

SCHOOL OF MEDICINE

CRITERIA AND QUALIFICATIONS FOR INITIAL ACADEMIC APPOINTMENT, PROMOTION AND CONTINUOUS APPOINTMENT

The purpose of this document is to inform Regular Faculty of the School of Medicine at the University of Missouri Kansas City of the policies and procedures related to appointment, promotion, and continuous appointment. These policies and procedures are intended to be progressive in nature, with each successive rank increasing in complexity.

The official policies and procedures for the Promotion and Tenure (P&T) processes for the University of Missouri system (UM System) are provided in the Collected Rules and Regulations chapters 320.035 ("Policies and Procedures for Promotion and Tenure") and 310.020 ("Regulations Governing Application of Tenure"). Chancellor's Memorandum #35 (CM35.05) outlines additional guidance for the P&T review process that is specific to UMKC. If any School of Medicine policies conflict with CRR310.020, CRR320.035, or any other UM System policy, the UM System policies will take precedence.

TABLE OF CONTENTS

- I. Promotion and Tenure Committee Composition
 - A. Nominations
 - B. Chair
 - C. Voting
- II. Initial Academic Appointment
 - A. Assistant Professor
 - B. Associate Professor
 - C. Professor
- III. Academic Promotion
 - A. Mid-probationary review
 - B. Promotion process overview
 - C. Specific criteria for promotion
 - D. External evaluators
 - E. Point system
 - F. Examples of scholarship in teaching, research and service
 - G. Promotion to associate professor
 - 1. Five-year review for tenured associate professors
 - H. Promotion to professor
- IV. Tables
 - A. Table 1A – Examples of faculty teaching
 - B. Table 1B – Examples of faculty research
 - C. Table 1C – Examples of faculty service

Criteria for Initial Appointment, Promotion and Continuous Appointment for Tenured/Tenured Track Personnel

I. Promotion and Tenure Committee Composition and Responsibilities

Membership on the School of Medicine (SOM) Regular Faculty Promotion and Tenure Committee (P&T) is restricted to tenured regular faculty at the rank of Associate Professor or Professor, with at least four members holding the rank of Professor. The committee consists of six (6) voting faculty members from SOM departments authorized to make tenure recommendations. In cases where fewer than four (4) tenured full professors are available, a tenured Associate Professor may be elected to fill a vacant Professor position.

Elected members serve four-year terms, while appointed members serve three-year terms. Two-thirds of committee members are elected by the regular faculty, and one-third are appointed by the SOM Dean. An elected tenured full Professor serves as the school representative to the Campus Promotion and Tenure Committee and may not participate in any promotion deliberations at the department or medical school review levels.

The Regular Faculty Promotion and Tenure Committee is responsible for:

1. Reviewing tenure and promotion requests for regular faculty within SOM departments authorized to recommend tenure by addressing the critical question: Is the candidate qualified for promotion and/or continuous appointment.
2. Making recommendations regarding regular faculty position applicants upon the Dean's request
3. Reviewing all probationary faculty members' progress annually
4. Assisting with mid-probationary reviews of tenure-track faculty
5. Reviewing tenured faculty performance five years after:
 - A tenure decision
 - The last formal review for promotion to Associate or Full Professor
 - Being hired with tenure

A. Nominations

The Promotion and Tenure Committee functions as the nominations committee for identifying tenured associate professors and professors eligible for election to the committee. Member terms align with the academic calendar, running from September through August. Each April, or as necessary, the committee will propose a slate of qualified candidates for consideration and

conduct an election to fill vacant elected positions. The School of Medicine Office of Faculty Affairs administers all elections.

B. Chair

A Chairperson drawn from this committee membership is appointed by the Dean of the SOM

C. Voting

The quorum for Committee meetings consists of four (4) voting members and the Chair. Committee members may not vote on a candidate's promotion to a rank higher than their own. When considering candidates for promotion to professor, only tenured professors on the Committee may participate in the recommendation process. If an insufficient number of tenured professors are available on the Committee to vote, additional tenured professor(s) from closely related departments shall be appointed to participate in the review. The properly constituted Committee shall then formulate recommendations for candidates seeking promotion to professor.

