University of Missouri  
School of Health Professions  
Department of Communication Science & Disorders

Introduction

Faculty in the Department of Communication Science and Disorders (CSD) contribute to the mission of the School of Health Professions (SHP) and University by making substantial contributions within the areas of research/scholarship, teaching, and service. Our faculty consists of clinical researchers with backgrounds in communication disorders, as well as behavioral scientists with backgrounds in psychology, linguistics, and related areas. Our research and our courses are reflective of that diversity. In general, pre-tenure faculty do not provide direct clinical services or clinical supervision except to the extent that it is necessary to conduct their research programs. They generally have nine-month appointments, teaching four courses per year, and mentoring BHS, MHS, and PhD students in their labs.

This document describes (a) the evaluation process for pre-tenure faculty within the department and (b) the CSD criteria for appointment to Associate Professor.

Pre-tenure Evaluation Process

Prior to receiving tenure, the evaluation process consists of three components: annual reviews conducted by the Chair, a three-year (mid-probationary) review, and the formal tenure review. Each of these is described below.

Annual Evaluation

- Following each academic year, pre-tenure faculty will compile a list of accomplishments (1-2 pages in length) from the past 12 months. The list will detail accomplishments within the areas of research/scholarship, teaching, and service. In addition to this list, faculty will indicate several goals for the coming year.
- Faculty should consult the Office of the Provost’s Promotion and Tenure Webpage (http://provost.missouri.edu/faculty/tenure.html) in compiling the list of accomplishments. This webpage provides links to forms and documents used in the tenure review process; using a similar format for the yearly lists of accomplishments will be helpful later as the faculty member develops the formal dossier for the three-year review and tenure review.
- The Chair of the department will review this list of accomplishments and meet with the faculty member to discuss progress relative to the expectations for tenure review and to discuss the faculty member’s goals and the progress made on the previous year’s goals.
- The discussion will be documented in a letter to the faculty member by the Chair, following the meeting. The letter will include a statement evaluating the faculty member’s performance as satisfactory, satisfactory with recommendations for
improvement, or unsatisfactory. It will also include a description of the next year’s teaching assignments and suggestions related to scholarly activity and service.

- The faculty member will sign the letter, retaining a copy and returning a copy to the Chair. The faculty member should include these annual review letters in the dossiers for the three-year review and for tenure. The faculty member may provide a written response to the letter. Faculty who receive an overall evaluation of unsatisfactory will not be reappointed; faculty may appeal this evaluation to the Dean of SHP within 7 consecutive calendar days.

- Faculty who will not receive a reappointment will be informed per University guidelines (Collected Rules and Regulations, Procedures for Review of Faculty Performance). Only in rare instances will a pre-tenured, tenure-track faculty member not be offered reappointment prior to their 3rd year review. These instances will include, but not be limited to, violation of professional responsibility (see Collected Rules and Regulations, Faculty Bylaws of the University of Missouri, Procedures Governing the Disposition of Charges of Faculty Irresponsibility).

**Three-Year Review (Mid-Probationary Review)**

- During the third year of the pre-tenured faculty member’s appointment, the faculty member will receive a Three-Year Review (Mid-Probationary Review). The purpose of the review is to provide the faculty member formal feedback on progress toward tenure.

- See the SHP Policy Manual, Article 4i for a complete description of the process, and Article 4j for the timeline, which begins in March of the 3rd year.

- The faculty member will prepare a dossier for review by the Chair and the Committee on Review (COR).

- In completing the dossier, faculty should consult the following:
  - SHP Promotion Guidelines for Tenure Track Faculty ([http://shp.missouri.edu/hrs/pdf/promotionAndTenurePolicy.pdf](http://shp.missouri.edu/hrs/pdf/promotionAndTenurePolicy.pdf)) – These documents provide information about SHP tenure-related policies and procedures for the Three-Year Review and Tenure Review. They also provide the timeline for submitting documents for review.
  - The Office of the Provost’s Promotion and Tenure Webpage ([http://provost.missouri.edu/faculty/tenure.html](http://provost.missouri.edu/faculty/tenure.html)) – this webpage contains links to the most recent guidelines on compiling dossiers for tenure. Note that some documents (e.g., Call Document, Presentation of Promotion and Tenure Dossiers, etc.) are revised annually. Although the information on this webpage is intended for Tenure Review dossiers, the information should be used in completing the Three-Year Review dossier, as well. (External letters are not required for the Three-Year Review, however.)

