

648 **3. Exchange Leaves**

649 Only full-time, ranked faculty are eligible for exchange leaves. The number of
650 exchange leaves granted during any one year will be determined by the budget and
651 actions of the Board of Regents. The Board of Regents reserves the right to refuse a
652 leave request in any case. Exchange leaves are subject to the following guidelines:
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- 655 a. Full-time faculty members may apply for leave for the purpose of exchanging
656 positions with a faculty member at another institution.
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658 b. Any exchange leave, when agreed to by the institution and the individual
659 involved, is to be granted for purposes that will enhance the University and the
660 development of the faculty member.
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662 c. The Provost may, upon recommendation from the respective college dean,
663 commit the University to assist the faculty member with travel expenses incurred
664 because of the exchange. This policy does not cover moving expenses.
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666 d. In computing years of service that will apply toward eligibility for promotion,
667 tenure and salary considerations, time spent on exchange leave will be counted if
668 recommended by the Provost and President and approved by the Board of
669 Regents. Maximum credit to be received will be one year.
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671 e. Faculty members on leave will be evaluated in accord with their agreed
672 assignment during the leave period.
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674 **IX. Promotion and Tenure: Introduction**

675 Northwest's promotion and tenure reviews for ranked faculty are two separate, though
676 similar, processes. Application for promotion proceeds from the department to the college
677 deans, the Faculty Advisory Committee on Promotion, and the Provost, while tenure
678 proceeds from the department through the chair, dean, and Provost. Both processes
679 culminate in the approval or disapproval by the President and Board of Regents, but each
680 process as explained below is for a separate and distinct purpose. Promotion should not
681 be construed as an expectation of tenure.
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684 Promotion in rank is not an entitlement, and the responsibility rests solely with the
685 individual faculty member to demonstrate that he/she has met or exceeded the criteria set
686 forth in this Chapter. The number of promotions granted each year should not be impacted
687 by budgetary conditions, though pay raises for promotions will be subject to such
688 conditions.
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690 For both promotion and tenure, the faculty member is evaluated in three categories: 1)
691 teaching and professional development, 2) scholarship, and 3) service and student support.
692 The faculty member submits a concise portfolio documenting accomplishment in these

693 areas. Wherever possible, it is recommended that a single portfolio for tenure and
694 promotion to associate professor be submitted.
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696 **A. Evidence for Promotion and Tenure**

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698 The following are possible, but not the only, ways in which faculty demonstrate
699 excellence in each of the areas of evaluation:
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701 **1. Teaching and Professional Development**

702 **a. Teaching**

- 703 • Student feedback, including student course evaluations and department chair
- 704 classroom visits
- 705 • Course syllabi
- 706 • Technology applications
- 707 • Teaching portfolios (teaching loads, course preparations, sample assessment
- 708 instruments, etc.)
- 709 • Chair evaluations
- 710 • Peer evaluations
- 711 • Supervision of independent studies, practica, etc.
- 712 • Receipt of teaching awards or honors
- 713 • Participation in instructional workshops/seminars, etc.
- 714 • Development of innovative teaching techniques/methods
- 715 • New program/course development
- 716 • Department approved pedagogical activities

717 **b. Professional Development**

- 718 • Peer observations
- 719 • Participation in Teaching/Learning Center workshops
- 720 • Participation in teaching improvement sessions at professional conferences
- 721 • Professional development activities determined as appropriate by the
- 722 department chair or dean.
- 723 • Department approved professional development activities.

724 **2. Scholarship**

725 **a. Statement of principles regarding scholarship**

726 Scholarship includes the following categories:
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- 728 1) Scholarship of discovery: Knowledge-based research that adds to our disciplinary
729 knowledge base.
- 730 2) Scholarship of integration: Synthesis of diverse knowledge.
- 731 3) Scholarship of application: New knowledge regarding practical applications.

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- 4) Scholarship of teaching: New knowledge regarding preparation and the carrying out of teaching activities.

