

SECTION 01: THE COLLEGE OF ENGINEERING FACULTY BYLAWS

Sections 01, 02, and 03 constitute the bylaws of the Faculty of the College of Engineering at the University of Missouri - Columbia.

as approved by COE faculty on December 3, 2021

5 Article I. MEMBERSHIP

The Membership of the Faculty of the University of Missouri–Columbia (hereafter referred to as MU Faculty) is defined in Chapter 300 of the Collected Rules and Regulations. The Membership of the Faculty of the MU College of Engineering (hereafter referred to as Faculty) shall include MU Faculty members with an appointment in the College of Engineering funded through the College of Engineering at a level of at least .25
10 FTE. All members of the Faculty hold voting rights on all issues except those specific to tenure or issues that solely impact faculty holding tenured or tenure-track appointments (hereafter referred to as T/TT faculty). Faculty votes on issues specific to tenure or T/TT faculty are restricted to T/TT faculty.

Article II. OFFICERS AND THEIR DUTIES

A. Officers

15 The officers of the College of Engineering shall be the Dean of the College of Engineering, the Secretary of the Faculty, and the Parliamentarian. Each academic year, the Secretary of the Faculty and the Parliamentarian shall be nominated by the Engineering Policy Committee and elected by the College faculty prior to October 15 of each year. The nomination and election process shall proceed as follows:

- 20 1. An absentee nominating ballot for each position shall be sent to all voting members of the faculty, allowing any faculty member to nominate any other, in accordance with the procedures for nominating ballots. Self-nominations are encouraged. Nominations shall be limited to one per faculty member. The absentee ballot may be by mail or electronic means, so long as it adheres to the requirements of absentee ballots.
- 25 2. The list of nominees shall be circulated to all faculty via mail or electronic means for a minimum of seven (7) days. Any nominee unwilling or unable to serve shall request their name not be included on the ballot.
- 30 3. An absentee ballot with an alphabetized list of the nominees shall be sent to all voting members of the faculty. The absentee ballot may be by mail or electronic means, so long as it adheres to the requirements of absentee ballots. Elections shall be conducted as described in the EPC Bylaws (Section 02, Article IV).

B. Duties

- 35 1. The Dean of the College and the Engineering Policy Committee shall be responsible for ensuring that these Bylaws are properly followed. This responsibility covers the enforcement of the Bylaws but does not extend to the interpretation of the Bylaws. Any interpretation of these Bylaws is the responsibility of the Faculty.
- 40 2. The Dean of the College shall preside at meetings of the Faculty or designate a presiding officer when unable to preside; shall appoint the members of appointed committees within the College of Engineering with the advice of the departmental chairs; shall call meetings of the Faculty of the College of Engineering; and shall exercise such duties as normally fall to the Dean of a college as detailed in Section 2 of the University of Missouri-Columbia Faculty Handbook.
3. The Secretary of the Faculty shall ensure that the minutes of all meetings of the Faculty be taken, approved, and retained; and shall ensure that a permanent record containing new rules and changes to old rules, to be known as the Rule Book of the Faculty of Engineering, be maintained. This document shall be accessible to all members of the faculty and shall be posted along with these

45 bylaws on the College of Engineering Web site.

4. The Parliamentarian shall decide all points of parliamentary procedure that may arise at meetings of the Faculty. If the Parliamentarian is absent, the Dean shall appoint a Parliamentarian pro-tem.

Article III. MEETINGS OF THE FACULTY

A. Regular Meetings

50 Regular meetings for the purpose of transacting the business of the College shall be called by the Dean as needed. There shall be at least one meeting each semester. The meeting notice and the agenda for such meetings must be distributed to the Faculty at least ten working days prior to the meeting date.

B. Special Meetings

55 1. Special meetings shall be called by the Dean as necessary. The meeting notice and the agenda must be distributed to the Faculty at least five working days prior to the meeting date.

60 2. Special meetings of the Faculty shall be called upon presentation of a written request to the Chair of the Engineering Policy Committee signed by any ten members of the Faculty of the College of Engineering. The EPC must completely validate the membership of the ten signers within three working days of the receipt of the request. If the request contains ten valid signatures, the Dean must call a special meeting as soon as possible, but not later than ten working days from the validation of signatures.

C. Scheduling

All meetings of the Faculty shall be scheduled to minimize conflicts with regularly scheduled classes.

D. Quorum

65 Twenty-five percent of the Faculty shall constitute a quorum for any regular meeting or for any special meeting. For meetings held during the Summer semester, a quorum must exist in order for business to be transacted other than the approval of graduates.

E. Absentee Ballot Provision

70 Any member of the Faculty may move for an absentee ballot on any motion. If the motion for an absentee ballot is approved by at least twenty-five percent of those voting, then ballots containing the motion must be distributed by the Secretary of the Faculty to the Faculty, as defined under membership. Faculty members will then have ten days to return their ballots to the Secretary. The Secretary will verify that valid ballots have been received from at least 25 percent of the Faculty. If so, the Secretary will inform the Faculty of the results and retain the ballots for examination for a period of ten working days. Disposition of the motion will be based on a simple majority of the returned ballots. If ballots are not received from at least 25 percent of the faculty, the ballots will not be opened and will be destroyed. Electronic ballots shall be considered acceptable absentee ballots, so long as the method of balloting meets the requirements of an absentee ballot in the Rules of Order.

F. Order of Business

80 The order of business at meetings of the Faculty shall be as follows. This order may be altered by majority approval.

1. Approval of Minutes
2. Unfinished Business
3. Communications and Announcements
4. Reports of Standing Committees
- 85 5. Reports of Special Committees
6. Other Business

Article IV. COMMITTEES

A. Appointed Standing Committees

90 With the advice of departmental chairs, the Dean shall appoint the members and chairs of appointed standing committees at the beginning of the academic year. Additions or deletions to the list of appointed standing committees can only be made by amending the Bylaws as described in Article VII.

1. Academic Appeals and Operations

95 This committee coordinates the academic appeals process for the College, which generally meets once per semester to review letters from students appealing their dismissal from the College. The committee generally includes a representative from every undergraduate degree program offered within the College of Engineering. Similar degree programs may, at the sponsoring department's option, be represented by the same person. The student's academic status—remain ineligible to enroll, readmit on final probation, or readmit on final probation subject to conditions—is determined for each appeal. If consensus cannot be reached for a particular appeal, the decision will be made by a majority rule of the members present and voting.

100 2. Course and Curriculum

This committee coordinates course changes and course proposals at the college level. The committee meets every semester to make recommendations to the faculty for course changes and additions, as recommended by each department. The course changes and proposals approved by the Course & Curriculum Committee are presented in the CoE Faculty Meeting for approval by the College faculty. The Course & Curriculum Committee also considers all course- and curriculum-related issues in the College, including initiation of new academic programs, certificate programs, or degree programs.

3. Scholarship

110 Duties of the Scholarship Committee are to award Freshmen College of Engineering Scholarships based on available resources and established criteria, to award Upperclassmen College of Engineering Scholarships based on established criteria, and based on commitment to students, and to assist departments to make departmental awards typically to their students who do not receive college of engineering scholarships.

4. Diversity

115 The Diversity Committee provides guidance related to efforts to promote diversity in the College of Engineering and generally includes a member from every department. The committee meets at least once a semester. Because of the existence of the Women in Engineering Center and other programs charged with promoting diversity, the Center Director and the coordinators of such other programs shall meet with the committee at least annually to discuss the status and activities.

5. Annual Lectureship

6. Engineering Computer Use

120 7. Honors

8. Library

125 The library committee meets as needed to provide faculty advice regarding the engineering library. The committee generally consists of at least one member from each department. The committee also advises the library on potential acquisitions.

B. Elected Standing Committees

Elected committees shall elect their chairs. Elections to determine membership of elected committees shall be conducted by the Engineering Policy Committee, in accordance with its Bylaws in Section 02. Additions or deletions to the list of standing committees can only be made by amending the Bylaws as described in Article VI.

1. Policy

Refer to Section 02 of these bylaws for the responsibilities and procedures of the Engineering Policy Committee.

2. Promotion and Tenure

Refer to Section 03 of these bylaws for the responsibilities and procedures of the Promotion and Tenure Committee.

3. Faculty Responsibility

See Faculty Handbook, Sec. 3, Art. XI, 6, 2.

