part of their responsibilities.

B. Annual evaluation: Prescribed annual performance reviews shall be completed and duly documented for all NTT faculty. At the time of the annual review, responsibilities may be adjusted to reflect changes in the needs of the department and career goals of the faculty member. Any changes in responsibilities will be documented in the annual evaluation letter. The results of the annual review and the length and terms of the next appointment shall be duly documented at the conclusion of each annual review.

C. Teaching track ranks and promotion: Faculty ranks within the teaching track are designated Assistant Teaching Professor, Associate Teaching Professor and Teaching Professor. The rank at time of appointment will be commensurate with the faculty member's credentials and qualifications. In addition to the departmental Chair, the departmental NTT Promotion Committee responsible for evaluating faculty members for promotion will

consist of one TT faculty and three NTT members, all of whom outrank the candidate (i.e. Associate and full Professors for Assistant Professor promotion and full Professors for Associate Professor promotion). The NTT members of the Promotion Committee are elected by polling all NTT faculty in the Department. If there is an insufficient number of appropriately qualified teaching track faculty for this purpose from within the Department, the Department Chair may appoint one or two *ad hoc* members in the appropriate teaching track rank from another CVM Department or campus academic unit. The Department Chair may also reduce the size of the Committee to a total of two NTT members (including the committee Chair).

1. **Assistant Teaching Professor.** Individuals appointed as Assistant Teaching Professor will have a D.V.M., Ph.D., or equivalent qualification. The candidate will have exhibited potential for excellence in teaching, with expertise in the subject matter that he or she will be teaching. Prior teaching experience and knowledge of current and relevant instructional techniques is desirable.

Assistant Teaching Professors have the potential to contribute to the functioning of the Department and College by serving on *ad hoc* and standing departmental or College committees.

2. **Promotion from Assistant to Associate Teaching Professor.** For promotion to the rank of Associate Teaching Professor, the candidate will have demonstrated that he/she is an effective, high-quality teacher and has adequately performed expected service and professional activities related to the primary appointment. Effective teaching will be assessed by multiple and diverse evaluation methods. Methods of formal classroom assessment include student evaluations, peer evaluations, and evaluations from instructional consultants. It is expected that the successful candidate will be using effective, state-of-the-art teaching materials and methods. It should be emphasized that participation in curriculum development and advisement of students and student organizations relevant to the faculty member's position indicate an important commitment to the professional teaching mission of the College of Veterinary Medicine. Contributions to in-state and national continuing education meetings provide further evidence of the faculty member's ability to contribute high quality educational material at all tiers of the veterinary profession.

It is expected that the successful candidate will also have contributed meaningfully and effectively to the functioning of the Department,

College, and Extension Service by serving on *ad hoc* and standing departmental or College committees.

The dossier of applicants for promotion to Associate Teaching Professor must include a minimum of three formal peer reviews of teaching from qualified faculty in the Department of Veterinary Medicine and Surgery. Peer evaluations should be based on visits to the candidate's classroom or teaching environment and include assessment of teaching strategies, materials, and performance. Where applicable incorporation of peer review of teaching guidelines from the University of Missouri Task Force to Enhance Learning and Teaching (TFELT) is encouraged in the review.

- 3. Promotion from Associate Teaching Professor to Teaching Professor.** For promotion to the rank of Teaching Professor the faculty member will have demonstrably sustained excellent performance in assigned duties. Ongoing recognition by students and peers as an effective teacher, development and use of state-of-the-art teaching materials, participation in curriculum evolution, and advisement of students and student organizations are indicators of excellence in performance. Demonstrated scholarly achievement and evidence of leadership in the College and/or Department are expected, especially as regards the teaching mission. Examples of scholarly activities related to teaching include (but are not limited to) participation in teaching enhancement workshops, obtaining grants and support for instructional improvement and delivery, published workbooks, contribution to textbooks, and publications in teaching related professional journals. Regular contributions to in-state, national and international continuing education meetings provide evidence of the faculty member's ability to contribute high quality educational material at all tiers of the veterinary profession.

Teaching professors will have made regular and significant contributions to the functioning of the department by serving on and chairing departmental *ad hoc* and/or standing committees. Clinical specialists are expected to provide evidence of participation in the activities of professional associations relevant to their specialty or national organizations relevant to education.

The dossier of applicants for promotion to Teaching Professor must include a minimum of three formal peer reviews of teaching. At least two

of these letters should be from individuals external to the Department. Peer evaluations should be based on visits to the candidate's classroom or teaching environment and include assessment of teaching strategies, materials, and performance. Where applicable, incorporation of peer review of teaching guidelines from the University of Missouri's TFELT is encouraged in the review.

