

Policies for
Reappointment, Tenure, and Promotion

Department of Biomedical Sciences

Missouri State University

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Table of Contents

I.	Introduction.....	1
II.	Procedures.....	1
	A. Distribution and Review	1
	B. Documentation.....	1
	C. Performance Review	2
	D. Personnel Committee	3
	E. Definitions.....	3
III.	Criteria for Reappointment, Tenure and Promotion	4
	A. Teaching Indicators.....	4
	B. Teaching Criteria	5
	C. Service Indicators.....	5
	D. Service Criteria	6
	E. Scholarship Indicators.....	6
	F. Scholarship Criteria	7
	G. Reappointment, Tenure and Promotion	8
	1. Instructors	8
	2. Ranked Faculty	8
IV.	Appointment to Senior Instructor with Sample Criteria.....	10
V.	Guidelines for Clinical Faculty Appointment, Reappointment and Promotion.....	11
	A. Teaching Indicators.....	12
	B. Teaching Criteria	13
	C. Service Indicators.....	13
	D. Service Criteria	14
	E. Professional Productivity/Research Indicators	15
	F. Professional Productivity/Research Criteria	16
	G. Reappointment, Tenure and Promotion	16
VI.	Matrix Template for Promotion indicators	19

I. Introduction

With this plan, the Department of Biomedical Sciences intends to ensure that each faculty member within the department who applies for reappointment, tenure, or promotion will be evaluated in a manner consistent with established university-wide policies. Furthermore, given the diversity of the educational philosophies, academic experiences, and scholarly interests of faculty within the department and the distinctive nature of the programs administered by the department, this plan also seeks to establish policies that recognize and address the unique role of each faculty member in the affairs of the Department, College, University, and community at large. Faculty reappointed, tenured, and promoted through the ranks will demonstrate strength in teaching, scholarship, and service.

Specific criteria, identified within the areas of teaching, scholarship, and service and described in the following sections, provide a basis for developing precise goals and evaluating performance. Criteria have been identified with appropriate progression for the reappointment, tenure, and promotion process.

II. Procedures

A. Distribution and Review

1. A written copy of this plan will be made available to each new BMS Department faculty member at the time of employment.
2. A written copy of this plan will be distributed to all members of the Biomedical Sciences Department, the Dean of the College of Health and Human Services, and the Provost.
3. The department's Reappointment, Tenure, and Promotion Plan will be reviewed every three years by the appropriate departmental committee, with faculty input.
4. Changes suggested by the document review committee will be distributed to the entire ranked faculty for comment. The changes will be incorporated into the document upon approval by the majority of tenured faculty.
5. If there is a conflict between guidelines or criteria in this document and the *MSU Faculty Handbook*, the *Faculty Handbook* will supersede this document. Faculty who seek reappointment, tenure, or promotion should become thoroughly familiar with section 3 of the most recent edition of the *Handbook* or corresponding sections of subsequent revisions (http://www.missouristate.edu/assets/policy/FacultyHandbook_2016-06-10.pdf).

B. Documentation

1. All faculty members are responsible for submitting an annual report that is to include information requested by the department head.
 2. Documentation for re-appointment, pre-tenure, tenure, and promotion reviews will be accomplished according to the criteria specified by the BMS Personnel Committee **in consultation with the BMS Department Head and the Dean of the College of Health and Human Services**.
 3. The faculty member being reviewed is solely responsible for preparing appropriate forms, collecting prescribed documentation, and providing copies of the documentation as needed.
 4. The Personnel Committee reserves the right to request any documentation needed to evaluate work in progress. C. Performance Review
1. Reappointment review
All untenured faculty shall be reviewed for **reappointment** annually. Faculty must initiate the reappointment process by submitting all relevant materials to the department Personnel Committee by dates determined by that committee. Upon review of the submitted materials, the departmental committee will make an initial recommendation that is forwarded to the department head. The faculty member "will

discuss with the department head (1) the results of prior performance and (2) objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed.” [Section 4, *MSU Faculty Handbook*, June 2016] The department head then makes a recommendation and subsequently submits both recommendations to the dean. Copies of both the committee and department head evaluations shall be provided to the faculty member, who must undersign the head’s recommendation before forwarding can occur. The department head may not be a member of the departmental committee.