C. Ad Hoc Committees

The Dean or the Engineering Policy Committee may form ad hoc committees as necessary.

Article V. PARLIAMENTARY AUTHORITY

The most recent edition of Robert's Rules of Order shall be the parliamentary authority for the Faculty of the College of Engineering. In the event of a conflict, parliamentary authority is subordinate to these Bylaws and to the Collected Rules and Regulations of the University of Missouri.

Article VI. AMENDMENTS

These articles may be amended by the Faculty at any time. The intended amendment shall be discussed at a regularly scheduled meeting of the Faculty. Notice of the intended amendment shall be given ten business days prior to the regularly scheduled meeting at which it will be discussed. Amendments shall be decided by absentee ballot in accordance with Article III.E of these bylaws, with the amendment considered passed if 2/3 or more of the responding Faculty approve.

Under special circumstances the Dean could request the EPC to grant approval for a special meeting in the Fall or Spring semester to amend the COE bylaws. The request will be considered approved if 2/3 of the EPC members approve. Notice of the special meeting and agenda along with the intended amendment shall be given ten business days prior to the date of the special meeting at which it will be discussed. Twenty-five percent of the faculty shall constitute quorum for the special meeting. Amendments shall be decided by absentee ballot in accordance with Article III.E of these bylaws, with the amendment considered passed if 2/3 or more of the responding Faculty approve.

**SECTION 02: RULES AND PROCEDURES OF THE ENGINEERING POLICY COMMITTEE
as approved by COE faculty on April 23, 2020**

Article I. CHARGE

The charge of the Engineering Policy Committee (EPC) shall be as follows.

- 5 A. To constitute an organized faculty voice in advising the Dean of the College of Engineering on basic questions of College policy and to prepare and submit recommendations concerning College policy to the faculty, the Dean, and the Faculty Council on University Policy.
- B. The EPC and the Dean maintain an effective and regular communication in order that the needs of the College can be defined and adequately presented to the University administration.
- 10 C. The EPC's agenda will be established by the EPC and should include items suggested by the Dean, Department Chairs, individual faculty, or any other source. Items which should be given periodic review include policies regarding new and existing programs, strategic planning, College of Engineering organization, College of Engineering department bylaws, curriculum, staff requirements, facilities, equipment and supplies, student affairs, and staff development.
- 15 D. The EPC will advise the College Administration on the allocation of College resources, including budget, space, staff, technical infrastructure (including computing and networking), machine shops, and specialized utilities (e.g., power, plumbed gases, specialized ventilation)

Article II. CONDUCT OF MEETINGS

A quorum of the EPC shall be more than half of its membership.

Article III. MEMBERSHIP AND ELECTION OF DEPARTMENTAL REPRESENTATIVES

A. Membership

The EPC shall consist of at least one faculty member from each department in the College. Those departments having more than 15 faculty shall have two representatives.

B. Term

25 Members of the EPC will serve two-year terms, with no more than two consecutive terms.

C. Departmental Representative Eligibility

Departmental representatives to the EPC will be elected by and from their respective faculty. Deans and Chairs are not eligible to serve as or vote for departmental representatives. Faculty holding joint appointments will vote in the department with their primary responsibilities.

30 Current departmental representatives will determine the faculty eligible for election and the willingness of individuals in that department to serve and actively participate in the EPC.

D. Officers of the Engineering Policy Committee

The EPC shall elect two of their number to be its chair and secretary each Fall semester, for the term of one year, by simple majority. Officers may be reelected for the duration of their terms on the EPC.

Article IV. PROCEDURES FOR ELECTIONS CARRIED OUT BY THE EPC

35 All elections carried out by the EPC that have more than two nominees shall use preferential (ranked) voting described in the illustrative example in Robert's Rules Chapter XIII §45. 11th edition, 2011, p. 425–428. This example also describes the process to be used if there is more than one position to fill. Elections with only two nominees shall be conducted using a simple binary ballot. If an election results in a tie, the winner shall be

40 selected by a coin toss run by the EPC with at least two witnesses.

A. Elections to the EPC

All elections to the EPC shall be conducted by the Chair of the EPC or designee using the list of nominees supplied by departmental representatives. Balloting shall be by absentee ballot, either by mail or electronically. The elections will normally be conducted in April and the results reported to the individual faculty in early
45 May. Ballots are to be returned to the Chair of the EPC and tallied by the Chair and Secretary of the EPC or their designees. If the current Chair is a candidate for re-election, the ballots for that department will be sent to the Secretary of the EPC. The individuals elected take office at the beginning of the Fall semester.

In the event a departmental representative must be replaced in midterm (permanently or for an interim period), the above procedures will be followed. Replacement representatives serving more than one year of a two-year
50 term will be considered as having served a complete two-year term for purposes of the two consecutive terms of office limitation.

B. College Promotion and Tenure Committee

The EPC shall conduct the elections of departmental representatives to the College Promotion and Tenure (P&T) Committee. Current departmental representatives will identify the faculty eligible for election and the
55 willingness of individuals in that department to serve and actively participate. The elections for the P&T committee shall be carried out in accordance with the P&T guidelines and may be conducted by absentee ballot, mail, or electronic ballot.

C. College Representatives to Faculty Council on University Policy

The election of faculty to the Faculty Council shall be in accordance with guidelines established by the Faculty
60 Council with respect to eligible faculty and terms of office. The nomination and election process shall proceed as follows:

1. An absentee nominating ballot shall be sent to all voting members of the faculty, allowing any
faculty member to nominate any other, in accordance the procedures for nominating ballots.
Self-nominations are encouraged. Nominations shall be limited to one per faculty member. The
65 absentee ballot may be by mail or electronic means, so long as it adheres to the requirements of absentee ballots.
2. The list of nominees shall be circulated to all faculty via mail or electronic means for a minimum
of seven (7) days. Any nominee unwilling or unable to serve shall request their name not be
included on the ballot.
- 70 3. An absentee ballot with an alphabetized list of the nominees shall be sent to all voting members
of the faculty. The absentee ballot may be by mail or electronic means, so long as it adheres to
the requirements of absentee ballots.

D. College Representative to University Committee on Tenure

Elections shall be conducted in a manner similar to that for Faculty Council representatives.

75 **Article V. PROCEDURES FOR NOMINATIONS FROM THE POLICY COMMITTEE**

In accordance with the College Bylaws & Rules, the EPC will nominate individuals for the positions of Secretary and Parliamentarian for College Faculty meetings.

The EPC may nominate individuals for committees when it receives requests from Faculty Council or other sources.

80 **Article VI. ADMINISTRATIVE EVALUATIONS**

A. Evaluation of Departmental Chairs

During the middle of the third year serving as Department Chair and every three years thereafter, performance of Department Chairs will be reviewed by a five-member faculty committee (hereafter "the Committee") convened by the EPC and constituted as follows:

1. Three members elected from and by the departmental faculty in the College of Engineering.
2. A member of the EPC, external to the department, selected by the EPC.
3. An MU faculty member, external to the department, selected by the EPC.

The Committee shall elect its chair. The Committee will arrange for evaluations by the departmental faculty and other relevant constituencies, and it will provide a report to the departmental faculty, the Department Chair, the Dean, the Provost, the Chancellor and the EPC Chair.

All elections necessary to constitute the review committee will be conducted by the EPC according to procedures developed and adopted by the EPC. Deans, Directors (faculty ≥ 0.5 FTE performing College of Engineering Administrative duties, with the exception of research center directors), and Chairs from the College of Engineering are not eligible to serve on or vote for the members of the review committee.

The objective of this process is to provide for effective discharge of the faculty's responsibilities in a professional manner conducive to the continual growth of the faculty and the college. These reviews are in addition to any reviews that the cognizant administrators within the University may wish to undertake.

B. Evaluation of the Dean

During the middle of the fifth year and every five years thereafter, the performance of the Dean will be reviewed by a faculty committee convened by the EPC and constituted as follows:

1. One member from each academic degree-granting department elected from and by the departmental faculty in the College of Engineering.
2. A member of the EPC selected by the EPC.
3. An MU faculty member, external to the College of Engineering, selected by the EPC.

This committee shall elect its chair. This committee will conduct the evaluation by the college faculty, prepare a report and provide the report to the faculty of the College of Engineering, the Dean, the Provost, and the Chancellor.