IV. Research Track Faculty

A. Description: Research track faculty are an important element in the research and scholarly programs of the department. As such, research track faculty in the Department of Veterinary Medicine and Surgery will typically invest all of their effort in research, consistent with the source of their salary support, and are not required to be involved in instruction and/ or officially supervising graduate students or postdoctoral fellows. Although research track faculty are encouraged to become an integral part of departmental and college activities, they may not vote on tenure and promotion decisions for TT faculty, promotion decisions for teaching or extension track faculty, or on issues related to the professional curriculum and courses. Research track faculty are involved in and vote on promotion decisions of other research track faculty. Professional service on committees specifically related to research is appropriate but should represent a minor part of responsibilities. Promotion in the research track is based on the research, scholarly achievements, and service and professional activities related to research of the faculty member.

B. Initial appointment letter: At the time of initial appointment, research track faculty will receive a document indicating the length of their appointment and workload requirements. Given the specific requirements for salary support and laboratory space, the details of a potential research track appointment will be discussed initially between the candidate and his/her faculty sponsor(s) (NTT Research Faculty must be appointed to serve as part of a tenured faculty's program/lab). The Department Chair will verify that extramural funds are available for the candidate's salary and research activities. The Chair must approve the appointment and, in conjunction with the faculty sponsor, will write a formal letter of offer detailing expectations associated with the position. Research track appointments are usually for a period of one academic year, but some may be for either a shorter or longer period, except that no single term appointment shall exceed three years.

C. Annual review: Research faculty will be subject to an annual evaluation by the Departmental Chair and their faculty sponsor if such a sponsor exists. Following the annual evaluation, research track faculty will receive a letter summarizing the review and detailing the workload and nature of their next contract. It is recognized that reappointment is contingent upon the availability of funds and decisions to reappoint should be assessed prior to the appointment end date. Unless extenuating circumstances exist, research faculty who will not be reappointed should be informed in writing at least three months in advance of the termination date.

D. Research track ranks and promotion: Faculty ranks within the research track are designated Assistant Research Professor, Associate Research Professor and Research Professor. In the Department of Veterinary Medicine and Surgery research track appointments are used for faculty who are engaged primarily in research and the rank at time of appointment will be commensurate with the faculty member's credentials. The departmental NTT Promotion Committee responsible for evaluating faculty members for promotion in the research track should consist of the Committee Chair, one tenured and three NTT research faculty who outrank the individual being evaluated (i.e. Associate and Full Professors for Assistant Professor's promotion and Full Professors for Associate Professor's promotion). If there are insufficient research track faculty in the promotable rank or above within the Department, the VMS Chair will appoint at least one *ad hoc* member in the appropriate research track rank from another Department or College. The VMS Chair may also opt to reduce the size of the Promotion Committee to three members (including the committee chair). As outlined above in Section I, the current NTT Promotion Committee chair will serve as a voting member of this committee. VMS faculty beyond the NTT Promotion Committee will not participate in the evaluation of NTT research faculty members.

Information on the format for dossier preparation may be obtained on the Provost's website. The process for application for promotion will be similar to that described in tenure-track guidelines, except that the focus will be on the primary responsibility of research, and service and professional activities related to research.

- 1. Assistant Research Professor.** NTT Researchers who have M.D. or D.V.M. (or equivalent) degrees need at least two years post-doctoral research training in order to qualify for an NTT faculty appointment. Alternatively, a person appointed as Assistant Research Professor will

have a Ph.D. Research productivity beyond the Ph.D. dissertation work is required. Publications in peer reviewed scientific journals reporting data different from the dissertation project would indicate that the candidate has progressed beyond his/her graduate training.

2. Promotion from Assistant to Associate Research Professor.

For promotion to the rank of Associate Research Professor, the faculty member will have demonstrated excellence in research as well as in the service and professional aspects related to his/her discipline. Indications of excellence in research include publications in peer-reviewed scientific journals, contributions to obtaining extramural research support (Co-Investigator or Principal Investigator), and presentations at national meetings. The impact factor of the publications should be assessed in a similar manner as for TT faculty evaluations. These accomplishments indicate that the individual shows promise for developing national recognition for his/her research.