2. Performance review of tenured faculty

- a) Each year in the spring, all tenured faculty will undergo **performance review** by the department head. Each faculty member “will discuss with the department head (1) the results of prior performance and (2) objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing and placed in the departmental personnel file, with copies to the faculty member and to the departmental personnel committee, “Each department is expected to create and use a “paper trail” of annual evaluations, and when appropriate, recommendations, in the tenure/promotion, promotion, and annual review process”. as required for its promotion ... recommendations.” [Section 4.6, *MSU Faculty Handbook*, June 2016]

3. Pre-tenure review

A **pre-tenure review** for tenure-track faculty by the department head and a committee of tenured faculty will take place in the fall prior to the year the faculty member becomes eligible for tenure. Three outcomes are possible: (1) progress toward tenure is satisfactory, (2) progress is questionable, or (3) progress toward tenure is unsatisfactory (see *Faculty Handbook* Section 4.6.5.1, June 2016). Copies of all pre-tenure reviews and reports shall be provided to mentors, department head, college dean, and the candidate.

4. Tenure review

All faculty requesting **tenure (Instructor rank is a non-tenure eligible rank)** must submit an application that will be evaluated by the Departmental Personnel Committee in accordance with the schedule announced in the annual Academic Work Calendar prepared by the Office of the Provost. This application shall not preclude the candidate’s regular yearly review. Such evaluations will be based upon the departmental statement of expectations provided to the faculty member upon employment and upon regular yearly reviews, as well as the documentation presented by the candidate.

“Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at MSU. Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established format and deadlines. In addition, the faculty member must submit the names of five (5) potential external reviewers to the BMS Department Head by May 15th of the year of application for tenure and promotion. The faculty member shall have access to all materials submitted to the head with the exception of the external reviewer reports. Recommendations at each level will be based upon data supplied by the candidate as well as that collected by the department, such as student evaluation results. (Section 4.8.2.1., *MSU Faculty Handbook*, June 2016)

Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at MSU unless otherwise negotiated at the time of initial employment. Faculty applying for promotion will be evaluated according to performance in present rank. If credit towards promotion is given for years in prior assignment, corresponding professional activities during those years of credit shall be considered in the promotion review process as long as they are contiguous to present assignment. (Section 4.8.1., *MSU Faculty handbook*, June 2016). The department head shall provide independent recommendation to the Dean of the College of Health and Human Services with a copy to the department Promotion, Tenure, and Reappointment (PTR) Committee. All tenured faculty will vote to recommend tenure.

5. Promotion review

All faculty requesting **promotion** must submit an application that will be evaluated by the departmental Personnel Committee in accordance with the schedule announced in the Academic Work Calendar prepared by the Provost. This application shall not preclude the candidate's regular yearly evaluation. Such evaluations will be based upon the departmental statement of expectations provided to the faculty member upon employment and upon regular yearly reviews, as well as the documentation presented by the candidate.

The applicant shall be evaluated according to performance in present rank. The department head will provide a copy of his/her recommendation to the departmental evaluation committee. Only those faculty who hold a rank equal to or above the rank for which the candidate is being considered will participate in the promotion decision.

D. Personnel Committee

1. Members of the Personnel Committee will be approved by majority vote of the tenured members of the department. The Department Head shall propose a slate of candidates representative of constituencies within the department to the tenured faculty for approval annually or as needed. The committee shall be composed of at least three members. The number of members and the composition of the committee may vary; however, when an applicant is being considered for promotion, only those faculty who hold a rank equal to or above the rank for which the candidate is being considered shall participate in the decision-making process. If there are an insufficient number of faculty members at or above rank, then the college dean shall appoint members to the committee from outside the department in consultation with the department head and department PTR Committee.
2. The committee responsible for determining decisions of annual appointment, tenure, and promotion will function according to the guidelines described in the Faculty Senate's Promotion, Tenure, and Annual Appointment Guidelines.
3. The information and documentation concerning the faculty member being reviewed will be kept confidential by the Personnel Committee.

E. Definitions

Scholarship – The process of Scholarship involves developing and communicating new understanding, new knowledge, insights, technologies, materials, and uses. Scholarship of discovery, application, and teaching and learning involve: posing a question whose answer will expand the body of knowledge, designing an experiment, collecting data, analyzing and interpreting the data, and publishing the results in a peer-reviewed journal. Scholarship of integration synthesizes current knowledge in a given area and makes recommendations for future study. Scholarship is the outcome of the process (published manuscript), not the process itself.

Scholarship of Discovery – Investigation whose goal is to answer a fundamental question.

Scholarship of Integration – Review and integration of a body of knowledge.

Scholarship of Application – Investigation whose goal is to advance the daily lives of people or to improve existing processes or products.

Scholarship of Teaching and Learning – Investigation whose goal is to advance student learning.

New Knowledge – Knowledge not previously known or understood within the profession. This includes answering basic questions, providing evidence of the efficacy of a process or product that advances the daily lives of people, or advances student learning.

Publication – Scholarly manuscript published, in press, or accepted for publication in a peer-reviewed journal**. A published abstract is not a publication in this sense; it is essentially a statement of intent to deliver, or a consequence of delivering, a presentation.