To assure quality and rigor, and an ongoing commitment to the University mission, all scholarship must meet the following standards:

- a) clear professional goals
- b) adequate preparation
- c) appropriate methods
- d) meaningful results
- e) effective presentation
- f) reflective critique

By these criteria, a faculty member's scholarship must be disseminated and critiqued using the accepted standards of the profession and appropriate to the discipline of the faculty member. The University's definition of scholarship includes integration, application and teaching to better support our institutional commitment to student learning and public service. Evaluation of scholarly activity occurs in the annual evaluation, and throughout the promotion and tenure process. These evaluations will be accomplished through external peer reviews associated with publication and conference, exhibition and performance venues; and peer reviews by department colleagues of higher academic rank, the department chair, the appropriate dean and the Provost.

b. Expectation of peer-reviewed work

Peer-reviewed scholarship is required for promotion of ranked faculty. Specific expectations include:

- Scholarship resulting in external peer-reviewed, published work
- Scholarly presentations, workshops, and in-service activities with external peer review
- Demonstrated creative accomplishment with external peer review

c. Other examples of scholarly work

- Creation of course materials (published case studies, casebooks, curriculum guidance, instructors' guides, and software etc.) with external peer review
- Research or scholarly activities in experimental course designs, curriculum development, pedagogical methodology, assessment activities, etc. with external peer review
- Service as editor or referee/reviewer
- Widely distributed and utilized instructional applications, including those using technology
- Author of technical reports with external peer review
- Fellowship or research awards including grants
- Receipt of prestigious awards

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- Issuance of copyrights or patents related to the faculty member's discipline
- Department approved scholarship

3. Service and Student Support

- Student Advisement
- Student tutoring and/or mentorship
- Freshman Seminar instruction
- Recruitment and retention of students
- Coordinating a discipline area
- Mentoring members of the faculty
- Serving in an elected office or other position of leadership in an international, national, regional, state, or local professional organization
- Active involvement on Master's or Doctoral Committees or in undergraduate research projects
- Serving in special assignments for professional organizations (chairing sessions, moderating panels, etc.)
- Serving as a chair of a major university governance council or committee (Faculty Senate, Graduate Council, Council on Teacher Education, Faculty Senate Committee, etc.)
- Significant participation in University, college or department committees/teams
- Serving as sponsor or advisor of student organizations or other co-curricular activities
- Receipt of awards or recognition for outstanding service and student support
- Department approved service and student support activities

The foregoing items are not listed in priority order.

B. Criteria for Promotion

It is in the sole discretion of the Board of Regents whether or not to promote any faculty member. A faculty member will be considered for promotion in rank by meeting the following criteria and minimum eligibility requirements:

1. Instructor to Senior Instructor

- a. Demonstrate, in accordance with University policies for promotion, that the qualifications for Senior Instructor have been met or exceeded.
- b. Minimum of six years of teaching as an Instructor at Northwest.

2. Assistant Professor to Associate Professor

- a. Demonstrate, in accordance with University policies for promotion, that the qualifications for Associate Professor have been met or exceeded.

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- b. Minimum of six years of teaching at the rank of Assistant Professor including a minimum of three years of teaching at Northwest Missouri State University. New faculty with sufficient merit may be offered an initial contract without this stipulation.

3. **Associate Professor to Full Professor**

- a. Demonstrate, in accordance with University policies for promotion, that the qualifications for Professor have been met or exceeded.
- b. Minimum of five years of teaching experience in the rank of Associate Professor including a minimum of three years of teaching at the Associate Professor rank at Northwest Missouri State University. New faculty with sufficient merit may be offered an initial contract without this stipulation.

C. **Procedure for Promotion**

Faculty who are eligible and wish to be considered for faculty promotion initiate this process by completing and submitting a promotion application form, which can be obtained from the Office of the Provost. The form, along with the appropriate documentation, must be submitted to the chair in accord with the University calendar established by the Provost. The Faculty Advisory Committee on Promotion, the Faculty Welfare Committee, and the Provost's Office will jointly offer workshops and information to guide faculty members in the preparation of applications. The office of the Provost provides guidelines for the documentation required for the promotion procedure.