II. Initial Appointment of Faculty

Faculty appointments within the University of Missouri-Kansas City School of Medicine adhere to established institutional governance frameworks, specifically:

- University of Missouri-Kansas City Rules and Regulations
- University of Missouri Academic Tenure Regulations
- Chancellor's Memorandum #35 (CM 35.05)
- Executive Order No. 6 (Collected Rules & Regulations (CRR) 320.030 Delegation of Authority)

All initial faculty appointments are processed in accordance with these governing documents.

A. Assistant Professor

To qualify for appointment as an Assistant Professor, candidates must hold a terminal degree in a relevant health-related field and meet eligibility requirements for Graduate Faculty appointment. Candidates are expected to demonstrate teaching proficiency, establish a scholarly research program, and contribute to School and University committee service. Initial appointments at the Assistant Professor rank are term-based, with a maximum duration not to exceed seven years.

B. Associate Professor

To be appointed at the rank of Associate Professor, a candidate must possess an appropriate terminal degree in a health-related field relevant to the School of Medicine. The candidate must demonstrate evidence of meritorious teaching, research, and service. If a candidate is appointed at the rank of Associate Professor without Continuous Appointment, their initial term of appointment shall not exceed five (5) years. To be granted tenure upon appointment, the candidate must meet the criteria for Continuous Appointment as outlined in this document.

C. Professor

To be appointed at the rank of Professor, candidates must possess an appropriate terminal degree in a health-related field relevant to the School of Medicine. Individuals considered for professorial appointments should demonstrate national distinction as scholars with sustained contributions throughout their careers in research, scholarly work, creative endeavors, and teaching excellence.

Candidates must provide substantial evidence of meritorious teaching experience, including course evaluation and curriculum development. Additionally, they must demonstrate a continuous scholarly career featuring extensive extramural research funding, publications in peer-reviewed indexed journals, presentations at professional forums, and documented leadership within professional organizations.

Appointees are expected to have made significant contributions to the knowledge, understanding, and advancement of their discipline. If appointed at the rank of Professor without Continuous Appointment, the initial appointment term shall not exceed five (5) years.

III. Academic Promotion

A. Mid-Probationary Review

Tenure-track faculty undergo a mid-probationary review conducted by the School Regular Faculty Promotion and Tenure Committee. This evaluation assesses performance in teaching, research, and service.

The results of these reviews are accessible at each level of independent assessment by:

- The Department Promotion and Tenure Committee (where applicable)
- The Department Chair
- The School Regular Faculty Promotion and Tenure Committee
- The Dean

B. Promotion Overview

At UMKC, the review process for academic promotion is conducted through multiple independent assessment levels, each providing its own recommendation. The process begins with an independent review by the department promotion and tenure committee (when present), which initiates recommendations for faculty promotion in academic rank or continuous appointment.

All recommendations proceed with comprehensive supportive documentation, including teaching evaluations, research evidence, clinical service records, scholarly activity documentation, and academic or professional service information. This package is forwarded to the department chair, who conducts the next level of independent review.

Following the chair's assessment, the school Regular Faculty Promotions and Tenure committee performs the next independent review. This committee has access to all materials from previous review levels, including the department chair's recommendation and department promotion committee's assessment (if applicable).

The Dean then conducts the final school-level independent review, with access to all materials from earlier review stages within the school. The process subsequently advances to the campus level, where additional independent reviews with recommendations are conducted first by the UMKC Campus Promotion and Tenure Committee and then by the Provost.

It is important to note that only the Chancellor has the authority to render the final decision on promotion and tenure matters.

C. Specific Criteria for Promotion

Faculty members pursuing tenure-track positions must fulfill minimum qualifications for their respective ranks to be eligible for promotion and/or continuous appointment. Evaluation of candidates centers on documented excellence in teaching, research, clinical service, and academic or professional service, with particular emphasis on contributions that demonstrate comprehensive substantiation and sustained effort.

Promotion and tenure criteria align with the initial appointment descriptions established by the School of Medicine. These criteria undergo review and potential revision by the tenured faculty at minimum every five years. Rank designations at appointment may be negotiated between candidates and the Dean, in consultation with the School of Medicine Promotion and Tenure Committee, subject to eligibility requirements.