Although the faculty sponsor and collaborators of the candidate are welcome to include letters in the dossier, the dossier of applicants for promotion to Associate Research Professor must include a minimum of three formal peer evaluation letters from qualified individuals not working directly with the candidate. At least one of these letters should be from a nationally recognized scientist outside of the University of Missouri system. The external reviewer should be chosen as follows: the candidate should nominate at least one person and the chair should nominate at least one person. All reviews should include a comprehensive evaluation of the quality of the candidate's research and his/her productivity. External review letters will not be shared with the candidate.

- ## **3. Promotion from Associate Research Professor to Research Professor.**
- For promotion to the rank of Research Professor, the faculty member will have sustained productivity and excellent performance in research and scholarship, evident by national and/or international recognition for scholarly activities. Maintained contributions to research funding (Co-Investigator or Principal Investigator) and evidence for national recognition for research are required. For example, service as a reviewer for scientific journals or for funding agencies would indicate that the candidate is recognized as an expert in his/her field.

Invitations to contribute to published review articles and/or to give invited presentations in his/her discipline would indicate that the candidate has established a national reputation. The impact factor of any scientific publications should be considered in a similar manner as for TT faculty promotions.

The dossier of applicants for promotion to Research Professor must include a minimum of three formal peer evaluation letters from nationally or internationally recognized scientists who are outside of the University of Missouri system and are not working directly with the candidate. Peer evaluations should include a comprehensive evaluation of the quality of the candidate's research, his/her productivity, and his/her national reputation. The external scientists should be chosen as follows: the candidate should nominate at least three people and the chair should nominate at least three people. External review letters will not be shared with the candidate.

V. Extension Track Faculty:

A. Description: Extension track faculty are an important asset to the extension services provided by the Department in cooperation with MU Extension. They have a primary obligation to contribute to the extension missions of the Department, the College and the University and to participate in service and professional activities related to that primary responsibility. These individuals have all the rights and privileges of tenure track faculty members with the following exceptions: Extension track faculty may not vote on tenure or promotion decisions for tenure-track faculty or promotion decisions for research track faculty; and extension track faculty may not serve on committees requiring tenure track status. Extension track faculty are involved in and vote on promotion decisions involving other extension or teaching track faculty. Professional services independent of extension activities that complement their primary obligation may also be assigned to extension track faculty but will represent a relatively minor part of their responsibilities.

B. Contract and annual evaluation letter: At the time of initial appointment, NTT faculty will receive a document indicating the length and terms of their appointment and the workload requirements. In a similar fashion, following their annual evaluation, NTT faculty will receive a letter summarizing their review and detailing the workload and nature of their next contract.

C. Annual evaluation: A required annual performance review will be completed for each NTT Extension faculty (in collaboration with any director of the Extension Services as deemed appropriate by the chair). At the time of the annual review, responsibilities may be adjusted to reflect changes in the needs

of the department or MU Extension and career goals of the faculty member. If changes are made in responsibilities these will be documented in the annual evaluation letter. The results of the annual review and the length and terms of the next appointment shall be duly documented at the conclusion of each annual review.

D. Extension track ranks and promotion: Faculty ranks within the extension track are designated Assistant Extension Professor, Associate Extension Professor and Extension Professor. The rank at time of appointment will be commensurate with the faculty member's credentials and qualifications. Apart from the current Chair of the departmental NTT Promotion Committee, the committee responsible for evaluating faculty members for promotion in the extension track will contain one TT faculty and three NTT extension faculty who outrank the individual being evaluated (i.e. Associate and full Professors for Assistant Professor promotion and full Professors for Associate Professor promotion). If insufficient extension track faculty of appropriate rank are available to serve on the committee the chair may appoint NTT teaching track faculty from within the department and/or NTT extension track faculty associated with another department to the committee. The Chair may also elect to reduce the size of the committee to include only two or three NTT faculty.

- 1. Assistant Extension Professor.** Individuals appointed as Assistant Extension Professor will have a D.V.M., Ph.D., or equivalent qualification. The candidate will have exhibited potential for excellence in teaching. Appropriate expertise in the subject matter and an intimate knowledge of the relevant animal industry that he or she will be servicing are essential. Evidence of prior teaching and/or relevant extension service experience is desirable. The Assistant Extension professor will also have the potential to produce effective learning support materials in the form of brochures and articles in a variety of media for a targeted client group. He or she will show potential for the ability to effectively investigate and solve complex problems facing the industry of their concern. In this context, the extension assistant professor will have potential to successfully interact (network) with other faculty and experts within the MU system as well as stake holders in the industry (veterinarians in private practice and state institutions, producer organizations and any relevant bodies in organized agriculture) in order to address more complex challenges.

