



Center for Research
in Educational Policy

**The University of Memphis
College of Education
The Center for Research in Educational Policy**

**Hiring, Evaluation, and Promotion Policies
and Procedures for Research Faculty**

February 2023

Overview

The policies and procedures contained in this document apply to fully funded Research Faculty hired by the Center for Research in Educational Policy. These are non-tenure track, full-time, annual appointments, renewable based upon availability of funding to support the positions.

Initial Search and Employment as CREP Research Assistant Professor

Typically, new positions are approved by the University at the level of Assistant Professor. The initial search for a vacant or newly created Research Assistant Faculty position will be conducted according to the current guidelines set forth by the Provost, Dean of the College of Education, the Departments of Human Resources, and Office for Institutional Equity at the University of Memphis.

Composition of the Search Committee. The Committee will be diverse and composed of a minimum of four members, to include research faculty from the Center, Center staff, research faculty from cooperating centers, and/or faculty members engaged in research with the Center and/or Director of the Center. The committee will elect a chairperson who will conduct the business of the committee.

Ideal research faculty candidates will satisfy the following requirements:

- Earned doctorate degree from an accredited institution in educational research, statistics, psychology, or a closely related field.
- Experience identifying federal grant applications, writing proposals, and budgeting.
- Experience securing grant funding sufficient to recover a substantial portion of one's salary through previous grant-funded research, familiarity with funders in a particular area of educational research, and clearly articulated ideas for extending CREP's funded evaluation and research initiatives.
- Expertise in research design, grant management, and the execution of sponsored evaluation and research (including project management and leadership of project teams), particularly in the area of K-12 educational research and policy.
- Expertise in key quantitative and qualitative research methodologies.
- Written and oral communication skills as evidenced by the authorship of technical reports, publications, and conference presentations.
- Strong interpersonal skills.

Research Faculty Evaluations

Annual Evaluation. The University of Memphis requires that faculty be evaluated annually at the departmental level. This evaluation is conducted by the Center Director and approved by the Dean. Once approved, the evaluation will be submitted to the Department of Human Resources and retained in the faculty member's permanent record. These annual evaluations can be used as opportunities to assess milestones toward promotion, at the discretion of the faculty member. Since

promotion in rank is not a requirement of continued employment, failure to complete all requirements for promotion does not constitute grounds for dismissal.

Interim Evaluation as a Precursor to Application for Promotion. Research-track faculty members will be given the opportunity to undergo an “interim evaluation” at least one year prior to the formal application for promotion. The interim evaluation is not a requirement, and it must be requested by the research faculty who is applying for a promotion. The evaluation, conducted by the Center’s Director, is designed to provide research faculty members with information about the status of their progress toward promotion. The research faculty member will provide documentation of contributions and accomplishments according to the areas and guidelines listed above. This process will not normally involve an external peer review. The outcome of this evaluation will remain in the Center.

Research Faculty Promotions

Research faculty are eligible for promotion under the same rules that apply to promotions for tenured and tenure-track faculty, except that advancement within the research ranks is to be based primarily on excellence in research performance. All promotions to these ranks begin with submission of a dossier prepared according to the format mandated in the *University of Memphis Faculty Handbook* (see link listed under Resources) and require approvals at the Center for Research in Educational Policy, College, and University levels as set forth by current policies and procedures. Faculty members may apply for promotion whenever they believe they meet the established criteria. If approved, a promotion will take effect at the beginning of the next fiscal year, July 1. Minimum requirements for promotion to the positions of CREP Research Associate Professor and CREP Research Professor are as follows:

Requirements for Promotion from Assistant Professor to Associate Professor

- A minimum of five years professional experience at the doctoral level at the Center for Research in Educational Policy, a higher education institution, or a similar organization in the field of educational research or a related area. At least two of those years of experience must be at the Center for Research in Educational Policy.
- Evidence of effective project and/or departmental management. Candidates should produce records such as the following:
 - A list of all projects for which the candidate served as Principal Investigator or Co-Principal Investigator and, if desired, copies of project plans they and their management teams have been responsible for implementing (e.g., project timelines, personnel, sponsor expectations, and deliverables).
 - Summary of fiscal responsibility to include project initial budget compared to actual expenses.
 - Any internal or external documented feedback, accolades or awards the faculty researcher personally, or the teams they are responsible for supervising, have received.
- Evidence of securing new or continuing/expanding existing sponsored research projects and grants through the design/application for and approval of sponsored research proposals.

- A list of all authored and co-authored research proposals, including budgeted award amounts, noting which were or were not accepted/funded.
- A representative sample of these proposals and budgets.
- Evidence of scholarly activity: *it should be emphasized that quality is more important than quantity.*
 - A minimum of three journal articles, books, book chapters, or other refereed publications (combined).
 - A list of all products produced/authored in the course of contributing to research proposals, projects, or internal assignments. This may include but is not limited to:
 - Instruments (with information about scientific reliability and/or validity)
 - Interview and focus group protocols
 - Technical reports
 - Journal articles
 - Rubrics
 - Videos
 - Infographics/1-page project summaries
 - Federal or state-level grant reports (i.e., quarterly/annual reports to government agencies; Design Summaries, etc.)
 - Training materials
 - White papers
 - Conference papers and presentations
 - A summary of research in progress with the status of each research project included.
- Evidence of good character, mature attitude, and professional integrity.

