

**Personal Financial Planning Department  
Promotion and Tenure Guidelines and Criteria**

Adopted 1975  
Amended 1981  
Revised 1992

Preamble

Departmental policy regarding rank and tenure shall be consistent, in both substance and procedure, with guidelines established by the College of Human Environmental Sciences, the MU campus, and the University. It shall be the policy of the department to create conditions, including workload and assignments, which permit individual achievement that might serve as the basis for promotion and tenure.

**Rank**

Employment at, or promotion to, a particular academic rank shall be based upon the following principles and considerations.

1. Criteria considered by this department shall include all elements suggested by the College Committee on Promotion and Tenure. However, the primary criterion for determination of rank in this department will be demonstrated academic competence. In the university setting it is appropriate that the contributions of faculty at the senior ranks shall be expected to include advancement of knowledge and/or contributions to the conceptual development of the field. A second criterion to which major consideration will be given is evidence of mature professional judgment and contributions in matters of institutional governance, and substantive contributions to the development of the professional field; this criterion relates not to subject matter, but to the innovative development, growth, and effective functioning of the department, college, university, profession, and/or professional associations.
2. Potential for such contributions in the future shall be a consideration in the appointment of individuals to the departmental faculty, but shall not constitute a basis for appointment or promotion to a particular rank
3. Expertise in relating to clientele audiences, related agencies, or the administrative structure, and in program implementation, shall be a contributing, but not sufficient or even primary, factor in determining rank. Competence in such matters shall be expected of all faculty, shall be rewarded in terms of salary, but shall not be considered a substitute for academic expertise in the subject matter of the field for purposes of determining rank.
4. No specific list of accomplishments nor narrowly-defined set of responsibilities are identified by this department as automatically qualifying an individual for a particular academic rank. It is recognized that judgments regarding rank and tenure will require subjective determinations, rendered in an objective, equitable, and professional manner. To provide some guidance in this matter, however, an addendum to this document outlines suggested levels of demonstrated academic competence that might be considered appropriate for the attainment of each rank.

5. It is recognized that the assigned responsibilities of some faculty include activities that lend themselves to demonstration of competencies associated with the senior academic ranks, while the responsibilities of other faculty do not afford equivalent opportunities. In the academic setting, however, it is possible for each faculty member to perform professional functions at a qualitative level that reflects academic competence commensurate with particular ranks. Again, it must be recognized that evaluations of academic competence are to some degree subjective; incases where the faculty member's responsibilities do not relate primarily and directly to functions normally associated with a higher academic rank, such assessments may be based upon clear evidence of the capacity to perform such functions given the opportunity, even though they have not been a part of that faculty member's assignment.
6. Each faculty member shall be expected to fulfill the defined responsibilities of his or her position at a high level of academic respectability, and shall not be rewarded with a promotion in rank on the basis of other accomplishments, however meritorious, unless such responsibilities are so fulfilled.
7. Conscientious performance of responsibilities that do not qualify a faculty member for a promotion in rank are to be rewarded by salary or load adjustments, but never by a promotion in academic rank. Promotion in rank shall not be awarded for merely filling roles, but for demonstration of sophisticated contributions that merit promotion; all members of the department are expected to meet responsibilities within the institution, the profession, and society, in a manner consistent, at a minimum, with their current academic rank.
8. Length of service shall not be a basis for determining rank, and shall be a factor in such determination only insofar as passage of time is essential for demonstrating professional competence and productivity.
9. While it is possible that exceptions may be made, as a matter of general policy the ranks of Associate Professor and Professor will be attained only by those with terminal degrees which have prepared them to make the kinds of academic contributions expected of individuals at those ranks. This does not preclude individuals without the terminal degree from attaining these ranks; it is unlikely, however, that persons without the training obtained through completion of a terminal degree program will, through experience or self-education alone, attain the competencies essential to make professional contributions commensurate with the senior ranks, particularly that of Professor.
10. The department shall strive to maintain high standards with respect to academic rank as in other matters, and give recognition to the fact of a generally increasing level of competence being developed in the subject matter fields that constitute the program of the department.
11. Each faculty member shall be expected to maintain a commitment to academic excellence, the pursuit and dissemination of knowledge and truth, and the well being of the society we serve.
12. The department shall not have a quota system with respect to academic rank. It shall be the policy of the department to develop a staff of faculty, each of who might reasonably aspire to appointment to rank of Professor at some future date.