All elections necessary to constitute the review committee will be conducted by the EPC according to procedures developed and adopted by the EPC. Deans, Directors (faculty ≥ 0.5 FTE performing College of Engineering Administrative duties, with the exception of research center directors), and Chairs from the College of Engineering are not eligible to serve on or vote for the members of the review committee.

The objective of this process is to provide for effective discharge of the faculty's responsibilities in a professional manner conducive to the continual growth of the faculty and the college. These reviews are in addition to any reviews that the cognizant administrators within the University may wish to undertake.

C. Request for Administrative Evaluation

Faculty reviews of Engineering administrators at times other than the scheduled reviews described in Section 02, Article V.A and V.B of these Bylaws may also be initiated by the Engineering Policy Committee at any time during a college administrator's term of office at the request of the departmental faculty for the Chair or of the College faculty for the College administrators. For Department Chairs, this review process shall be initiated upon receipt by the EPC Chair of a written request signed by one-third of the department faculty who are members of the College of Engineering as defined in Section 01, Article I. For the Dean, this review process shall be initiated upon receipt by the EPC Chair of a written request signed by one-third of the faculty of the College of Engineering as defined in Section 01, Article I.

125 A written request can be initiated by any Engineering faculty member or any group of Engineering faculty
members. A group can be informally organized, formally organized, a standing committee (elected or
appointed), or an ad hoc committee. A written request will consist of the aggregate of the requests for an
evaluation, each of which will contain at least one signature. The signatures on a written request will be
validated and counted by the EPC Chair and the Secretary of the Faculty. All requests will be held
130 confidentially. The period of time during which signatures can be collected for a written request is limited to
one calendar month. The written request will be destroyed after one month if no evaluation occurs, or one
month after a report is distributed if an evaluation does occur.

Proposed by the EPC and approved by the College of Engineering Faculty, December 6, 1988. Revised April 28, 1994. Revised, 2014
September 25, 2015 September 24, February 2018. Approved without amendments April 2020. Revised December 3, 2021.

SECTION 03: GUIDELINES FOR PROMOTION AND TENURE COLLEGE OF ENGINEERING UNIVERSITY OF MISSOURI-COLUMBIA

as approved by COE faculty on April 18, 2016, amended December 2018 and May 2018. Amended April 2020.
Amended December 3, 2021.

Article I. INTRODUCTION

This document defines the guidelines to be used in developing promotion and tenure recommendations in the College of Engineering. T/TT faculty being considered for promotion and/or tenure who have a tenure home outside of the College of Engineering will follow the promotion and tenure procedures defined for their tenure home. The following five documents are considered an integral part of the College's guidelines:

1. Policy and Procedures for Promotion and Tenure, CRR 320.035
2. Academic Tenure Regulations, CRR 310
3. The Provost of the University of Missouri Promotion and Tenure Call for the current year
4. College of Engineering Criteria for Promotion and Tenure (Attachment 4)
5. College of Engineering Policy on Shared Credit and Joint Efforts on Cross-Disciplinary Research (Attachment 5)
6. Departmental Guidelines for P&T of T/TT Faculty (Attachment 6)
7. Guidelines for Appointment and Promotion of Ranked Non-Tenure Track Faculty Positions (Attachment

Attachment 4 (Criteria for Promotion and Tenure, College of Engineering) is to be used in evaluating the aggregate performance in the area of Research/Scholarship, Teaching, and Service. The present document focuses explicitly on the procedures for arriving at these recommendations.

Article II. THE ESTABLISHMENT OF CRITERIA AND DEPARTMENT PROCEDURES

Each department must develop and maintain written procedures for tenure and promotion, consistent with the College, Campus, and University policies. A suggested departmental procedure is given in Attachment 6. Departments shall prepare a statement of departmental criteria concerning the areas of research and scholarship, teaching and advising, and service. All prospective T/TT faculty members, prior to their acceptance of a T/TT faculty position in a department, shall be informed in writing of the procedures and criteria for tenure and promotion and of their responsibilities with regard to these, and a calendar of the various events in their tenure/promotion process. The calendar should include a schedule of annual reviews, reappointment(s), mid-term review, and year of forced tenure consideration. Specifics of expectations as stated in the department's goals/strategic plan and/or promotion and tenure criteria, must also be clearly stated to the new T/TT faculty members at the time of their appointment.

Article III. ANNUAL REVIEW OF UNTENURED T/TT FACULTY

At the end of each calendar year, or at least five (5) working days before the specified date of the annual review by the Department P&T Committee, each untenured T/TT faculty member shall submit his or her updated curriculum vitae along with statements concerning teaching, research, and service activities to the departmental P&T committee in a format similar to the P&T dossier. This documentation is primarily the responsibility of the untenured T/TT faculty member.

The tenured faculty within a department or their designated subgroup shall form a Department Promotion and Tenure Committee. The procedures for selecting members of this Committee shall be defined in the written Department Promotion and Tenure Procedures. The Department Chair may serve as non-voting member of this Committee. The Dean and T/TT faculty members on the Dean's staff shall not serve on this committee.

45 The Department Promotion and Tenure Committee shall meet in the spring semester of each year to review the activities and performance of each untenured T/TT faculty member. Any evaluations made at these meetings shall be transmitted by the Committee Chair verbally and in writing to the untenured T/TT faculty member. The written evaluation shall be made available to all the members of the Department Promotion and Tenure Committee. The untenured T/TT faculty member shall have the right to request, within fifteen (15) working days of receipt of the written evaluation, a meeting with the Department Promotion and Tenure Committee or its designated subgroup to address perceived inaccuracies and points of disagreement. A copy of the annual evaluation shall be placed in the T/TT faculty member's personnel file, together with any written reaction to the evaluation submitted by the untenured T/TT faculty member. At the conclusion of the annual evaluation, the committee recommendation, including the number of votes for/against reappointment or a terminal appointment, shall be forwarded to the Department Chair by the Committee Chair. The Department Chair shall make a separate "Chair's Recommendation," forward both to the Dean, and place a copy in the T/TT faculty member's personnel file.

Article IV. MID-TERM REVIEW OF UNTENURED T/TT FACULTY

The College P&T Committee shall conduct a mid-term (three-year for six-year tenure track) review of all untenured T/TT assistant professors in the spring semester in a manner more detailed than the annual review. The objective of the mid-term review shall be: (1) to assess each untenured T/TT faculty member's progress toward tenure and to provide the candidate sufficient and timely feedback related to his/her tenure process, (2) to assess the departmental promotion and guidance of each candidate with respect to tenure, and (3) to alert the College administration of any problems early on so that appropriate corrective action or actions may be taken.

Each year, the Chair of the College P&T Committee shall set a date by which each department will forward to the committee the necessary documents of persons due for mid-term review. These documents shall contain the T/TT faculty member's updated curriculum vitae, statement of activities (research, teaching, and service), all previous yearly evaluations, and reappointment recommendations by the department P&T committee and by the department Chair. Other information may be included but should be limited to that deemed absolutely necessary by the candidate or Chair for the College P&T Committee's review. External letters evaluating the candidate are not to be solicited or included. The College P&T Committee shall review these documents and provide each candidate and Chair with a written and candid assessment. These reviews will be a part of the T/TT faculty member's personnel files. Any response of the T/TT faculty member to this review shall also be entered in his/her personnel files.

Article V. DEPARTMENT PROCEDURES FOR TENURE RECOMMENDATIONS

75 The Department Promotion and Tenure Committee or a designated subgroup shall initiate an intensive review of each tenure candidate's qualifications no later than the spring preceding the fall semester in which the department plans to forward a recommendation on tenure. As part of its review, the Committee shall solicit outside letters of evaluation. These evaluations shall include letters from qualified, impartial reviewers, and they shall be solicited with the understanding that, insofar as possible, access to them will be limited to persons involved in the tenure decision. The candidate shall be given the opportunity to recommend reviewers. Signed, but unsolicited, letters of evaluation received by the committee may be used in the evaluation process at the committee's discretion. If such letters are used in the evaluation process, they shall be made available for review to the untenured T/TT faculty member, and the authors of the letters shall be so informed. Unsigned letters of evaluation may not be used in the evaluation process. Prior to the deliberation of the department P&T Committee, all T/TT faculty members of that department shall be given the opportunity to provide written and signed comments to the Committee, regarding the candidates being considered.