Requirements for Promotion from Associate Professor to Professor

- A minimum of ten years' professional experience at the doctoral level at the Center for Research in Educational Policy, a higher education institution, or a similar organization in the field of educational research or a related area. At least five of those years of experience must be at the Center for Research in Educational Policy.
- Documented evidence of a consistent pattern of high-quality professional productivity: *It should be emphasized that quality is more important than quantity.*
- Evidence of national and/or international recognition in the discipline. Evidence can include:
 - Successfully awarded and executed federal grants or national contracts.
 - Appointments as an editor or reviewer for peer-reviewed journals or grant proposals.
 - Sustained partnerships with sponsors/clients (e.g., more than one project period).
 - Guest lectures.
 - Conducting professional trainings or professional development.
 - Invited papers and presentations outside of the University of Memphis.
 - Honors and awards the faculty researcher personally, or the teams they are responsible for supervising, have received.
 - Committee service and leadership with CREP, the University, or national/international professional organizations such as dissertation or search committees.

- Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility.

This rank is not a reward for long service; rather it is recognition of superior achievement within the discipline with every expectation of continuing contribution to CREP, the University, and the larger academic community.

Evaluation of Dossiers for Promotion

The review process for promotion in rank for CREP Research Faculty follows university policy, with the Center serving as the academic unit. In the spring prior to application for promotion, the candidate should notify the Center Director of their intent to apply so the Director can notify the Dean. The Dean's Office then establishes a folder on OneDrive for the candidate to upload the dossier by the annual scheduled deadline (see link in the Resources section). OneDrive will be used to house the dossier throughout its completion. After the candidate submits their dossier, access will be removed. From August through June the typical university timeline for promotion and tenure will be followed.

Internal Review Committee. After a candidate provides notice to the Center Director of their intent to apply for promotion, the Director will work with the Dean of the College of Education to assemble an appropriate internal Research Faculty Promotion Committee. The Committee will be diverse and composed of a minimum of three members, to include research faculty from the Center, research faculty from cooperating centers, and/or faculty members engaged in research with the Center and/or Director of the Center. At least two members (either research or academic rank) must hold the same rank or higher than the position in which the candidate is applying. Faculty holding a rank lower than the one being requested may participate in discussion but not vote. The committee will elect a chairperson who will conduct the business of the committee.

External Peer Review. Evaluation of the candidate's activities also requires external peer review by qualified peers not affiliated with the University of Memphis. The overall goal of external peer reviews is to provide an informed, objective evaluation of the quality of research or creative activity of the candidate. In late spring prior to application for promotion, the candidate should provide the Center Director with a list of six to eight potential external reviewer names from outside the University. During the summer, the Chair of the Search Committee solicits letters from external reviewers.

The Research Faculty Promotion Committee will identify five external evaluators; three will be selected from the list provided by the candidate; two will be identified by the committee. Should any of the three selected from the list provided by the candidate decline to respond, an alternate will be selected from that list. The peer reviewers should be a group of individuals who, collectively, can evaluate the candidate's research skills, currency of knowledge, technical competencies in the field of expertise, ability to execute administrative components, and professional service responsibilities. Qualified peers would usually include individuals with: (1) equal or greater level of experience in a related research area, preferably in an academic or research setting, (2) equal or higher level of academic degree or qualification, and (3) the ability to understand CREP's mission and scope of work without having a direct affiliation with the

candidate. It is acknowledged that there are exceptions to these guidelines. Some recognized research scholars who do not meet these experiential or academic standards may nevertheless be very appropriate peer reviewers.

Functions of the Research Faculty Promotion Committee. Once the Center's Research Faculty Promotion Committee is notified that the candidate's dossier is complete and the external reviews have been uploaded, individual committee members will review the materials. When considering each of the above criteria, members of the Center's Research Faculty Promotion Committee should seek evidence of (1) accomplishment in areas appropriate to research faculty, given the roles the individual has been assigned (2) potential for continued development and contributions in the future as both a researcher and leader, (3) continuing professional development toward established professional goals, and (4) a willingness and ability to work effectively with colleagues.

Deliberation Procedures. After all committee members have reviewed the candidates' materials, they will meet to discuss, evaluate, and vote on the candidate's application for promotion. All committee members must be present, and all committee members must vote. The committee will then prepare a final recommendation report and upload it to OneDrive. The Center Director will make their recommendation after reviewing the committee's report and upload that to OneDrive. The review process continues through the college and university to the Board of Trustees as described in the chapter titled "Promotion and Tenure" in the most recent University of Memphis Faculty Handbook.

Resources

Annual T&P Schedule for eDossier preparation and review:

https://www.memphis.edu/education/faculty/resources/2022_2023_coe_tandp_schedule.pdf

Promotion Dossier Guidelines for OneDrive:

<https://www.memphis.edu/aa/resources/facres/tenurepromotion/docs/instructions-for-edossier.pdf>

Faculty Handbook:

https://www.memphis.edu/faculty_handbook/faculty_handbook_docs/2022_faculty_handbook.pdf