Extension assistant professors will have the potential to make significant contributions to the advancement of their profession, to collaborate successfully with colleagues inside and outside their functional unit and to become leaders in their profession. They also have the potential to contribute meaningfully and effectively to the functioning of the

Department, College and Extension Service by serving on *ad hoc* and standing departmental or College committees.

- 2. Promotion from Assistant to Associate Extension Professor.** For promotion to the rank of Associate Extension Professor, the faculty member will have demonstrated that he/she has become an effective, quality teacher in the extension service and has adequately performed expected service and professional activities related to the primary appointment. Effective teaching will be assessed by multiple evaluation methods. Methods of formal assessment include audience evaluations, peer evaluations, and possibly evaluations from instructional consultants and teaching portfolios with a self-evaluation component. It is expected that effective, state-of-the-art teaching materials (written guides, lecture notes, brochures in a variety of media) and methods will be used. Participation in course development, outreach program development and advisement of community organizations relevant to the faculty member's industry of concern indicate an important commitment to the professional teaching mission of the Extension Service. Reports from clients or client groups on the effectiveness of the extension faculty's contributions to the solution of their problems will demonstrate that the associate extension professor has attained the ability to manage an extension service task from beginning to end. The associate extension professor will have demonstrated the effective use of a team effort in solving problems, with appropriately selected team members recruited from other extension units, academic departments at MU or other stake holders. Contributions to in-state and national continuing education meetings provide evidence of the faculty member's ability to contribute high quality educational material at all tiers of the veterinary and farming communities.

Extension associate professors will have made significant contributions to the advancement of their profession, collaborated successfully with colleagues inside and outside their functional unit and have become leaders in their profession. They will also have contributed meaningfully and effectively to the functioning of the Department, College and Extension Service by serving on *ad hoc* and standing departmental or College committees.

The dossier of applicants for promotion to Associate Extension Professor must include a minimum of three formal peer evaluation letters from qualified faculty in the Department of Veterinary Medicine and Surgery or from fellow extension faculty in other departments. Peer evaluations should be based on visits to the candidate's lectures or places of consultation and include assessment of teaching strategies, materials,

and performance. Peer evaluations must also assess the candidate's ability to network effectively within and amongst the many stakeholders in the animal production industry.

The dossier of applicants for promotion to Extension Associate Professor must also include a minimum of three letters from reviewers external to the department. External reviewers will be chosen as follows: The candidate and the Department Chair each nominate three reviewers. External review letters will not be shared with the candidate.

- 3. Promotion from Associate Extension Professor to Extension Professor.** For promotion to the rank of Extension Professor the faculty member will have sustained excellent performance in assigned duties. Continued recognition by students, peers and clients as an effective teacher, production and use of state-of-the-art teaching materials and participation in outreach and educational course development and improvement are expected of extension professors. Demonstrated scholarly achievement and evidence of leadership in the College and/or Department are also expected. Examples of scholarly activities related to extension include (but are not limited to) participation in teaching enhancement workshops, obtaining grants and support for instructional improvement and delivery, published workbooks, contribution to textbooks, and publication in teaching related professional journals.

The extension professor will have sustained contributions to extension learning materials such as educational articles in guidebooks, digital media, brochures and other printed media. He/she will also have taken the lead in the organization of extension learning opportunities (short courses for producers, publication and dissemination of new printed and electronic educational material relevant to the industry they are concerned with).

The Extension Professor will have repeatedly demonstrated his or her ability to investigate and successfully address problems and challenges that have been brought before the Extension Service. Through advanced networking, the extension professor has established working and consulting relationships with people and organizations well beyond the limits of the Department, College or MU Extension.

Regular contributions to in-state, national and international continuing education meetings provide evidence of the faculty member's ability to contribute high quality educational material at all tiers of the veterinary and farming professions.

Extension professors will have made regular and significant contributions to the functioning of the department by serving on and chairing departmental *ad hoc* and /or standing committees.

The dossier of applicants for promotion to Extension Professor must include a minimum of three formal peer evaluation letters. Peer evaluations should be based on observation of the candidate's presentations or places of consultation and include assessment of teaching strategies, materials, and performance. The impact of the candidate's efforts on the industry of their concern must also be assessed.

The dossier must also include at least three letters from reviewers external to the department. External reviewers will be chosen from a pool of six people of which three each will be nominated by the candidate and the department chair, respectively. External review letters will not be shared with the candidate.