85 After the candidate's dossier is complete, the Department Promotion and Tenure Committee or its designated subgroup shall prepare a written review of each tenure candidate. The Department Promotion and Tenure Committee shall vote by a secret ballot on each tenure recommendation. The review and the Committee's recommendation, including the number of votes for and against tenure, shall be included in the dossier and

90 forwarded to the Department Chair by the Committee Chair. The Department Chair shall make a separate
"Chair's recommendation" with regard to tenure, include it in the dossier, and forward the same to the College
Promotion and Tenure Committee. This review and recommendation-vote shall be conducted in sufficient
advance of submission of the dossier to the College P&T Committee to allow for any appeal and hearing. The
results of the review shall be transmitted by the Committee Chair in writing to the candidate and placed in the
95 T/TT faculty member's file, together with any written response of the T/TT faculty member.

**Article VI. DEPARTMENT PROCEDURES FOR RECOMMENDATIONS OF PROMOTION TO
ASSOCIATE PROFESSOR FOR T/TT FACULTY**

The Department Procedures for Tenure Recommendations mentioned in the previous section shall be used for
recommendations for promotion to associate professor for T/TT faculty as well. Except in exceptional
100 circumstances, the recommendations to promote T/TT assistant professors to associate professors shall be
considered together with recommendations to award tenure. The same departmental procedure may be used to
develop each recommendation. The Department Promotion and Tenure Committee shall vote by secret ballot on
whether to recommend promotion. All recommendations, including the number of votes for and against, shall
be forwarded by the Committee Chair. The Department Chair shall make a separate "Chair's recommendation"
105 with regard to promotion. The results of the review shall be transmitted by the Committee Chair in writing to
the candidate and placed in the T/TT faculty member's file, together with any written response of the T/TT
faculty member.

Article VII. ANNUAL REVIEW OF T/TT ASSOCIATE PROFESSORS

The Department Promotion and Tenure Committee shall meet in the spring semester of each year to review the
110 activities and performance of each T/TT associate professor who requests this evaluation. The results of the
review shall be transmitted by the Committee Chair in writing to the T/TT associate professor and placed in the
T/TT faculty member's file, together with any written response of the T/TT faculty member.

**Article VIII. DEPARTMENT PROCEDURES FOR RECOMMENDATION OF PROMOTION TO
T/TT PROFESSOR**

115 Upon written request from a T/TT associate professor, the Department Promotion and Tenure Committee or its
designated subgroup shall initiate an intensive review of the candidate's qualifications no later than the spring
preceding the fall semester in which a recommendation may be forwarded to the College. As part of its review,
the Committee shall solicit outside letters of evaluation. The evaluations shall include letters from qualified,
impartial reviewers, and they shall be solicited with the understanding that, insofar as possible, access to them
120 will be limited to persons involved in the promotion decision. The candidate shall be given the opportunity to
recommend reviewers. Signed, but unsolicited, letters of evaluation received by the committee may be used in
the evaluation process at the committee's discretion. If such letters are used in the evaluation process, they shall
be made available for review to the candidate and the authors of the letters shall be so informed. Unsigned
letters of evaluation may not be used in the evaluation process. Prior to the deliberation of the Department P&T
125 Committee, all T/TT faculty members of that department shall be given the opportunity to provide written and
signed comments to the Committee, regarding the candidates being considered. After the candidate's dossier is
completed (including external review letters), the Department Promotion and Tenure Committee, or its
designated subgroup, shall prepare a written review of the candidate. The Department Promotion and Tenure
Committee shall vote by secret ballot on whether to recommend promotion. The review and the Committee's
130 recommendation, including the number of votes for and against the promotion, shall be included in the dossier,
which shall be forwarded to the Department Chair by the Committee Chair. The Department Chair shall make a
separate "Chair's recommendation" with regard to promotion, include it in the dossier, and forward the same to
the College Promotion and Tenure Committee. This review and recommendation-vote shall be conducted in
sufficient advance of submission of the dossier to the College P&T Committee to allow for any appeal and
135 hearing. The results of the review shall be transmitted by the Committee Chair in writing to the candidate and
placed in the T/TT faculty member's file, together with any written response of the T/TT faculty member.

Article IX. DEPARTMENT PROCEDURES FOR RECOMMENDATION OF PROMOTION OF NTT FACULTY

Procedures for promotion of non-tenure-track (NTT) faculty are described in Attachment 7.

Article X. FORM OF RECOMMENDATION REGARDING PROMOTION AND TENURE

The documentation of recommendations is the responsibility of the department. The documents forwarded to the College by the department shall follow the format defined by the appropriate campus level administrator.

Article XI. PROCEDURES OF THE COLLEGE OF ENGINEERING PROMOTION AND TENURE COMMITTEE

The College of Engineering Promotion and Tenure Committee will have one elected T/TT faculty member from each of the departments whose T/TT faculty are reviewed by the College for promotion and tenure. Upon merger of engineering departments after 1/1/2016, the new department or division or other designation will elect the same number of T/TT faculty members to the College of Engineering Promotion and Tenure Committee as existed in the original departments. Each member will serve a three-year term starting in the fall semester and no faculty member may succeed himself or herself after completing a full three-year term, unless no other candidate is eligible. Only tenured full professors who are not deans or other administrators may serve on this committee unless an exception is granted by the Engineering Policy Committee under its bylaws. New members of the committee will be elected in the spring semester under the supervision of the Engineering Policy Committee. All T/TT faculty members of a department, with the exception of the Dean, Associate Deans, Assistant Deans, Department Chairs, and other administrators, may vote in the election.

Early in the fall semester, the Dean or the Dean's designee shall arrange the first meeting of the College Promotion and Tenure Committee and preside at this meeting until a Chair is selected by and from the elected committee members. The Chair shall request the dossiers of prospective candidates for tenure and/or promotion recommendation from the various departments by a specified date so as to be able to meet the deadlines for such recommendations established by the College. These dossiers will be forwarded to the Committee by the Department Chair or the Department P&T Committee Chair and shall include the documents required by the appropriate campus administrative authorities. The committee shall review the dossiers and then conduct a secret vote on the recommendation of tenure and/or promotion for each candidate. Robert's Rules of Order shall be followed in conducting the meetings. The recommendation, including the number of votes for and against the tenure/promotion, shall become a part of the candidate's dossier. The committee chair shall communicate the recommendation to the faculty member, and his/her Department Chair. In case of a negative recommendation, the candidate shall be provided with an opportunity to appeal the recommendation to the College P&T Committee within fifteen (15) working days of the communication. If the candidate so chooses, a Committee meeting shall be arranged in a timely fashion to meet the College-University deadlines to hear the appeal and then vote again on the question of tenure and/or promotion. This vote shall also become part of the dossier. At the completion of the deliberations, the committee shall enter the voting result of the appeal into the dossier which shall then be forwarded to the Dean for further action. When multiple dossiers are evaluated by the committee, the committee members shall be provided a paper ballot containing the names of all the candidates being reviewed and the motion. In such a case, each dossier will be discussed and voted individually, but the votes shall be collected and counted only after all the dossiers have been discussed and voted individually.

Article XII. HEARINGS AND APPEALS

The candidate for tenure or promotion shall have the right to a hearing for reconsideration by the appropriate administrative officer or committee at the department or College level. The candidate shall also have the right to appeal a decision at the department level to the College Promotion and Tenure Committee and the Dean. Further appeals are governed by relevant campus and university documents.

Attachment 4

Criteria for Promotion and Tenure

College of Engineering University of Missouri-Columbia

Recommended by College P&T Committee (created 29 Nov 1996, revised 23 April 2020)

This document defines the criteria to be used in developing Promotion and Tenure recommendations in the College of Engineering. This document is viewed as being complementary to the "Guidelines for Promotion and Tenure, College of Engineering," approved by the College Faculty on 28 July 94, and revised by the Engineering P&T Committee on November 22, 1996.

The following statements focus concisely upon the current culture within the college regarding promotion and tenure. Every department must develop department specific guidelines and procedures for tenure and/or promotion, which should be consistent with standards stated in the Collected Rules and Regulations (CRR) and general guidelines stated in this document.