Presentation – Platform or poster presentation at a professional meeting.

Professional Productivity -- Professional productivity includes translation of new knowledge into measurable improvements in clinical outcomes through practice and communications with peers, as well as original Research in any of the five modes identified in Section 4.2.2. Professional Productivity/Research advances knowledge and practices in clinical professions, promotes development of clinical faculty, and enhances the quality of clinical education for students. Although there is inevitable overlap with the Clinical Education and Service criteria, Professional Productivity/Research criteria focus on professional outcomes, recognition, and development.

Review – Manuscript published, in press, or accepted for publication in a peer-reviewed journal or book summarizing the body of knowledge on a given topic and making recommendations for future research.

Peer-reviewed (refereed) – Manuscript reviewed by recognized scholars in the area of the study who are selected by the editorial staff of the journal considering publication of the manuscript. Acceptance or rejection of the manuscript is based on the recommendations of the reviewers.

Editorial function – Serving as an editor, associate editor, or section editor of a peer-reviewed journal.

Technical report – Written report of results of an investigation (usually scholarship of application) presented to a company or government agency that sponsored the investigation.

**The increase in recent years of Open Access publications has resulted in a number of “predatory journals” who abuse the peer review process for profit. This practice has led to significant credibility issues for the scientific community. Publication in these journals will not be considered as publication as defined above and will not count as meeting any of the criteria for Reappointment, Tenure, or Promotion outlined in this document. Specifically defining predatory journal is difficult, however NIH does list several “suspicious indicators” including, aggressive solicitation; difficult to locate or no website, difficult to locate or no “About Us” information; journal scope is absent or vague; and information to authors and peer review process is unclear or missing. Faculty members should consult with the Department Personnel Committee if they are unsure about the status of a journal prior to submitting a manuscript to that journal.

III. Criteria for Reappointment, Tenure and Promotion

A. Teaching Indicators

1. Primary effort indicators include the following:

- a. Completing teaching workload negotiated with and assigned by the department head. This teaching activity assumes adequate performance in the following areas:
 - (1) Communicating and applying clearly-defined standards of performance in learning activities through well-articulated policies.
 - (2) Evaluating student performance appropriate to course objectives.
 - (3) Updating learning materials, tests, assignments, and teaching methods appropriate to changing standards in the field, technological advances, past student performance, and class size.
 - (4) Maintaining academic integrity and high performance expectations appropriate for the course level.
 - (5) Coordinating and supervising teaching assistants (if applicable).
- b. Actively engaging in undergraduate advisement.
- c. Receiving a consistently acceptable SALG average rating of $x > 2.5$

- d. Attaining Master Advisor status.
 - e. Incorporating appropriate instructional technology into courses.
 - f. Providing supplemental course materials and information via a course website for the benefit of students.
2. Secondary effort indicators include the following:
- a. Directing and supervising undergraduate scholarly activities
 - b. Directing and supervising undergraduate student research activities.
 - c. Actively engaging in graduate advisement
 - d. Having students under one's mentorship give presentations at professional meetings or local symposia.
 - e. Use of other pedagogical techniques such as, class demonstrations, hands-on practice and peer group activities.
 - f. Demonstrating successful completion of research projects by graduate students under the applicant's direction.
 - g. Developing and teaching a new course for students on campus.
 - h. Pre/post evaluations to demonstrate an increase in knowledge and skills taught in the specific content area.
 - i. Compiling/disseminating custom texts, lab guides, and other pedagogical materials.
 - j. Participating in seminars and/or workshops to enhance teaching effectiveness or skills.
 - k. Initiating and/or participating in curriculum development and revision.
 - l. Incorporating appropriate instructional technology into courses.
 - m. Receiving recognition or an award for Teaching.
 - n. Significantly revising an existing course.
 - o. Developing and executing a distance learning course.
 - p. Teaching a contact-hour annual overload without supplemental remuneration.
 - q. Presenting guest lectures for courses in the BMS department or other departments. (Activity in this category may count as either teaching or service, but not both.
 - r. Achievement of learning outcomes and successful student assignments for portfolios that are connected to the course goals as reported for accreditation purposes.
 - s. Peer reviews documenting achievement of student learning outcomes.
 - t. **The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators that are not on this list**

B. Teaching Criteria

1. Clarifications

- a. For promotion only, secondary effort indicators may be repeated once.
- b. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (e.g. Teaching) and have that item counted as supporting evidence simultaneously in another area(e.g. Service).

C. Service Indicators

1. Primary effort indicators include the following:

- a. Completing assigned duties as chair or member of departmental, college, or university committees or councils.
- b. Maintaining active membership in discipline-related professional organizations.
- c. Maintaining professional credentials (registration and licensure) as appropriate.
- d. Actively participating in undergraduate and graduate student recruitment.
- e. Actively participating in other non-committee departmental assignments, e.g., graduate student coordinator, Web master, equipment inventory and maintenance, serving as mentor in the department faculty mentoring program.

2. Secondary effort indicators include the following:

- a. Serving in an editorial function for a refereed journal.
- b. Serving as a grant reviewer for a funding agency.
- c. Serving as a manuscript reviewer for a professional refereed journal.
- d. Serving as a chair for paper sessions at professional meetings.
- e. Presenting information in a workshop.
- f. Serving as a sponsor or co-sponsor for a recognized student organization.
- g. Participating actively in the development and execution of a state, regional, or national scientific meeting.
- h. Serving community organizations without remuneration in the spirit of the Public Affairs mission of the university.
- i. Receiving a recognition or award for service.
- j. Presenting guest lectures for courses in the BMS department or other departments. (Activity in this category may count either as service or as teaching, but not both.)
- k. The list of secondary effort indicators above is not intended to be exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators.**

D. Service Criteria

1. Clarifications

- a. For promotion only, secondary effort indicators may be repeated once. (For example, regardless of the number of workshops presented, a maximum of two secondary effort indicators will be counted.)

- b. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (e.g. Teaching) and have that item counted as supporting evidence simultaneously in another area(e.g. Service)

E. Scholarship Indicators

1. Primary effort indicators include the following:
 - a. Publishing, as author or co-author, scholarship of discovery, application, or teaching/learning in refereed journals.
 - b. Writing or contributing a chapter or chapters to a discipline-related book published for external dissemination.
 - c. Publishing scholarly reviews of discipline-related research in refereed journals.
 - d. Publishing a peer-reviewed technical report.
 - e. Obtaining funding, as the principal or co-principal investigator, for an externally funded grant or contract.
2. Secondary effort indicators include the following:
 - a. Writing ancillary text materials (study guides, test banks, etc.) to accompany published textbooks for external dissemination.
 - b. Obtaining funding for intramural grants or projects as principal or co-principal investigator.
 - c. Submitting application, as the principal or co-principal investigator, for an externally-funded grant or contract.
 - d. Presenting original peer-reviewed data at national or international meetings.
 - e. Demonstrating a scholarly manuscript under revision, but not yet accepted for publication in a refereed journal.
 - f. The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional appropriate secondary effort indicators that are not on this list.**
3. Tertiary effort indicators include the following:
 - a. Publishing articles in non-refereed journals or popular magazines related to professional interest area.
 - b. Writing book reviews published on a regular basis in refereed journals.
 - c. Presenting scholarly activities in seminars within the department, college, university, or local community.
 - d. Submitting applications for intramural grants or projects as principal investigator.
 - e. Attending scholarly or scientific state, regional, or national programs, conferences, or conventions.
 - f. Receiving recognition or award for excellence in research and scholarly activity.
 - g. Presenting original data at state or regional meetings.
 - h. Receiving additional formal training in a new research methodology, technique, or design.
 - i. Providing documentation of research in progress.

F. Scholarship Criteria

1. Clarifications

- a. For the purposes of evaluation in this category, the following effort indicator equivalents will apply. Any combination of two secondary effort indicators will equal one primary effort indicator. Any combination of three tertiary effort indicators will equal one primary effort indicator.
- b. It is the sole responsibility of the applicant to demonstrate that publications exhibit appropriate quality. Evidence may be given by having external reviews solicited by the applicant, providing information about the journals (e.g., journal impact factor rating, manuscript acceptance rate, circulation numbers, citation indices, etc.).
- c. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (Teaching, Scholarship, Service) and have that item counted as supporting evidence simultaneously in another area.

G. Reappointment, Tenure, and Promotion

1. Instructors

- i. Reappointment for Instructor and Promotion to Senior Instructor
 1. Teaching
 - a. Achievement of all primary effort indicators.
 - b. Demonstration of activity in **6** secondary effort indicator categories during the period as instructor.
 2. Service Criteria
 - a. Achievement of all primary effort indicators.
 - b. Demonstration of activity in two secondary effort indicator categories or additional activity in primary effort categories C.1.a or C.1.e above. (For example, supervising undergraduate student research activities will count as a maximum of two secondary effort indicators regardless of the number of students supervised).
- ii. Requirements for Promotion to rank of Assistant Professor
 1. Teaching
 - a. Achievement of all primary effort indicators.
 - b. Demonstration of four secondary effort indicators.
 2. Service Criteria
 - a. Achievement of all primary effort indicators.
 - b. