

MU Trulaske College of Business NTT Faculty Policies

Approved by Trulaske College of Business faculty on January 31, 2003; revisions approved by Trulaske College of Business faculty on May 4, 2007 and May 9, 2008. Amended administratively to comply with UM and MU policies and procedures on June 21, 2010 and brought into full compliance with UM and MU policies and procedures following guidance from the deputy provost on July 30, 2010 and approved by the deputy provost on August 2, 2010. Revised April 26, 2019 – use of non-regular/regular faculty terms updated in order to be in compliance with campus CRRs.

I. Academic Appointments

These policies are applicable to full-time ranked NTT faculty and are not designed to address academic appointments of any other type including, but not limited to, full-time unranked, part-time nonregular faculty, and tenured and tenure track faculty. These policies apply to all newly hired NTT faculty members and to those NTT faculty members who are reappointed into NTT faculty positions at the time of such reappointment.

II. Categories of Ranked Non-Tenure Track Faculty

There are four main types of full-time, ranked NTT faculty, and they each have primary responsibility in a single area: teaching, or research, or clinical practice, or extension activities. The titles associated with each area identify the primary area of responsibility, and within each area there are three ranks as follows:

- A. Teaching faculty (Teaching Professor, Associate Teaching Professor, Assistant Teaching Professor)
- B. Research faculty (Research Professor, Associate Research Professor, Assistant Research Professor)
- C. Clinical faculty (Clinical Professor, Associate Clinical Professor, Assistant Clinical Professor)
- D. Extension faculty (Extension Professor, Associate Extension Professor, Assistant Extension Professor; Extension Professional, Associate Extension Professional, Assistant Extension Professional)

In some places these policies will refer solely to NTT teaching faculty because this type of faculty member is the only type of NTT faculty member the college currently employs or anticipates employing. In the future if the college anticipates recruiting NTT faculty from one or more of the other three categories, these policies will be amended appropriately.

III. Initial Appointment of NTT Faculty

The nature of the initial appointment to an NTT position is important to both the NTT faculty member and the unit. Therefore, the NTT faculty member's primary unit should be fully engaged in defining the nature of the NTT academic appointments. Since the NTT faculty member is expected to contribute to the unit's core missions, specific job responsibilities and expectations should be explicitly stated in a written job description developed by the unit head in conjunction with an appropriate unit committee. To this end, specific qualifications for each rank will be determined by the unit and/or college, with approval by the provost if university policies require it. The workload requirements for NTT faculty members should be spelled out in detail in advance. For teaching appointments, there should be clearly articulated teaching assignments and teaching loads including adjustments (if any) made for large classes or courses with multiple sections. Research appointments should spell out the specific roles, duties, grant projects and expectations for future funding. Clinical appointments should clearly articulate the specific roles, responsibilities, and performance expectations for delivering clinical services. Extension appointments should describe the specific extension activities and outline relationships with the unit.

Initial searches for NTT faculty should be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. NTT faculty should be selected using a process similar to one used for tenure-track faculty members with interviews and/or presentations to division faculty, staff, and students, and a full review of candidates' dossiers.

Those appointed to an NTT academic position should hold an earned doctoral degree, the appropriate terminal degree, *or* have appropriate professional experiences (i.e., teaching, research, clinical, or extension) as defined by the faculty of the academic unit. Evidence of the successful candidate's abilities should be demonstrated through the resume, portfolio/dossier, reference letters, and through interviews with unit and college faculty members. The successful candidates should demonstrate potential for excellence in the primary area of their appointments (e.g., teaching, research, clinical, or extension) as well as in the service and professional aspects related to their disciplines and their positions.

NTT faculty appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for a longer or shorter period, except no single term appointment shall be for a period longer than three years. Such three-year appointments should be reserved for the highest qualified, highest performing NTT faculty members.

IV. Performance of NTT Faculty

All NTT faculty members should be reviewed annually by the unit head. The standards for performance should be based on specific criteria outlined by the academic division in advance. The performance reviews should be a formal, documented process. Annual written evaluations should be provided to all NTT faculty members.

Unlike tenured and tenure track faculty members, whose performance is evaluated based on their contribution to research, teaching, and service, the performance of NTT faculty members should

be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.

There is no prohibition on NTT faculty members being involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty members should be hired, evaluated, and promoted based on all three criteria.

Because the college's experience with full-time NTT faculty members has been exclusively with what are now termed NTT teaching faculty, the details of the process and criteria for their annual performance review will be specified here. If and when the college considers hiring full-time NTT faculty members in the research, clinical, or extension categories, specific criteria and processes for the review of their performance will be developed and, with faculty approval, added to these guidelines.