1. **Departmental Committee**

The department chair shall make this documentation available to a departmental committee composed of all full-time faculty holding at least the title/rank to which the candidate aspires and who have completed at least two years at Northwest Missouri State University.

2. **Ballot**

The department chair shall secure a written secret ballot for promotion from all members of the departmental committee. The department chair shall convey those assessments and recommendations along with his/her written assessment and recommendation to the college dean in accord with the calendar established by the Provost.

876 **3. Dean's Recommendation**

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878 The Dean shall give a written assessment and recommendation to the Provost who
879 serves as chair of the Faculty Advisory Committee on Promotion, in accord with the
880 University calendar established by the Provost.
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882 **4. The Faculty Advisory Committee on Promotion**

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884 This committee will act in accordance with the guidelines for promotion of Chapter
885 2 of this Handbook. See section XII. N.
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887 **5. Provost's Recommendation**

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889 The Provost shall present all written recommendations, including his or her own, and
890 the vote of the Faculty Advisory Committee to the President.
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892 **6. President's Recommendation**

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894 The President will convey to the Board of Regents all of the recommendations for
895 promotion from faculty and administrative units including a presidential
896 recommendation.
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898 **7. Timeline**

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900 Failure to meet established process deadlines by the faculty member will result in
901 termination of the process. Failure to meet a deadline by the administration does not
902 affect the application.
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904 **8. Notification**

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906 The discussions and particular recommendations of the Faculty Advisory Committee
907 on Promotion shall remain confidential; however, the Committee vote will be
908 transmitted to the applicant upon request to the Provost. All candidates will be
909 notified of the decision of the Board of Regents. In cases of denial, the candidate
910 will receive an oral report followed by a written summary from the Provost
911 concerning the recommendations of the department chair, college dean, Faculty
912 Advisory Committee on Promotion, Provost, and the President, along with
913 suggestions for correcting the situation that led to denial.
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915 **D. Tenure**

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917 Tenure is an arrangement under which a faculty appointment in a discipline within an
918 institution of higher education is continued until the faculty member resigns, retires, is
919 discharged for cause, is laid off pursuant to a reduction in force, becomes unable to
920 perform the essential functions of the job (in the case of a faculty member's disability,
921 the University will consider available reasonable accommodations as required by