## Tenure

Awarding of tenure shall be based upon the following principles and considerations:

1. The faculty member shall have demonstrated competence to perform current responsibilities and the capacity to perform those functions likely to develop as part of the responsibilities of the individual as the departmental program develops, at a level of quality commensurate with the long-range interests of the department. The faculty member's performance shall have demonstrated sufficient professional competence to make it apparent that valued professional contributions will be made on a continuing basis, even though some change in responsibilities may be dictated by future conditions.
2. Competence shall be demonstrated primarily in terms of sophistication in the subject matter of the field, and its development and application, and also in terms of mature professional contributions to the functioning of the department, college, university, and professional associations, and other professional service activities.
3. The department's general policy of staffing positions with individuals who might reasonably aspire to eventual attainment of the highest academic rank, or the potential for attaining a given academic rank, shall not be an absolute determinant of tenure. It is possible that certain functions which do not constitute a basis for awarding the highest academic ranks, and which will need to be performed on a continuing basis, are being performed satisfactorily by a faculty member; these conditions might serve as a sufficient basis for awarding tenure. However, where future program needs may be such as to require faculty competence commensurate with rank higher than that currently attained. The potential need for such competencies (and thus, the individual's potential for attaining higher rank) shall be a primary factor in the determination of tenure appointment.
4. Expertise in relating to clientele audiences, related agencies, or the administrative structure, and in program implementation, shall be a contributing, but not sufficient, factor in determining tenure appointments. Competence in such matters is expected of all faculty and shall not be considered a substitute for academic expertise in the subject matter field.
5. Each faculty member shall be expected to fulfill the defined responsibilities of his or her position at a high level of academic respectability, and shall not be rewarded with a tenure appointment on the basis of other accomplishments, however meritorious, unless such responsibilities are so fulfilled.
6. Awarding of tenure shall be contingent upon evidence of commitment to effective performance on a continuing basis.
7. There shall not be a departmentally initiated quota system which dictates the number or percentage of faculty awarded tenure; the goal of the department is to develop a faculty, each of whom might reasonably aspire to a tenured appointment. However, evolving conditions which would make flexibility in future program directions essential must be considered in the determination of appointments to tenured status.
8. Awarding of tenure shall be contingent upon evidence of the continuing need for the particular competencies of the individual under consideration, or of the faculty member's potential for adaptability to other essential roles in the departmental program.

9. Market factors cannot be totally ignored in tenure considerations, If the academic marketplace provides an ample supply of potential candidates for a position, with levels of competence and potential for professional growth substantially superior to those of the individual holding a position currently, so that the department's program quality could be substantially enhanced by a change in faculty appointment, then in the interests of the department's academic and societal responsibilities such factors must be taken into account in tenure considerations.
10. The department is adamantly opposed to any administrative policy regarding allocations of faculty positions and financial resources which would cause a tendency to award tenure to “protect a position” when a recommendation for tenure would not otherwise be forthcoming.

### **Epilogue**

While the principles and guidelines outlined above will constitute the basis upon which this department determines matters of rank and tenure, cognizance shall be taken of prevailing and evolving standards in other departments, divisions, and institutions of high quality, in assessing the continuing appropriateness of these principles and guidelines.

## PERSONAL FINANCIAL PLANNING DEPARTMENT

### Criteria for Appointment or Promotion to Various Academic Ranks

#### TO INSTRUCTOR:

Master's degree or equivalence in demonstrated competence.  
Experience not required, but evidence in undergraduate and graduate training of potential for teaching or research.  
Evidence of professional involvement.  
Possession of special skills or experience needed in the instruction or research program but without the usual academic credentials for promotion to professorial ranks.

#### TO ASSISTANT PROFESSOR:

Doctoral degree desirable; in absence of degree, substantial academic preparation beyond the Master's degree and demonstrated competence.  
Evidence of achievement in teaching, research, and/or extension.  
Effective service in department and college e.g., through advising, committee participation.  
Evidence of professional interest through active membership in professional association(s).  
Evidence of continuing professional growth.

#### TO ASSOCIATE PROFESSOR:

Fulfills the requirements for the assistant professor rank.  
Doctoral degree or demonstrated superior professional competence.  
Refereed publication(s) or other equivalent scholarly accomplishment(s).  
Demonstrates competence in subject matter commensurate with graduate level teaching evidenced through residence teaching and/or extension teaching and/or research endeavor.  
Creativity in development of courses and teaching methods and/or creativity in research.  
Effective service to department, college, and university.  
Evidence of professional service, e.g., active participation in related professional associations, consulting services, speeches.

#### TO PROFESSOR:

Fulfills the requirements for the associate professor rank.  
Doctoral degree or demonstrated superior professional competence.  
Recognized distinction in field and profession through composite of accomplishments from the following:

- research or other scholarly accomplishments-excellence in teaching
- leadership in graduate program
- leadership in extension program
- leadership in the profession
- public service

Successful leadership within department and college.

Service to the university.

Usually a minimum of 5 years experience as Associate Professor.