Research productivity represents the most distinctive characteristic of University faculty. This encompasses not only generating new knowledge but also mentoring research projects and methodologies. The University expects all faculty members to contribute scholarly or creative work appropriate to their disciplines.

Teaching effectiveness is evaluated across five domains: instruction, curriculum development, learner assessment, advising/mentoring, and educational leadership/administration. Effective educators prioritize student learning, implement evidence-based teaching strategies, embrace

evaluation as an assessment tool, pursue professional development opportunities, and facilitate knowledge application across various settings. Students may include undergraduates, graduates, medical students, residents, fellows, or continuing medical education participants. While competency in teaching is expected at all ranks, faculty members need not demonstrate contributions in all five areas.

Excellence in mentoring is evidenced by trainee achievements (poster presentations, publications, federally funded fellowships), serving as mentor on others' research grants, receiving mentorship awards, conducting mentorship workshops, or through supportive letters from current or former trainees.

Service contributions may occur within disciplinary organizations at national, regional, or state levels; within the broader community; or within administrative units such as departments, schools, or the campus. Documentation should demonstrate the impact and quality of individual contributions with evidence that the faculty member's efforts and judgment are highly regarded. However, service contributions alone, regardless of their significance, cannot justify promotion and tenure without substantial additional evidence of teaching and research excellence.

D. External Evaluators

External evaluators are integral to the review process for candidates seeking academic promotion and continuous appointment. Candidates must not have a professional relationship with external evaluators or contact them verbally, by email, or send them documents during the process. External evaluators are asked to evaluate a candidate's research/creative activity, publication/performance record, and service, as defined in the School of Medicine policies, with respect to their quality and impact on a candidate's field.

Additionally, external evaluators are requested to formulate a comparative judgment regarding the scholarly contributions of the faculty member in relation to other scholars in the field who are at the same point in their careers. Finally, external evaluators are asked to address the critical question: Is the candidate qualified to be promoted or to be placed on continuous appointment, according to the criteria outlined in the UMKC School of Medicine Regular Faculty Promotion and Tenure Guidelines?

E. Point Criteria System

The School of Medicine has established a comprehensive point-based evaluation system to determine faculty achievements for academic promotion. This structured framework provides clear guidelines for faculty members, promotion committees, and department chairs when assessing candidates for advancement to associate professor with continuous appointment or to full professor status.

The evaluation methodology quantifies accomplishments across three fundamental domains: research, teaching, and service. Tables 1A (Teaching), 1B (Research), and 1C (Service) outline representative scholarly activities categorized into three progressively significant levels. Each level—Level 1, Level 2, and Level 3—carries increasingly higher point values. Faculty must demonstrate consistent performance patterns within each advancing level rather than isolated achievements to earn points.

Promotion to associate professor requires candidates to accumulate a minimum of 5 points, while advancement to professor necessitates a minimum of 7 points. For illustration, a faculty member seeking promotion to associate professor might achieve the required 5 points through Level 2 research activity (2 points) by serving as Principal Investigator on a two-year grant with at least four peer-reviewed research publications, combined with Level 2 teaching activity (2 points) demonstrated by both local and regional recognition, plus Level 1 service to the university (1 point). In addition, promotion to associate professor requires at least 2 points from research or teaching; promotion to full professor requires 3 points from research or teaching.

The point requirements for promotion can be satisfied through specific combinations of accomplishments. For associate professor advancement, faculty must accumulate 5 points through either: Level 2 activities in two areas (2 points each) and Level 1 activity (1 point) in the remaining area; or Level 3 activity (3 points) in one area and Level 1 activities (1 point each) in the remaining two areas. Moreover, level 2 performance must be achieved in either research or teaching. For promotion to professor, faculty must accumulate 7 points through either: Level 3 activities in two different areas (3 points each) and Level 1 activity (1 point) in the remaining area; or Level 3 activity in one area (3 points) and Level 2 activities in the remaining two areas (2 points each). Moreover, level 3 performance must be achieved in either research or teaching.

F. Examples of Faculty Contribution

The examples provided in tables 1A - Teaching, 1B - Research, and 1C - Service serve solely as guidelines to illustrate the diverse contributions that may support promotion decisions. They are not intended to represent an exhaustive list of acceptable activities for demonstrating accomplishment in any domain. As previously indicated, presenting multiple activities comparable to the examples below will strengthen an application for promotion at each academic rank.

Candidates need not fulfill every criterion listed in the table to demonstrate excellence or to receive promotion. As faculty members advance from Assistant Professor to Professor, their application materials should clearly demonstrate evidence of sustained accomplishments across the areas of research, teaching, and service.

G. Promotion to Associate Professor with Continuous Appointment

To be eligible for promotion to Associate Professor, candidates must fulfill the criteria outlined in the initial appointment descriptions for this rank. Continuous appointment or tenure is typically awarded upon advancement to Associate Professor. Under normal circumstances, continuous appointment is not granted to faculty in ranks below Associate Professor.

The mandatory review for continuous appointment follows University Rules and Regulations, typically occurring during the sixth year of the probationary period for Assistant Professors. Recommendations for early promotion and/or tenure should be limited to exceptional cases only. For Associate Professors seeking continuous appointment, evidence of an established career scholarship and research program and/or significant administrative contributions to the School of Medicine's teaching and research mission is particularly important.

Specific criteria for continuous appointment may be negotiated with the Dean in consultation with the Promotion and Tenure Committee within the framework of the applicable Collected Rules and Regulations (320.035 & 310.020), Chancellor's Memorandum No. 35 (CM 35.05), and Faculty Bylaws of the University of Missouri-Kansas City (300.020).

Five-Year Review for Tenured Associate Professors

All tenured Associate Professors undergo comprehensive reviews every five years. These evaluations, conducted by the School Regular Faculty Promotion and Tenure Committee, assess performance in teaching, research, and service.

When tenured Associate Professors apply for promotion to Professor, summaries of these five-year reviews are made available at each level of the independent review process.

H. Promotion to Professor with Continuous Appointment

Candidates seeking promotion to the rank of Professor must satisfy all criteria outlined in the initial appointment descriptions for this rank. The specific criteria for continuous appointment at the Professor rank may be individually negotiated with the dean, in consultation with the Promotion and Tenure Committee. These negotiations must adhere to the framework established by the applicable Collected Rules and Regulations (320.035 and 310.020), Chancellor's Memorandum No. 35 (CM 35.05), and the Faculty Bylaws of the University of Missouri-Kansas City (300.020).

Faculty members initially appointed at the Associate Professor rank without tenure may apply for continuous appointment either when seeking promotion to Professor or upon completing the required probationary period for Associate Professor.

Table 1A – Examples of Faculty Teaching		
Level 1 (1 Point)	Level 2 – (2 Points)	Level 3 – (3 Points)
<p>Expected of Assistant Professor, Locally Recognized</p> <ul style="list-style-type: none"> • Active participation in teaching or supervision of medical students, graduate students, and residents/ fellows (lectures, tutoring, resourcing, TBL, clinical teaching rounds, grand rounds, etc.) • Receives at least satisfactory evaluations from learners • Instructs in laboratory or on clinical rounds • Supervises trainees in outpatient or inpatient clinical services • Serves as an advisor to medical students, graduate students, and/or residents • Summer scholar sponsor • Demonstrates commitment to enhancing educational skills by participating in activities related to professional development in teaching • Contributes to curriculum and program development • Academic advising of students at all levels • Facilitates peer and student growth in the teaching role • Engages students in active learning using innovative teaching strategies • Recipient of SOM teaching award 	<p>Expected of Associate Professor, Locally/Regionally Recognized</p> <ul style="list-style-type: none"> • Demonstrates meritorious, consistent teaching ability • Invited lecturer at other institutions of higher education, research and development facilities, or institutes at state or regional level • Develops and participates in the teaching of major portions of a undergraduate/graduate course • Favorable performance data for students or residents, where these can be attributed largely to the individual faculty member • Develops and implements innovative approaches to improving student/ resident learning and enhancement of learning experiences • Prepares curricular material (NEW course or substantial revision of an existing course) • Develops innovative curriculum which improves student/resident learning and enhances learning experiences • Favorable evaluations of courses and curricula, as part of a medical school evaluation program. • Develops/directs a postgraduate or continuing education course which serves a regional audience • Incorporates/implements a new instructional format • Develops special teaching materials such as video tapes, computer programs and web sites • Develops/ implements a new evaluation tool/process • Serves as mentor/ role model for learners • Serves as project mentor for MD students or residents/fellows, graduate students, post-docs • Membership on graduate student thesis and dissertation committees • Favorable evaluation by faculty mentored by the candidate • Supervises or coordinates teaching by other faculty, fellows, residents, or graduate students (course director, unit director, clerkship director, program director) • Recipient of campus-wide teaching award • Recognized for quality teaching in area of specialization within and beyond the immediate unit 	<p>Expected of Professor, Regionally/Nationally Recognized</p> <ul style="list-style-type: none"> • Demonstrates sustained teaching excellence • Invited to be a visiting professor at another institution • Invited to organize and participate in a symposium or plenary session at a regional or national educational meeting • Invited presenter at national/international professional meetings • Outstanding performance data for students or residents, where these can be attributed largely to the individual faculty member • Teaching awards (regional, national level) • Develops a course, curricular component, software, or evaluation materials which are adopted for use by regional or national programs • Supervises a training program which has a regional or national audience • Outstanding evaluations of courses and curricula, as part of a systematic evaluation program • Develops evaluation tools/ processes used outside the institution • Sustained exemplary effort in mentoring and advising • Models excellence in innovative, engaging teaching techniques • Facilitates academic program development at the university level • Mentors students and faculty in the scholarship of teaching • Recipient of UM System or national teaching award