Teaching is a priority in the Trulaske College of Business. Learning (results) is more important than process (approach). All full-time NTT teaching faculty members are expected to engage primarily in teaching activities and to continuously strive to improve student learning. Pertinent activities include the following activities related to classroom instruction:

1. Use of effective teaching methods, including interactive methods (where appropriate)
2. Application of fair and reliable means of measuring/evaluating student learning
3. Development of helpful course materials (e.g., syllabi, cases)
4. Demonstration of current knowledge and understanding of relevant subject matter
5. Continuous efforts to improve instructional methods and approaches
6. Availability and willingness to counsel and advise students outside of class
7. Consideration of the number, level, and size of classes
8. Classroom-related activities not otherwise mentioned

The teaching of all full-time NTT teaching faculty members will be evaluated in accordance with the Trulaske College of Business's *Guidelines for Annual Performance Evaluation of Faculty*.

All full-time NTT teaching faculty members must submit an annual activity report, inclusive of their teaching and service activities as well as their creativity, productivity, and the professional development activities in which they were engaged during the performance review period. This annual activity report will be prepared and submitted in accordance with unit annual performance review procedures.

Input from the Crosby MBA program director regarding full-time NTT teaching faculty members' MBA-level instructional performance is encouraged for all MBA-level courses.

V. Reappointments

Reappointments should be based, in part, on the accomplishments of the performance expectations communicated at the time of appointment by the unit head with the concurrence of the

dean, and of the provost if required by university policy. NTT faculty who will not receive a re-appointment should be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

VI. Promotion of NTT Faculty

Evaluation areas should be consistent with the established academic standards for the discipline(s) represented in the candidate's unit. The decision to apply for promotion is the prerogative of an NTT faculty member; annual reviews should be valuable indicators of the applicant's readiness for promotion. The decision on a promotion application of an NTT academic appointment will carry neither automatic rewards (apart from change in title) nor penalties from the unit or college.

Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical, or extension – as well as service and professional activities related to the candidate's primary responsibility. In promotion considerations, the total contribution of the faculty member to the mission of the college over a sustained period of time should be taken into consideration. This includes comprehensive documentation of the position, including a letter of appointment identifying home unit and the initial position description, communications detailing changes in position responsibilities, and any other statements regarding expected performance.

The process for reviewing applications for promotion should be done at the unit and college levels before forwarding the candidate's materials and the unit and college recommendations to the campus level. At each level a committee will be comprised of one or more NTT faculty members at the promotable rank or higher and one or more tenured faculty, if such NTT faculty and tenured faculty exist. The committee or committees shall make recommendations to the Chancellor or designee who shall make the final decision.

Because the college's experience with full-time NTT faculty has been exclusively with what are now termed NTT teaching faculty, the details of the process and criteria for their promotion will be specified here. If and when the college considers hiring full-time NTT faculty in the research, clinical, or extension categories, specific criteria and processes for their promotion will be developed and, with faculty approval, added to these guidelines.

The college's specific policies for the promotion of NTT teaching faculty follow:

A. Promotion to Associate Teaching Professor

1. **Eligibility.** During the sixth year of full-time service at MU, or in any subsequent year, an Assistant Teaching Professor may request in writing to the unit head that he/she be considered for promotion to Associate Teaching Professor. The candidate may receive up to three years of credit for full-time teaching experience at other institutions of higher education.
2. **Criteria.** Promotion shall be based on evidence of sustained teaching excellence and at least satisfactory service performance to the extent that service is

expected of the position. Factors such as evidence of developing innovative teaching methods, participation in curriculum improvement and course development activities, involvement with student organizations, significant external service, and professional recognition for teaching innovation may provide additional evidence of suitability for promotion.