- The Chair will consult with the faculty member in selecting and inviting members for the COR. Consistent with SHP policy, the COR will consist of three tenured faculty; if possible, the three committee members will be CSD faculty. If it is not possible to enlist all three faculty from CSD, tenured faculty from other departments within the university
may serve as members of the COR. Ranked non-tenure track faculty may not serve on the COR.

- Once the COR reviews the dossier, a COR report is submitted to the Chair, summarizing the faculty member’s progress. The Chair then composes a letter to the faculty member summarizing the report. Both the report and the letter are sent to the faculty member and the Dean of SHP.
- Finally, a meeting of the faculty member, Department Chair, and COR Chair is conducted to discuss the report and the letter and to give the faculty member an opportunity to ask questions and obtain guidance.

**Application for Tenure**

- Pre-tenured faculty begin the process of applying for tenure toward the end of their fifth year (typically in June). See the SHP timeline for nomination of the COR and submission of the dossier ([http://healthprofessions.missouri.edu/hrs/pdf/TimelineforPromotionandTenure_08.pdf](http://healthprofessions.missouri.edu/hrs/pdf/TimelineforPromotionandTenure_08.pdf)). The first step is for the faculty member to nominate two members to serve on the COR. The Department Chair will finalize the COR. The next step is the faculty member’s completion of the dossier.
- The Office of the Provost’s Promotion and Tenure Webpage ([http://provost.missouri.edu/faculty/tenure.html](http://provost.missouri.edu/faculty/tenure.html)) provides detailed instructions on the completion of the dossier, the procedure for the Chair obtaining external letters, and the campus deadline for receipt of the dossier with letters from the COR, Chair, and Dean (typically in December).

**CSD Criteria for Appointment of Associate Professor**

Per SHP policy, faculty members must meet the following criteria to be recommended by the department for promotion and tenure:

- Earned Ph.D. in a discipline related to Communication Science and Disorders
- Minimum of three years served as an Assistant Professor at the college or university level (typically serving six years prior to appointment to Associate Professor)
- Sustained contributions within the areas of research/scholarship, teaching, and service

With respect to the third criterion, the following is a list of activities that represent important contributions in each of the three areas. It is recognized that not all faculty will demonstrate significant achievement in all of the areas listed below, and that faculty may have significant accomplishments in areas other than those below.

**Research/Scholarship**

- Peer-reviewed publications in journals of good quality
- Evidence of an independent line of research, indicated by an order of authorship on publications and presentations that demonstrates conceptual leadership
• Participating in collaborative research projects, as demonstrated through publications and presentations
• Presenting research at national/international conferences
• Demonstrating sustained effort in securing external grant funding
• Awarded doctoral faculty status by the MU Faculty Senate
• Developing a national reputation for expertise in research area
• Demonstrating collegiality in interactions with others related to research and scholarship

**Teaching**
• Demonstrating depth and breadth of knowledge within faculty member’s instructional areas
• Establishing an environment that promotes learning
• Incorporating a range of teaching methods and technology into courses
• Demonstrating a willingness to modify ineffective teaching methods, based on self-evaluation, peer evaluation, and/or student evaluations
• Taking advantage of campus-wide seminars and programs to learn about/improve teaching
• Mentoring graduate and/or undergraduate students in research projects and/or teaching
• Modeling professional behavior for students
• Demonstrating collegiality in interactions with others related to instructional activities

**Service**
• Participating actively in CSD and SHP and/or campus committees, occasionally agreeing to serve as Chair on SHP committees
• Presenting research and/or educational programs at state and regional conferences
• Participating in the journal peer-review process as a reviewer
• Assuming leadership roles (e.g., participating in national-level committees) in professional organizations
• Sharing expertise with others, through presentations (within and/or outside our department and school) or through working with SHP external relations and the local media

APPROVED by a vote of the tenured CSD faculty on July 29, 2011.