Decisions on Promotion and on Tenure will be based on the candidate's aggregate performance in the areas of Research/Scholarship, Teaching, and Service. Only scholarly work produced after joining the University and/or since previous promotion at the University will be counted toward tenure and/or promotion, unless stated otherwise in the appointment letter. Consideration for early promotion and/or tenure (before the sixth year) should be "restricted to truly exceptional cases" (CRR 320.035). Departmental guidelines must articulate and define cases that could be considered as "truly exceptional". A truly exceptional candidate is expected to have performed at a level above and beyond the typical level expected for promotion and/or tenure at the pertinent academic rank.

Research/Scholarship

The candidate should have demonstrated research/scholarship quality, productivity, independence and sustainability sufficient to place the candidate in a competitive position relative to peers in the MU College of Engineering and at T/TT faculty-identified target research universities. However, this comparison must take into account the resources and infrastructure available at the targeted institutions in relation to those available to the candidate. Any numerical comparison used must be calculated in an equitable manner, documented, and approved by the candidate's department. Promotion to full professor requires the candidate to demonstrate national distinction in their scholarly contribution. Assessment of competitiveness shall include letters from objective off-campus experts in the candidate's field.

Each department shall establish specific guidelines regarding quantity and quality of scholarship. In general, a candidate is expected to have published scholarly work in high quality venues, obtained significant and competitive external funding, advised graduate students and in particular doctoral students.

Teaching

Competence in content and delivery and dedication to the teaching mission of the College are required. Excellence in this area may be demonstrated by multiple and outstanding achievements in such areas as innovative delivery techniques, strong teaching evaluations, teaching awards, writing of text books or other instructional media, unusually advanced and progressive course content, and peer-reviewed publications in appropriate educational journals.

Service

A fair share of student advising and service on departmental, college, and/or campus committees is considered baseline. Excellence can be demonstrated by chairing or actively serving on important and effective committees ranging from the departmental level to national and international technical committees. Effective administrative service to the College or Department is also a factor, as are review activities and advising of student organizations.

Normally, no positive decision will be made on a candidate with a marginal performance in the Research/Scholarship area. Exceptions might occur for truly outstanding performance in teaching.

230 Entrepreneurial activities shall be evaluated toward tenure and/or promotion based on their contributions to the University's mission on teaching, research, service and economic development. Cross-disciplinary, collaborative work and socially impactful activities are encouraged. A significant effort in leading such activities should be recognized and can be valued beyond a simple shared credit as described in "College of Engineering Policy on Shared Credit and Joint Efforts on Cross- Disciplinary Research" (recommended by College P&T Committee, December 5, 1996)."

235 Evaluation of a candidate with a joint appointment should follow CRR 320.035.A.1.a. The administrative head of the non- primary department shall provide a recommendation letter to be included in the dossier submitted to the College P&T committee. This bylaw supersedes all language in future Memorandums of Understanding related to the promotion process of candidates with joint appointments.

240 When hiring with tenure is a consideration, these same criteria shall apply.

Attachment 5

Shared Credit and Joint Efforts on Cross-Disciplinary Research

(Policy statement adopted by the Engineering P & T Committee, December 5, 1996)

245 "Recognizing that the most challenging engineering research often requires a cross-disciplinary team working
closely together, and recognizing that such research cannot thrive without proper reward to the participants, no
favoritism shall be shown to single-investigator research over team research. Both should be encouraged and
rewarded according to the same standard based on shared credit. For instance, if a person receives 50% shared
credit from each of two refereed publications, the total credit for the two papers should be given the same credit
as a single-authored refereed publications. If the person receives a total shared credit of \$100,000 from three
250 joint projects, it shall be regarded the same as a single-investigator grant of \$100,000."

Attachment 6

Departmental Guidelines for P&T of T/TT Faculty

Note: Every department is required to develop its departmental guidelines and procedures for promotion and tenure. This document (approved by the College P&T Committee, December 5, 1996, revised May 9, 2019) may be used by the departments as a guide when developing their procedures.

Approved by Department of XXXXX Engineering [date]
Procedures for Promotion & Tenure
Department of XXXXX Engineering, University of Missouri-Columbia

Distribution

The procedures herein are those approved by the XXXXX Engineering T/TT faculty for use within the department. Upon arrival, new T/TT faculty members shall be provided copies of this document and all University, campus, college, and department documents describing promotion and tenure criteria and procedures by the department chair. The particular University, campus, and college documents that apply include the following:

1. Policy and Procedures for Promotion and Tenure, CRR 320.035
2. Academic Tenure Regulations, CRR 310
3. The Provost of the University of Missouri Promotion and Tenure Call for the current year, found at <http://provost.missouri.edu/promotion-and-tenure/index.php>
4. Criteria for Promotion and Tenure, College of Engineering, recommended by College P&T, December 5, 1996, revised by College P&T committee on May 9, 2019
5. Guidelines for Promotion and Tenure, College of Engineering, modified version recommended by College P&T Committee, December 5, 1996
6. College of Engineering Policy on Shared Credit and Joint Efforts on Cross-Disciplinary Research, recommended by College P&T Committee, December 5, 1996.
7. Departmental guidelines for P&T.

Membership, Participation, and Schedule

Membership

The voting membership shall consist of all tenured faculty who have at least half-time, primary appointments in the department and who have requested to be a member of the committee for that calendar year. Deans and T/TT faculty members on Dean's staff may not serve as members of this committee.

Participation

The committee as-a-whole shall be involved in all decisions on departmental recommendations on re-appointment of non-tenured T/TT faculty and recommendations on tenure. That subset of the committee composed of all T/TT Associate Professors and T/TT Professors shall be involved in all decisions relative to recommendations on promotions to T/TT Associate Professor. That subset of the committee composed of all T/TT Professors shall be involved in all decisions relative to promotion to T/TT Professor. For the committee as a whole and each committee subset, a quorum for any meeting shall consist of over 50% of the members.

Criteria for tenure and/or promotion

The department should articulate performance guidelines toward tenure and/or promotion in the areas of Research/Scholarship, Teaching, and Service. In addition, the guideline should address specific issues including the impact of workload distribution, criteria for early tenure and promotion, evaluation of entrepreneurial activities and cross-disciplinary/collaborative work, and consideration of prior work.

Schedule

The committee shall consider promotion and tenure according to the schedule herein. In particular, the review schedule below applies to persons hired as tenure-track faculty members with no credit toward tenure. The schedules for T/TT faculty hired with credit toward tenure are specific for each case; these schedules must be developed at the time of appointment and must be available from the Department Chair.

T/TT Assistant Professors (The maximum period on term appointment shall not exceed 7 years.)

F1	S1	F2	S2	F3	S3	F4	S4	F5	S5	F6	S6
	Annual review	*	Annual review		Three year review		Annual review		Annual review, prepare dossier	Committee vote on completed dossier	University decision

F1 = Fall Semester #1, S1 = Spring Semester #1, etc.

T/TT Associate Professors (The maximum period on term appointment shall not exceed 5 years.)

F1	S1	F2	S2	F3	S3	F4	S4
	Three year review	*	Annual review		Annual review, prepare dossier	Committee vote on completed dossier	University decision

F1 = Fall Semester #1, S1 = Spring Semester #1, etc.

T/TT Full Professors (The maximum period on term appointment shall not exceed 4 years.)

F1	S1	F2	S2	F3	S3
	Annual review	*	Annual review, prepare dossier	Committee vote on completed dossier	University decision

F1 = Fall Semester #1, S1 = Spring Semester #1, etc.

* In exceptional cases it may be necessary to conduct a review in F2. See Faculty Handbook, 310.020.F2.

Fall-Semester Activities

During the Fall Semester, the committee's activities are:

- A. The committee reviews the department, college and campus documents currently in-effect regarding promotions and tenure. (The department chair shall make a complete, updated set available, and the committee shall review the documents and inform T/TT faculty of any pertinent changes.)
- B. The committee reviews the dossiers initiated during the previous Spring Semester and votes on the associated promotion or tenure actions.

During the first week of the fall semester, the committee chair shall send a letter to all T/TT faculty to announce the date and time of the first and subsequent committee meetings. The first meeting must be scheduled between September 1 and 15 at a time that is convenient to most T/TT faculty.

One week prior to the first meeting of the committee, the committee chair shall also notify the committee members of the availability of the dossiers (initiated in the previous Spring Semester) that shall require the department's recommendations for promotion and tenure scheduled to be forwarded to the college in the present fall semester.