Table 1B – Examples of Faculty Research		
Level 1 – 1 point	Level 2 – 2 points	Level 3 – 3 points
<p>Grants: Demonstration of independent contribution to a sustainable research track (as PI or multi-PI) or a key person providing specific expertise on multiple grants.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • PI or Co-Investigator of a NIH or equivalent multi-year (≥ 2 yrs.) grant • Provided specific expertise (statistical, bioinformatics) to two funded NIH or equivalent multi-year grants. <p style="text-align: center;">AND</p> <p>Scholarly Activities: A minimum of 3 publications that are peer reviewed.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Three original publications in peer refereed journals with one on work performed since joining UMKC. • Candidate seeking tenure must provide accepted documentation of the impact of the publication on the field and clearly define their contribution to the publication. • Research Publications must be based on original data-base work performed by the PI's laboratory. 	<p>Grants: Demonstration of independent contribution to a sustainable research track (as PI or multi-PI) or a key person providing specific expertise on multiple grants.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • PI of a NIH or equivalent multi-year grant (two or more yrs.) • Provided specific expertise (for example: statistical, bioinformatics) to more than three funded NIH or equivalent multiyear or greater grants. • Co-Investigator on two multi-year grants. • PI of a core on a multi-site grant, and Co-I on a second. • Co-Principal Investigator of a funded clinical trial, and Co-I on a second. <p style="text-align: center;">AND</p> <p>Scholarly Activities: A minimum of 4 publications that are peer-reviewed.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Four original publications on work performed since joining UMKC in refereed journals with two as senior and two as co-author. • Four original publications on work performed since joining UMKC in refereed journals with two as senior and one as co-author, and one review article or book chapter. 	<p>Grants: Demonstration of independent contribution to a sustainable research track (as PI or multi-PI) or a key person providing specific expertise on multiple grants.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • A sustained record of extramural funding from NIH or equivalent or major national foundations, contracts, or training grants. • Track record of being a PI in multi-center clinical trials or studies. • PI on a multi-year NIH or equivalent grant and PI on a major research infrastructure proposal. • PI on a multi -year NIH or equivalent grant and PI on a T32 or equivalent research training grant. <p style="text-align: center;">AND</p> <p>Scholarly Activities: A minimum of 5 scholarly activities that are peer-reviewed.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Five original publications as senior author on work performed at UMKC in refereed journals with three as senior and two as co-author. • Five original publications as senior author on work performed at UMKC in refereed

<ul style="list-style-type: none"> • Intellectual Property application: Applicants must outline the IP application stage and provide metrics for committee. • Submit disclosure of inventions, file patents <p>I</p>	<ul style="list-style-type: none"> • Co-Investigators that provide specific expertise and are not primary author should expect to have additional (>5) publications. • Other scholarly activities examples include: <ul style="list-style-type: none"> • Publication of a book chapter as senior or joint senior author • Patent application at advanced stage • Inventions licensed; patents issued. 	<p>journals with four as co-author and one review or book chapter.</p> <p>Co-Investigators that provide specific expertise and are not primary author should expect to have additional (>5) publications.</p> <p>Scholarly Activity:</p> <ul style="list-style-type: none"> • Other scholarly activities examples include: <ul style="list-style-type: none"> ○ Publication of a book as senior author, editor, or co-editor ○ Multiple examples of successful intellectual property ○ Invention has a major impact on state-of-the-art; invention generates University revenue. ○ Receive awards or honors for scholarly research activity at the regional, national or international level.
--	--	---

Table 1C – Examples of Faculty Service

Level -1 (1 Point)	Level-2 (2 Points)	Level-3 (3 Points)
<p>UMKC</p> <ul style="list-style-type: none"> • Participate in department or unit level committee or council, possibly leadership role. • Assist the unit in fulfilling strategic goals, promote university mission, volunteer as needed for admission interviews, student recruitment efforts, serve as a judge for research (abstract, poster, grant application), serve as a member of faculty and staff search committees. • Serve as advisor for student interest group or organization. • Volunteer at school related community health clinic or other community service • Recipient of academic unit service award <p>Professional:</p> <ul style="list-style-type: none"> • Contributions to professional or academic organizations at the local level (judge/review abstracts, posters, grant applications). • Volunteer at an external community health clinic or other community service • Speak to lay groups from the perspective of professional expertise. • Judge community science fairs, mentor HS students • Volunteer at local middle or high school or other community events to provide profession-related expertise. • Member of local professional society or scholarly organization 	<p>UMKC, UM System</p> <ul style="list-style-type: none"> • Represent the university at local public events. • Chair department or unit-level standing committee. • Chair faculty search committee • Member of UMKC Campus committee (e.g., graduate council or Faculty Senate) or UM System committee (e.g., awards) • Leadership role in school-based health-related organization(s) or issues at local, state or regional level (community health clinic, health fair, mission trip, other service events) • Recipient of UMKC campus service award <p>Professional:</p> <ul style="list-style-type: none"> • Provide professional assistance to community agencies or institutions. Serve as a member of a board of directors. • Grant application reviewer at the national level • Serve as invited expert editorial in refereed journal. • Serve as an expert panelist, committee member, or session chair at more than one national or international conference. • Member of the editorial board of a professional or scientific journal • Member of a national consensus panel or study section • Establishing a focus topic area or mini symposium at more than one national meeting 	<p>UMKC, UM System</p> <ul style="list-style-type: none"> • Appointed to an Assistant or Associate Dean role at the School of Medicine • Chair of a standing committee at the UMKC Campus or UM System levels • UM System/UMKC invited chair for a leadership search committee. • Recipient of UM System service award <p>Professional:</p> <ul style="list-style-type: none"> • Serves on national scientific advisory boards or NIH or equivalent study sections. • Regular or ad hoc member of a national research or clinical review committee or a taskforce • Editor or senior member of editorial board of professional or scientific journals • Leadership role in dealing with health issues at regional, national, or international levels. • Contributes to national board certification examination in specialty. • Leadership role in regional/ national/international professional societies, research or educational meetings • Invitations to speak at national/international universities, hospitals, other academic/medical facilities, professionals, to the lay public. • Service as a senior editor for an indexed Journal and/or book for more than 2 years • Organize and host a national symposium.

	<ul style="list-style-type: none"> • Contributing member of regional professional society or scholarly organization • Officer, board member, or leadership role in local or regional professional society or scholarly organization • Serves as journal reviewer or member of review committees or study sections. • Consultant for private-sector corporations • Local and regional reputation leading to invitations to speak at universities, hospitals, other academic/medical facilities, professionals, to the lay public. • Leadership role in dealing with health issues at local, state or regional levels 	<ul style="list-style-type: none"> • Member of a board or officer position for a national professional society or scholarly organization
--	---	---