922 law), or the tenure is terminable as otherwise authorized by this Faculty Handbook.
923 This commitment, however, is subject to the terms and conditions of employment that
924 exist from contract year to contract year. Tenure is not an entitlement, but must be
925 earned. It is the sole responsibility of the individual to demonstrate that he/she has met
926 or exceeded the criteria defined in this Handbook Chapter. It is in the sole discretion of
927 the Board of Regents whether or not an individual will be granted tenure either at the
928 time of employment or through the application process for tenure.
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930 Faculty employed on tenure track on or before June 30, 1992 are not required to apply
931 for tenure and their employment status will not be affected by the decision not to apply.
932 All other criteria for attaining tenure apply.
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934 **1. Procedure for applying for tenure: Tenure-Track Faculty Employed on or Before**
935 **June 30, 1992**
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937 The procedure outlined below shall apply to faculty who commenced tenure-track
938 employment on or before June 30, 1992. Such tenure-track faculty shall be covered
939 under the following policy with regard to the procedure for applying for tenure. All
940 faculty members will, however, be required to comply with the "Steps for Applying
941 for Tenure" and the "Qualitative Criteria."
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- 943 a. A tenure-track faculty member wishing to apply for tenure shall complete
944 application form, which is available in the Office of the Provost, with
945 appropriate documentation reflecting the faculty evaluation criteria outlined in
946 Chapter 2 of this Handbook and the department faculty evaluation documents.
947 The faculty member will deliver these materials to the department chair in
948 accordance with the calendar prepared by the Provost.
949
- 950 b. The department chair shall make this documentation available to all tenured
951 members of the department.
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- 953 c. Failure to meet a deadline by the faculty member shall result in the termination
954 of the process. Failure to meet a deadline by the administration will not affect
955 the application.
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957 **2. Procedure for applying for tenure: Tenure-Track Faculty Employed After**
958 **July 1, 1992**
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- 960 a. All members of the ranked faculty on tenure-track appointment commencing
961 after July 1, 1992 will be evaluated for tenure after six years of full-time service
962 at Northwest Missouri State University. The evaluation will be completed in the
963 seventh year. Time spent on officially approved leave as set forth herein may
964 count toward tenure provided prior approval is obtained from the Board of
965 Regents.
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- b. At the time of an offer of a tenure track position, the new faculty member may negotiate years of credit toward tenure, if the following conditions are met: the new faculty member has prior experience at an institution accredited by a U.S. regional accrediting association or has pertinent professional experience and the department chair and dean have recommended the credit which must be approved by the Provost.
- c. Tenure-track faculty contracts will specify the year during which the person will be given final consideration in the tenure evaluation process. A person who is not granted tenure or who fails to apply for tenure during the specified year will be offered a terminal one-year non-renewable contract after which employment with the University will be terminated.
- d. Full-time tenure-track faculty members will be evaluated during each year of their tenure track service in accord with the University calendar prepared by the Provost. The faculty member will be advised in writing by the college dean of his/her evaluation of progress toward tenure by the end of the third and fifth years of service after consultation with the Provost, who may consult with the President. The statement from the college dean to the faculty member must address strengths and weaknesses and outline corrective actions that must be taken before tenure will be recommended to the Board of Regents. Tenure-track faculty will receive an annual evaluation jointly prepared by the department chair and college dean.
- e. A faculty member who is eligible for appointment to tenure shall initiate the request for this change by completing a Tenure Application form, with appropriate documentation reflecting the faculty evaluation criteria outlined in Chapter 2 of this Handbook and the department faculty evaluation documents. The faculty member will deliver these materials to the department chair in accord with the calendar prepared by the Provost. Failure to meet a deadline by the faculty member shall result in the termination of the process. Failure to meet a deadline by the administration will not affect the application.
- f. Upon the written request of a faculty member, the Board of Regents may grant a stopping of the 'tenure clock' request if, in their judgment, the academic performance of the provisional faculty member would be adversely affected by a personal emergency or other similar situation requiring compassion. During this period the faculty member will not be evaluated according to the tenure guidelines and the year will not be counted toward tenure eligibility. After the end of this period the faculty member will be returned to the tenure track where he/she left off.
 - 1) Intent: Sometimes extenuating circumstances create great hardships for a faculty member going through a tenure review. "Stopping of the tenure clock" should provide equity to probationary faculty during stressful times such as personal emergencies, and other circumstances and events, and to

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provide such affected faculty an equal opportunity to earn tenure. This option shall not be made available to provisional faculty members in the absence of the extenuating circumstances as defined above.

- 2) Guidelines: A faculty member desiring a temporary stopping of the tenure clock should submit such a request in writing to his/her department chair for a vote by the tenured faculty. This request will be forwarded to the college dean and then to the Provost and President. The routing procedure will enable the request to reach the Board of Regents regardless of support along the route. The final decision on granting this request shall rest with the Board of Regents.
- 3) Whenever possible, the request should be submitted prior to the start of the academic year in question. If a request is submitted after the start of the academic year, it either will be reviewed for that year or could be considered for the following academic year. Requests will be reviewed in a timely manner. Individuals presenting requests will be notified of approval or denial as expeditiously as possible.
- 4) Requests that are granted will be typically for one academic year. Only one stopping of the tenure-track clock may be granted to each faculty member unless warranted by extraordinary circumstances.
- 5) In order to evaluate the request, additional documentation, such as medical information, may be required to the extent allowable by law.
- 6) This provision is not necessarily linked to a leave of absence with or without salary. This provision is not the basis for determining if a faculty member should be employed full time or would receive full pay and benefits. Those decisions are made separately prior to the request for stopping of the tenure clock.
- 7) This provision is not intended to replace, change, reduce, or otherwise interfere with a faculty member's entitlement to leave as may be allowed by law, or otherwise impact a faculty member's rights to re-employment and/or restoration rights under applicable law.