At the first meeting the committee shall examine the now-complete promotion and tenure dossiers from the Spring Semester to discuss and debate all the information submitted, including external reviews. After the discussion the committee shall vote by secret ballot on the approval of the recommendations. When multiple dossiers are evaluated by the committee, the committee members shall be provided with a ballot paper containing the names of all the candidates being reviewed and the motion. In such a case, each dossier will be

discussed and voted individually, but the votes shall be collected and counted only after all the dossiers have been discussed and voted individually.

Immediately after this meeting, the committee chair shall inform all T/TT faculty for whom decisions have been made of the results, both orally and, following committee review and approval of the text, in writing.

Candidates have the right to request a hearing before the committee within a time specified by the committee. They also have the right to attach a written statement to the dossier that addresses any perceived inaccuracies or points of disagreement. The Dean and Department Chair shall be informed of the results. The vote, including the number voting for and against the motion, and the written evaluation shall be entered in the Dossier which shall be forwarded to the Department Chair.

Spring Semester Activities

During the Spring Semester, the committee's activities are:

- A. The committee membership for that calendar year is constituted and a chair-elect is elected.
- B. The committee conducts the annual review of all non-tenured T/TT faculty, reviewing progress toward tenure, and votes on re-appointment. Recommendations to promote T/TT Assistant Professors to T/TT Associate Professors shall normally be considered together with recommendations to award tenure in the Fall semester.
- C. The committee reviews the professional progress of those T/TT faculty who request an informative evaluation.

During the first week of the spring semester, the committee chair shall send a letter to all T/TT faculty to accomplish the following:

1. Announce the date and time of the first and subsequent committee meetings.
2. Request a response from all eligible T/TT faculty indicating whether or not they shall be a member of the committee for that year. Each eligible T/TT faculty member must respond by March 1. Failure to respond by that date shall be considered as a refusal to participate.
3. Request current resumes from all non-tenured T/TT faculty. These resumes must include a complete record of the T/TT faculty members' activities, including publications (with refereed journal publications separated from the others), grant and contract activities, teaching activities with evaluations, graduate student supervision, service activities, honors and awards, and any other pertinent information. They must be provided to the committee chair by a time specified by the committee chair. The resumes submitted by T/TT faculty undergoing mid-term review must be prepared in the same manner as prescribed for the university's promotion and tenure dossier.
4. Request nominations for promotion and tenure. Any T/TT faculty member may request to be a candidate for promotion or tenure or both. Also, any T/TT faculty member may nominate another member with the permission of the candidate. The candidate must send a current resume to the committee chair by March 1 with a cover letter indicating that he or she wants to be a candidate for tenure or promotion.
5. Request current resumes and other information (they may wish to provide) from those tenured faculty who wish the committee to conduct an informative evaluation. A cover letter must indicate that an informative evaluation is requested. These requests and resumes must be provided to the committee chair by a time specified by the committee chair.

At the first regular faculty meeting of the spring semester, but before February 15, a committee chair-elect for the following calendar year shall be elected from among the department's tenured Professors.

At least one week prior to the scheduled meeting, the committee chair must make available resumes of all candidates to all members of the committee. Prior to this meeting the committee chair shall identify and

announce two sponsors from the committee for each tenure-candidate. One sponsor shall be selected by the candidate and one shall be selected by the committee chair. The committee chair shall obtain their agreement to serve before the first meeting. Sponsors, with the help of the candidates, must assemble dossiers that are consistent with the college, campus, and University guidelines. The sponsors shall solicit outside letters of recommendation in accordance with guidelines provided by the College and the University, individual candidates shall be given the opportunity to recommend outside reviewers. The handling and disposition of letters of recommendation must comply with the College's Guidelines for Promotion and Tenure, cited previously. Sponsors must complete the dossiers by a time specified by the committee chair. The department chair and the committee chair must monitor progress of dossier preparation to ensure that they are completed in a timely fashion.

At the scheduled meeting of the committee, the resumes of all the untenured members of the Department shall be reviewed. Only a subset of the committee, consisting of T/TT full professors of the Department, shall review the resumes of untenured associate and full T/TT professors. This shall be followed by a secret vote for reappointment of each untenured candidate. The vote shall be communicated to the candidate who shall have a right to appeal within five (5) working days. The appeal, if any, will be followed by a second vote, after which the recommendation will be forwarded to the Department Chair for further action. The Department Chair shall make his/her own recommendation and forward both the recommendations to the Dean. The recommendations and any written response from the candidate shall also be included in the candidate's personnel file.

Untenured T/TT faculty members who receive a negative reappointment recommendation by the Committee shall not be considered for promotion and/or tenure. Those receiving such an unfavorable recommendation in the spring semester immediately prior to fall semester of their forced tenure decision, may proceed to prepare their dossier but may not request external reviews of their dossier while pursuing due processes of appeal at the Department, College, or Campus level. In case their appeal is upheld, the sponsors will make an urgent effort to get the external reviews and the committee shall meet specially for making the tenure and promotion recommendation in time to meet the College and Campus deadlines.

At the meeting, the resumes of tenure-track faculty members undergoing mid-term review will be reviewed. This review shall be more rigorous than the annual review, and shall include fully informing the subject T/TT faculty member of the currently applicable formal promotion and tenure policies and procedures, as well as a candid interpretation of the prevailing customs. A formative evaluation of the person's accomplishments and progress toward tenure shall be made by the committee, and communicated in writing to the T/TT faculty under review. No outside reviews of performance shall be sought at this time. The votes regarding the mid-term review are for re-appointment, non-re-appointment, or a terminal year appointment consistent with the University's requirements of notification.

At this time, the Committee shall also review the documents presented by tenured faculty members requesting such a review, as well as those of any untenured T/TT faculty members requesting early tenure/promotion consideration.

Immediately after this meeting, the committee chair shall inform all T/TT faculty for whom decisions have been made of the results, both orally and, following committee review and approval of the text, in writing. Candidates shall have the right to request a hearing before the committee within a time specified by the committee chair. They shall also have the right to attach a written statement to the dossier that addresses any perceived inaccuracies or points of disagreement. The Dean and Department Chair shall be informed of the results. All correspondence between the committee and candidates shall be kept in the candidates' personnel files and the committee files.

Tenure Recommendations for Hiring T/TT faculty With Tenure

When hiring with Tenure is a consideration, the Departmental Committee shall meet to consider granting tenure to the prospective candidate. The members of the committee shall review such cases. The committee shall examine the person's resume and three independent, external letters of recommendation evaluating the

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candidate's body of work and any other relevant considerations. The Department Chair shall be requested to inform the committee of the new person's expected role in the department and to convey any opinions offered by the department T/TT faculty. Following any discussion, the committee shall vote by secret ballot. The Department Chair shall then forward the candidate's file with the committee vote to the College P&T Committee for further action.

Calendar for Department P&T Actions

Fall Semester	
Date	Action
1st week of semester	Comm. Chair sends letter.
Meeting date - 5 days	Resumes and dossiers due.
Before September 15	First meeting of committee.
Meeting date +15 days	Deadline for appeal request.
Prior to October 1	Appeal meeting.
Prior to October 1	Recommendations and dossiers forwarded to College P&T
Spring Semester	
Date	Action
Prior to February 15	Department elects committee officer(s).
Third week of February	Comm. Chair sends letter.
Prior to March 1	Eligible T/TT faculty choose to serve. Resumes due.
03/15-31	Meeting of committee.
Meeting date +15 days	Deadline for appeal request.
Meeting date + 30 days	Deadline for appeal meeting.

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Attachment 7

Guidelines for Appointment and Promotion of Ranked Non-Tenure Track Faculty Positions, College of Engineering, University of Missouri-Columbia.

Accepted April 23, 2020. Revised December 3, 2021.

Preamble

This document addresses the appointment and promotion of individuals in ranked, Non-Tenure Track (NTT) academic positions as defined by CRR 310.035.B. Within the College of Engineering, these positions typically entail emphasis in Teaching or Research and include the following titles: Research Professor, Associate Research Professor, Assistant Research Professor; Teaching Professor, Associate Teaching Professor, Assistant Teaching Professor; and Professional Practice Professor, Associate Professional Practice Professor, Assistant Professional Practice Professor. Other NTT titles may be found in CRR 310.035.B.