3. **Process.** The candidate for promotion is responsible for preparing a promotion **dossier** that should include, among other items, his/her curriculum vita, statement of teaching philosophy, teaching evaluation summaries, teaching materials, and other information that in aggregate demonstrates the candidate's teaching excellence and fulfillment of the criteria described in this section. **(See the Provost's website for the specific content and format required for the dossier: *Promotion and Tenure/Promotion Procedures for Ranked Non-Tenure Track Faculty/Content Outline*).** With one exception, the promotion process shall follow the same calendar that the dean of TCoB establishes for the promotion-and-tenure process for tenure track faculty members. Accordingly, each of the following specified actions shall be completed by the date indicated by that calendar. The one exception is the date by which the dean of TCoB must deliver the dossier to the provost's office, which is later in the academic year for the promotion of non-tenure track faculty than it is for tenure track faculty. The required actions are listed below, as are the required dates for the 2010-2011 academic year, which are listed for illustrative purposes.
 - a. **July 19:** The candidate requests promotion in writing to his/her unit head.
 - b. **September 10:** The unit head provides the unit's P&T committee augmented by at least one full-time NTT teaching faculty member at the promotable or higher rank (if such faculty members exist) with the candidate's curriculum vita and a promotion dossier prepared by the candidate. **Note:** Beginning with this section and continuing for the remainder of these policies, the designation "unit promotion and tenure committee" shall refer to both (1) committees formed as a subset of all tenured faculty in a unit and (2) committees of the whole comprised of all tenured faculty in a unit (or all tenured full professors in the case of promotion to teaching professor).
 - c. **October 1:** The chair of the unit's Promotion and Tenure Advisory Committee convenes a meeting of the unit's Promotion and Tenure Committee, augmented by at least one NTT teaching faculty member from the unit at the promotable rank or higher (if such faculty members exist), to evaluate and vote by secret ballot on the candidate's promotion. NTT teaching faculty members who augment the unit's Promotion and Tenure Committee will **not** take part in either the committee's deliberations or voting about the tenure or promotion of tenure track faculty members. Within 10 days, the committee chair provides written notice to the candidate and the unit head of the outcome of the committee's vote, including the vote tally and

the essential rationale for it, and the committee's recommendation. This letter and all subsequent administrator and committee letters are included as part of the promotion dossier.

- d. **October 22:** The unit head provides his or her recommendations regarding promotion and forwards the promotion dossier to the chair of the Trulaske College of Business's (TCoB's) Promotion and Tenure Advisory Committee, which shall be augmented by at least one NTT teaching faculty member from the college at the promotable rank or higher (if such an FTT teaching faculty member exists). The NTT teaching faculty member(s) selected to augment TCoB's Promotion and Tenure Advisory Committee will be selected by TCoB's Promotion and Tenure Advisory Committee. NTT teaching faculty members who augment TCoB's Promotion and Tenure Advisory Committee will **not** take part in either the committee's deliberations or voting about the tenure or promotion of tenure track faculty members.
 - e. **November 19:** The TCoB Promotion and Tenure Advisory Committee evaluates and votes by secret ballot on the promotion. The chair of the TCoB Promotion and Tenure Advisory Committee shall then inform the candidate, the candidate's unit head, and the dean of the results of the committee vote, including the specific vote tally and the essential rationale for the vote tally.
 - f. **January-March:** The dean of the college evaluates the candidate's dossier and develops a recommendation and notifies the candidate and head of the candidate's unit of the recommendation. The dean's recommendation and all supporting materials are then sent to the appropriate campus committee or official as required by university policies.
 - g. **September 1:** If approved by the final campus official (e.g., the provost or chancellor) as specified in university rules and regulations, the promotion becomes effective.
4. In the case of negative votes by any person, persons or committees in the evaluation chain, subsequent committees and the candidate shall be provided explanations for those negative votes. All other augmented Promotion and Tenure Committee deliberations should be confidential.

B. Promotion to Teaching Professor

1. **Eligibility.** After at least five years of service at the Associate Teaching Professor level at MU, an Associate Teaching Professor may be considered for promotion to the rank of Teaching Professor. The candidate may receive up to two years of credit for full-time teaching experience at other institutions of higher education.

2. **Criteria.** As with tenure track faculty, promotion to Teaching Professor requires evidence of national recognition for one's accomplishments. Promotion to this level is contemplated only in exceptional cases involving superior achievement that goes well beyond simply sustaining a record of teaching excellence. A candidate shall demonstrate a record of significant educational leadership or national reputation for teaching excellence. Evidence of educational leadership may include such activities as significant leadership in innovative curriculum or course development, providing extra-classroom learning opportunities for students, and authoring papers or making presentations at professional programs that promote educational excellence.
3. **Process.** The process and calendar for promotion to the rank of Teaching Professor are essentially the same as for promotion to the rank of Associate Teaching Professor, except that the unit head must obtain five supporting letters from accomplished teaching faculty at other universities or knowledgeable individuals with professional organizations. Two of the external evaluators may be selected by the candidate, with the remainder selected by the unit head in consultation with the head of the unit's P&T committee. External evaluators should be provided with the candidate's promotion dossier, copy of this document (the "MU Trulaske College of Business Non-Regular Faculty Policies"), and clear instructions for conducting the external evaluation. The unit head shall provide the Augmented Promotion and Tenure Committee with the candidate's promotion dossier, which shall contain the four external evaluation letters as well as the other contents specified on the provost's website. The remainder of the promotion process follows the same calendar specified for promotion to Associate Teaching Professor.

The promotion dossier should contain all the materials specified on the Provost's website ((**See the Provost's website for the specific content and format required for the dossier: *Promotion and Tenure/Promotion Procedures for Ranked Non-Tenure Track Faculty/Content Outline***). These materials should include teaching-related publications, conference proceedings, and examples of educational leadership.

- C. **Required communication.** Candidates for promotion shall be informed in writing of the outcome of each stage of the evaluation process. The dean of the college evaluates the candidate's dossier and develops a recommendation and notifies the candidate and head of the candidate's unit of the recommendation. The dean's recommendation and all supporting materials are then sent to the appropriate campus committee or official as required by university policies.
- D. **Right to appeal.** Any candidate for promotion may appeal any negative promotion recommendation from the unit's augmented P&T committee or unit head, or disapproval of promotion by the dean. A candidate must appeal within 10 calendar days after notification of a negative promotion recommendation and within 10 calendar days of notification of the dean's disapproval of promotion. The candidate shall initiate an appeal in writing to his/her unit head in case of a negative recommendation at

the unit level, or to the dean in case of dean's disapproval. Within one week of receiving the appeal, the unit head or dean shall arrange a personal meeting between the candidate and the unit's augmented P&T committee, unit head, the college's augmented Promotion and Tenure committee, or dean, as appropriate. The candidate shall have the opportunity to state his/her case and introduce relevant new evidence, especially pertaining to any reported weaknesses. In the case of an appealed negative augmented P&T committee recommendation, the augmented P&T committee shall take an additional vote. The chair of the augmented P&T committee shall report in writing to the candidate and the candidate's unit head the result of the new vote and the committee's revised or confirmed recommendation. Any written document(s) submitted as part of the appeal process shall become part of the candidate's dossier. The dean of the college has the final voice within the college on NTT faculty-related matters.

VII. Governance

Non-tenure track faculty members should be involved in faculty governance as it pertains to academic programs in which they teach. Therefore, at college faculty meetings non-tenure track faculty members have voting privileges for educational issues in the BSBA, MBA and 150-hour Accountancy programs. Further, non-tenure track faculty may serve as voting members of College committees at the discretion of the unit represented by the faculty member. Non-tenure track faculty members do not have voting privileges on any personnel issue (such as appointment, promotion, and tenure) of regular faculty members.

College units have the discretion to determine the voting privileges of full-time non-tenure track faculty members on unit/departmental issues and committees. Unit heads and the college's deans may consider other non-governance activities where non-tenure track faculty could be involved, such as mentoring of student organizations, advising, and being part of graduation attendance rotations.

VIII. Academic Freedom

Prior to the stated ending date of their term appointments, NTT faculty members have the same academic protections regarding academic freedom as tenured and tenure-track faculty. Accordingly, adequate cause for dismissal prior to the stated ending date of their term appointments must be related directly and substantially to the faculty member's fitness or performance in the professional capacity as teacher, researcher, clinician, or extension faculty. More information can be found in CR&R 310.020 and related sections in the campus bylaws.

IX. Support of Teaching and Service Excellence

Because the college's experience with full-time NTT faculty has been exclusively with what are now termed NTT teaching faculty, the details of support for teaching and service excellence will

be specified here. If and when the college considers hiring full-time NTT faculty in the research, clinical, or extension categories, details of support for their activities will be developed, and with faculty approved, added to these policies.

- A. Support for professional travel will be provided for full-time NTT faculty members at a rate no less than 50 percent of the amount provided to tenure-track faculty members.
- B. Full-time NTT faculty members are eligible to compete for the Trulaske College of Business's O'Brien Excellence in Teaching Award and the Outstanding Faculty Service Award.
- C. Gift and development funds for instructional support and professional development for visiting and NTT faculty members are strongly encouraged at the unit level and modest matching funding will be available at the college level.
- D. All NTT faculty may participate in all campus-wide instructional development programs that permit non-regular faculty enrollment. All Trulaske College of Business matching support regarding these instructional development programs applies equally to NTT faculty.
- E. All NTT faculty members should follow the Academic Grievance Procedure, section 370.010 of the University of Missouri Collected Rules and Regulations for grievances relating to their status or activities as faculty members. However, in some cases the Faculty and Staff Mediation Services as described in Section 365.010 of the University of Missouri's Collected Rules and Regulations may be more appropriate and less adversarial, and are available to NTT faculty.