3. Third and Fifth Year Reviews

Full-time tenure track faculty will be advised in writing of their progress by the college dean at the end of their 3rd and 5th years of service. In addition, all senior faculty who will vote on tenure will participate in this review and offer improvement recommendations to the faculty member. These reviews are primarily designed to provide information on the faculty member's progress toward tenure.

1059 **4. Steps for Applying for Tenure**
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1061 The following steps are for all faculty applying for tenure regardless of the date of
1062 employment.
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- 1064 a. Upon receipt, the department chair will make available the faculty member's
1065 tenure application form and documentation to all tenured members of the
1066 department.
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- 1068 b. The department chair will request a secret vote, in writing, of the tenured
1069 members of the department in accord with the calendar prepared by the Provost.
1070 The department chair will not be permitted to vote. In the case that the
1071 department chair is being considered for tenure, the college dean will assume the
1072 role normally performed by the department chair in these procedures. If faculty
1073 members elect not to vote, their abstention will be noted. The vote of the faculty
1074 and the recommendation of the department chair are advisory to the college
1075 dean.
1076
- 1077 c. The department chair will forward these results to the college dean, along with
1078 his/her written recommendation for tenure or denial of tenure. If the department
1079 chair does not recommend tenure, he/she will communicate the reasons to the
1080 college dean and to the faculty member in writing. In the case of graduate
1081 faculty, the Dean of Graduate Studies will forward his/her endorsement or non-
1082 endorsement of the academic dean's recommendations to the Provost.
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- 1084 d. The college dean will forward all recommendations from the college along with
1085 his/her recommendation to the Provost.
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- 1087 e. If the vote of the tenured faculty and the recommendations of the department
1088 chair, graduate dean, college dean and Provost do not agree, the Provost will
1089 arrange a conference with all parties to the decision. The series of
1090 recommendations and any conferences to discuss these recommendations shall
1091 be considered in the Provost's recommendation to the President and Board of
1092 Regents for final action.
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- 1094 f. The Provost will forward the recommendations from all faculty and
1095 administrators along with his/her written recommendation for tenure or denial of
1096 tenure to the President.
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- 1098 g. The President will forward the recommendations from all faculty and
1099 administrators along with his/her own recommendations to the Board of Regents
1100 for final action. The decision in granting or denying tenure is in the sole
1101 discretion of the Board of Regents.
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- h. If tenure is granted to the faculty member, official notice will be transmitted by a letter from the President of the University or his/her designee. A copy of the letter will also be sent to the college dean and the department chair.
- i. In the event tenure is not granted, a terminal one-year non-renewable contract will be issued to the faculty member for the fiscal year following his/her current contract.

5. Criteria for Tenure

Faculty must demonstrate sustained excellence in 1) teaching and professional development, 2) scholarship, and 3) service and student support as otherwise defined in this Faculty Handbook or as may be established by the University.

X. Retreat Rights for Administrators

Administrators who were granted tenure at the time of employment or who earned tenure as faculty members at Northwest retain tenure as a faculty member within the discipline where tenure was granted initially.

A tenure track contract may be awarded to administrators who choose to return to full-time teaching responsibilities when they were not granted tenure at the time of employment or did not earn tenure as a faculty member at Northwest. They will then be subject to all policies and regulations governing the granting of tenure to tenure track faculty at Northwest.

Administrators may be employed with rank, and a contractual provision for retreat rights for early tenure review in accordance with University policies and criteria on tenure, upon the recommendation of the President and approval by the Board of Regents. However, before such appointment shall be made, the department and college shall be consulted as to the appropriateness of such a faculty appointment. Tenure shall not be granted prior to the completion of three years of service to the University as a full-time faculty member.

Administrators returning to faculty status who are awarded a tenure track contract with faculty rank and who have been employed under a faculty and administrative contract will be granted a salary equivalent to the faculty component of that faculty and administrative contract. Administrators who have been employed under an administrative only contract in such a circumstance shall be awarded a tenure track contract salary that considers years of service in higher education in both administrative and faculty positions and the individual's historical record of scholarly/creative accomplishments. Where possible, issues related to service should be resolved when the administrator is initially contracted with the University.