This document does not address unranked, non-tenure track faculty positions.

Initial Appointments

The initial appointment to a Non-Tenure Track academic appointment is very important to the candidate, department, and college. Specific job responsibilities and appropriate expectations should be explicitly stated in a written job description developed by the candidate's direct supervisor. The Non-Tenure Track appointee is a faculty member of a department and must fulfill its mission. Therefore, the candidate's home department must review all Non-Tenure Track academic appointments. Candidates for these positions should also be familiar with the guidelines and criteria associated with Non-Tenure Track academic appointments outlined in this document; these guidelines and criteria are critical both to the initial appointment and to promotion applications.

Except in case of an emergency hire, a search for NTT faculty members will be conducted on a regional or national basis. A search committee shall be appointed by the department chair or hiring supervisor. It is recommended that at least one member of the search committee be an NTT of the same emphasis (Teaching/Research) within the department. Departments that do not have any appropriate NTT faculty are encouraged to consider inviting NTT faculty within the college or within related disciplines on campus to be a part of the search committee. It is recommended that NTT faculty be selected using a process comparable with that used for hire of tenure track faculty with interviews/presentations to unit faculty, staff, students and a full review of relevant materials (e.g. teaching evaluations, research publications, etc). If a vote of department faculty is required for NTT appointments, such requirements must be explicitly stated in the appropriate department policy or bylaw. The search committee's recommendation and the outcome of a faculty vote (if applicable) will be forwarded to the department chair or hiring supervisor, who will make the final hiring decision, with the appropriate approval of the dean and campus. In general, PIs hiring an NTT researcher for a specific project(s) may elect to forgo many of the recommended procedures noted in this section, however, they must comply with any department or campus requirements related to NTT faculty searches.

The candidate for an NTT position should hold an earned doctoral degree or have equivalent professional experience. The candidate should be self-motivated and demonstrate the potential for leadership and creative abilities. Evidence of the candidate's abilities is to be demonstrated in the candidate's resume, dossier, reference letters, and/or interviews. The candidate must show potential for excellence in the primary area of appointment (Teaching or Research) designated by the position title, as well as in service and professional dimensions related to the candidate's discipline and position.

Eligibility Criteria for Promotion

The College of Engineering has established the following general eligibility criteria for promotion. Each department shall establish specific guidelines for NTTs regarding quantity and quality of research/scholarship, quantity and nature of service expected, and quantity and quality of teaching.

Prior Work

Only scholarly work produced after joining the University and/or since previous promotion will be counted toward promotion, unless stated otherwise in the appointment letter.

Entrepreneurial Activities

475 Entrepreneurial activities shall be evaluated toward promotion based on their contributions to the University's mission on teaching, research, service and economic development.

Cross-Disciplinary and Collaborative Work

480 The College and its departments encourage and recognize the importance of cross-disciplinary and collaborative work. A significant effort in leading such activities should be recognized and valued beyond a simple shared credit calculation. Each department shall establish criteria specifying how collaborative and cross-disciplinary work is considered in terms of the evaluative process.

Workload

485 Decisions on promotion will be based on the candidate's aggregate performance in the areas of Research/Scholarship or Teaching and Service. To the degree practical, weighting factors for these three areas shall be employed in consistence with the candidate's original appointment, subsequent assignments, and in accordance with the department's workload policy.

Service

490 A fair share of student advising and service on departmental, college, and/or campus committees is considered baseline. Excellence can be demonstrated by chairing or actively serving on important and effective committees ranging from the departmental level to national and international technical committees. Effective administrative service to the College or Department is also a factor, as are review activities and advising of student organizations.

[Professional Practice promotion candidates should refer to the criteria for their primary area of appointment]

Major Attributes: Non-Tenure Track associate professor

495 The candidate for promotion to NTT associate professor typically holds the rank of Assistant Teaching, Research, or Professional Practice Professor for at least six years before consideration to promotion. Furthermore, all candidates must demonstrate a record of excellence in contributions to service. In addition:

A. Teaching – NTT associate professor

- Demonstrated effectiveness of teaching based on the assessment of students and peers.
- 500 • Demonstrated production of effective learning support materials in the form of course development, teaching techniques, state-of-the-art delivery systems, curricula development, teaching scholarship, workbooks, guides or textbooks, and/or other products.
- Demonstrated creativity in the form of the development or application of new teaching techniques, delivery systems and learning approaches to current subject matter.
- 505 • Demonstrated pursuit of excellence in the improvement and development of teaching competence via attendance and participation in teaching development courses, workshops, or training.
- Demonstrated evidence of providing teaching training sessions to others.
- Demonstrated use of teaching materials incorporating current and appropriate research.
- 510 • A record of mentoring of undergraduate and graduate students, appropriate to the Department, position, and standing.

B. Research – NTT associate professor

- Evidence of recognition as a respected scholar in the profession.
- Evidence of excellence in research and promise of continued growth.
- 515 • Evidence of creative and significant contributions to the profession.
- Demonstrated ability to produce published and created works, including refereed articles and books.
- Demonstrated efforts to secure extramural funding or other resources to support an independent research program.
- 520 • Demonstrated involvement in collaborative research efforts with faculty and/or students resulting in publications or presentations.

Major Attributes: Non-Tenure Track professor

The candidate for promotion to NTT professors typically hold the rank of NTT Associate Teaching, Research, Professional Practice Professor for at least five years before consideration to promotion.

525 Requirements for promotion consideration to this level also include:

- Active involvement in national/international and professional/scientific societies.
- A record of ancillary activities showing disciplinary recognition of stature, including service on professional committees or panels, participation in program or application reviews, consultation with regional or national organizations, or other appropriate activities.
- 530 • A record of excellence in contributions to service to the department, college, university, community, and profession.

A. Teaching – NTT professor

- Record of sustained recognition by students and peers as a stimulating, inspiring, and effective teacher.
- 535 • Demonstrated sustained teaching about seminal and current scholarship in the field.
- Authorship of a body of work demonstrating excellence in the production of effective learning support materials in the form of course development, improved teaching techniques, state-of-the-art delivery systems, curricula development, scholarship, workbooks, guides or textbooks, and/or other products.
- 540 • A record of effective and sustained mentoring of undergraduate, graduate, and post-doctoral students, and student organizations, as appropriate to the department, position and standing.
- A record of involvement in curriculum improvement.
- A record of applied innovative approaches to teaching.
- National and/or international recognition as a teaching expert.

545 B. Research – NTT professor

- Sustained research-based products in peer-reviewed, top-tier quality journals recognized as significant by nationally and internationally-known experts in the area of study of the candidate.
- 550 • Sustained production of other significant published works, including books, book chapters, and monographs or other appropriate delivery channels for scholarly work.

- Demonstrated record of securing extramural funding or other resources to support an independent research program.
- Demonstrated work on collaborative research projects with colleagues.
- Developed collaborations with national/international scientists and institutions, as well as undertaken international experience, when appropriate to their area of study.

Promotion

Promotion Committees

The departmental promotion committee for NTT appointments is the Department Promotion and Tenure (P&T) committee. Departments with NTT faculty at the rank of Associate or higher may elect to form a sub-committee for NTT promotion that would enable NTT faculty, at or above the rank being sought to vote on promotion. Any such committee shall be defined in the department's bylaws.

For the purpose of review of applications for promotion to NTT ranked positions, the College promotion committee shall be the College P&T Committee augmented by NTT faculty representatives elected by NTT faculty in the College of Engineering. The number of NTT members in the augmented College P&T Committee shall be equal to the number of NTT faculty in the College divided by the total number of faculty in the College multiplied by the number of College P&T Committee members. The number of NTT members shall be rounded up to the nearest whole number.

Joint Appointments

Evaluation of a candidate with a joint appointment should follow CRR 320.035.A.1.a. The administrative head of the non-primary department shall provide a recommendation letter to be included in the dossier submitted to the College P&T committee. This guideline supersedes all language in existing and future Memorandums of Understanding related to the promotion process of candidates with joint appointments.

Optional Pre-Promotion Review

A pre-promotion review is available to all Non-Tenure Track faculty seeking promotion to either associate professor or professor status. This review is recommended, though not required. It is an especially useful mechanism for candidates seeking promotion from the assistant to associate level. There is no required timing for the pre-promotion review by department faculty though such review is most useful one to three years prior to the intended year of promotion application. The review is intended to serve as an indicator of a candidate's progress toward promotion and to identify potential areas for additional attention on the part of the applicant. A successful pre-promotion review does not guarantee approval in a formal promotion review. An applicant's portfolio or dossier for pre-promotion review will be prepared using the same guidelines as those for promotion, except that no special outside review or peer evaluation should be initiated solely for the purpose of a pre-promotion review. The pre-promotion process may consist of some combination of the following as determined by the department chair and candidate:

- Non-Tenure Track faculty submit portfolios/dossier to Department P&T Committee for evaluation of the candidate's progress toward reaching the intended promotion level.
- The Department P&T Committee writes a letter to the candidate and department chair evaluating the candidate's potential for obtaining promotion.
- NOTE: Pre-promotion review letters are intended as diagnostic feedback and do not automatically become part of the faculty member's dossier.

595 **Peer Evaluations**

Peer evaluators should have the ability to evaluate the quality and scope of the applicant's primary area of appointment. The peer evaluators shall be:

- I. Tenure, Tenure Track, or Ranked, Non-Tenure Track professors with the same rank or higher of the promotion title
- 600 II. Peers in the candidate's area of research/teaching.
- III. Persons who would not be viewed as biased (e.g., the list should not include past mentors, collaborators, classmates, former students, or close friends)
- IV. Employed at Mizzou
- 605 V. If there is not a sufficient number of peer evaluators meeting these criteria, the department chair may appoint emeritus faculty to serve as evaluators.

External Reviewers

The college does not require external reviewers for NTT promotion, however, a department may elect to make that a requirement for their faculty. Any department that requires external reviewers shall develop their own schedule that ensures the college-level promotion committee receives all information from the department committee and chair by October 31.

Promotion Process

All NTT Promotion Candidates

- 615 1. NTT promotion candidates will initiate the promotion process in consultation with their department chair. Those who wish to apply for promotion should inform the Department Chair and the Department P&T Committee Chair of their intention by March 1. The promotion process timeline differs for NTT Researchers and NTT Teachers due to the timing of peer evaluations. **Please be sure to refer to the proper set of instructions.**

NTT Teachers Only

- 620 A. By September 1, or at least seven days before vote, whichever is sooner, applicants should submit the following materials to the chair of the departmental promotion committee:
 - a. A complete dossier compliant with the Provost Call Letter requirements
 - 625 b. This shall include two to four peer evaluations, at least two of which are peer teaching evaluations meeting the criteria established in the Call Letter
 - i. Candidates can request specific faculty to be peer evaluators, however, the department chair is responsible for choosing and contacting the peer evaluators.

NTT Researchers Only

- 630 A. By May 1, candidates shall submit the following materials:
 - a. A complete dossier compliant with the Provost Call Letter requirements
 - b. The names and contact information of two to four peer evaluators meeting the criteria specified in this document.
- 635 B. The Department P&T Committee will nominate two to four peer evaluators. From the combined lists of nominated peer evaluators, the P&T Committee will select two to four. These persons will be contacted prior to the end of the academic year by the department chair. Any peer that serves as an evaluator shall abstain from voting on the candidate as part of a

promotion committee at any level. Those who agree to review the candidate's credentials will be sent a packet containing:

- a. a complete dossier compliant with the Provost Call Letter requirements
 - b. a copy of the department's current NTT Promotion Guidelines
 - c. a letter from the department chair detailing the specific areas for which the evaluator shall evaluate the candidate
 - i. Per 310.035.K., Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical/professional practice, extension or library – as well as service and professional activities related to that primary responsibility.
 - ii. The letter should include a description of the faculty member's duties.
 1. Duties are often listed in appointment letters and renewal letters. These documents should be consulted when drafting the letter.
 - d. Peer evaluators for NTT researchers should be completed and returned to the department two weeks prior to the department committee's vote
- C. Candidates shall submit their final dossier to the department committee by September 1, or at least seven days before the vote, whichever is sooner. Candidates may update their dossier at any point up until this submission.

All NTT Promotion Candidates

2. The dossier and supporting materials will be kept secure by the Administrative Operations and Faculty Success Support Staff and will be made available electronically for review by the committee and the department chair. Materials will be available at least one week in advance of the P&T Committee's meeting to discuss and vote on the candidate. To facilitate its review of the candidate, the department's committee can request additional information from the department chair (e.g., annual review letters), and, where appropriate, any direct supervisors of the NTT faculty that are not the department chair (e.g., NTT researchers reporting to tenured/tenure-track faculty). Prior to voting, the department's representative to the College P&T Committee must indicate whether they will cast their one vote in the Department or the College, and inform the committee of that decision. Upon completion of the vote by secret written ballot, the chair of the P&T Committee will write a recommendation letter, that is reviewed and approved by the committee, to the department chair summarizing the outcome of the vote. The recommendation letter will highlight the committee's review, including both positive and negative features of the discussion. The recommendation letter (which includes the actual vote count) shall be forwarded to the department chair on or before about October 15 (the exact date may vary depending on the deadlines set for the University and College P&T Committees). The faculty member seeking promotion will be forwarded a copy of the departmental committee's recommendation letter when it is sent to the department chair.
3. The department chair shall forward the departmental committee's recommendation letter, along with their own letter of recommendation to the College P&T Committee by October 31. The department chair's recommendation letter shall include their recommendation regarding promotion of the candidate, along with comments supporting that decision.
4. The complete dossier/portfolio including Department P&T Committee and department chair letters will be reviewed by the College P&T Committee. If questions arise, the committee may request additional information from the department chair. Upon completion of the vote by secret written ballot, the chair of the College P&T Committee will write a recommendation letter, that

is reviewed and approved by the committee, to the dean summarizing the outcome of the vote. The recommendation letter will highlight the committee's review, including both positive and negative features of the discussion. The recommendation letter (which includes the actual vote count) shall be forwarded to the dean on or about November 31.

5. The dean shall review all information and solicit additional information as needed. The dean shall then write a recommendation letter regarding promotion of the candidate by January 31. This letter shall be placed in the dossier/portfolio and shared with the candidate.
6. The now complete dossier/portfolio should undergo one final review by the Dean's office and then forwarded to the Provost Office no later than March 1.

Appeal Process

Candidates shall be kept informed of the status of their candidacy during each step of the promotion process by receiving written notice of the decision at each level. Candidates have five business days from written receipt of a negative recommendation to request reconsideration by submitting a written document setting forth the basis for reconsideration. Committees whose decisions are under appeal must respond to the candidate within ten business days, upholding or changing their recommendation. Department chairs and the dean must respond within five business days. The candidate shall have the opportunity, if desired, to meet with the person or body that made the negative recommendation. The candidate must be available and accessible during this period to respond to questions or request for information. Any written documents submitted as part of the appeal shall become part of the candidate's dossier.

Regardless of the post-appeal recommendation at any level, the candidate's dossier will continue to be forwarded to the next level unless the candidate withdraws their candidacy, which may be done at any point.

Non-Tenure Track Promotion Calendar

ITEM	FROM	TO	Due Date
Initiation of promotion process	Faculty Candidate	Department Chair, Department P&T Committee Chair, and Dean	March 1
Dossier (including list of potential peer evaluators provided by candidate) *Research faculty only	Faculty Candidate	Department P&T Committee Chair and Department Chair	May 1
Request for peer evaluations *Research faculty only	Department P&T Committee Chair or Department Chair	Peer Evaluators	May 31
NOTE: Peer Evaluations for NTT Teachers are supposed to occur over multiple semesters per the Provost Call Letter, therefore, peer teaching evaluations are not noted on this schedule as they can occur over multiple semesters or years. It is critical that NTT Teachers plan ahead to ensure evaluations are available for multiple semesters.			
Final dossier submitted to department committee	Faculty Candidate	Department P&T Committee Members	September 1 or at least seven days before vote, whichever is sooner
Dossier and Recommendation letter	Department P&T Chair	Department Chair	October 1
Dossier and Recommendation letter	Department Chair	College P&T Committee	October 31
Dossier and Recommendation letter	College P&T Committee	Dean	November 31
Dean Recommendation Letter	Dean	College P&T Coordinator	January 31
Final dossier and recommendation letter	Dean	Provost	March 1 (firm deadline)