Refereed publication(s) or other equivalent scholarly accomplishments within past 5 years.

**Personal Financial Planning Department  
Procedures Regarding Promotion and Tenure**

Adopted, 1974  
Amended, 1975  
Amended, 1981  
Amended, 1992

1. Both promotion and tenure will be determined on the basis of criteria established by the department, within guidelines and procedures established by the college and the university.
2. General responsibilities and goals for each faculty position shall be determined annually, by joint agreement of the faculty member and the Department Chair.
3. The Department Chair shall have at least one consultation with each faculty member at appropriate time(s) during the year, for purposes of evaluating progress and achievement, and establishing responsibilities and goals for the next year.
4. The Department Chair shall notify each faculty member of the Chair's planned recommendations regarding Promotion and/or Tenure, within a reasonable time following the evaluation session.
5. Recommendations regarding Promotion and Tenure shall be initiated by the Department Chair. In the case of Promotion, the Chair need initiate only a positive recommendation; in the case of Tenure, which will normally be considered during the mandatory year, the Chair must initiate either a positive or a negative recommendation.
6. The faculty member recommended for Promotion or Tenure shall be responsible for providing the information on which the merits of the case will be considered; this will also be the faculty member's responsibility if s/he initiates an appeal requesting review and reconsideration of any decision regarding Promotion or Tenure. An exception to this provision prevails with respect to required letters from professional peers; that procedure is outlined below.
7. The required peer evaluation in conjunction with a recommendation for Promotion to Associate Professor or Professor, or for tenure, shall be obtained by the Department Chair. The faculty member under consideration shall submit the names of several relevant individuals from whom such evaluations may be sought; the Department Chair shall not be limited to requesting evaluations from such persons, but may request them from additional peers as well.
8. In the case of a faculty member on Extension appointment, the Associate Dean of the College of Human Environmental Sciences for Extension shall be involved in all processes of planning position responsibilities and evaluating progress and achievement; that administrator shall also submit a recommendation, which will be part of the credentials considered by the Department Chair and the Department Committee.
9. All recommendations regarding Rank and Tenure, and credentials of the faculty member under consideration, shall be submitted to the Department Committee on Promotion and Tenure, which will also develop a recommendation.

10. All tenured members of the Department faculty who are on at least .50 appointment and whose primary appointment is in this Department, except the Department Chair, shall constitute the Department Committee on Promotion and Tenure. The Department Chair and the faculty member under consideration shall be absent from the committee's deliberations and shall not cast a vote. The committee's recommendation shall be determined by majority vote on a secret ballot; the vote count, with a statement that summarizes the committee's views of the merits of the case, shall be forwarded to the Dean along with the Department Chair's recommendation. The Committee Chair, selected by the committee, shall make the committee's recommendations known in writing to the Department Chair and the faculty member as soon as possible.
11. The Department Chair will, in accordance with College Promotion and Tenure Regulations, submit to the College Committee on Promotion and Tenure a recommendation (which may be positive or negative) regarding promotion of a faculty member, upon request by the Committee based on review of faculty Rank and Promotion throughout the College or its review of an appeal to the Committee by a member of the Department faculty.
12. Extension appointments and Tenure recommendations must be approved by the Extension administration before being forwarded from the College to the campus administration.
13. All relevant procedures shall apply in the case of new appointments to the faculty, as well as to current members of the faculty.

**Procedure for PFP Department Faculty Review and Action in Regard to Promotion and Tenure**

1. Only tenure faculty are eligible to vote on promotion and tenure applications.
2. Eligible faculty will review the entire dossier, including outside evaluations, but excluding Department Chair's statement.
3. All eligible faculty vote.
4. The faculty vote is recorded and reported only by numbers of affirmative, negative, and abstained.
5. Voting faculty draft a statement of assessment, reflecting the collective views of the Department faculty. In some cases, it may be that the statement should include a strong minority view, as well as the pervasive view of the collected faculty.\*
6. All voting faculty sign the Department faculty statement.
7. Action of the Department faculty is reported in writing to the Department Chair and the candidate.
8. The Department faculty statement is submitted to the Chair of the College Promotion and Tenure Committee (and to the Department Chair, if faculty chooses).



\* Statement is to be organized by function – resident teaching, research and other scholarly endeavor, extension, professional (including institutional) and public service, and administration (if applicable). This should include an assessment of the individual’s role and contributions in the Department – how substantive and broad-based is the contribution? It should also provide an assessment of the candidates standing in the profession nationally. The statement must be an assessment, including definitive statements and evaluation of specifics, rather than just generic, sweeping positive statements or vague negative comments. Given the small number of faculty in the department, and the substantial interaction among faculty, actual observations of performance may serve as a partial basis for assessment, rather than just the record as it appears in the dossier.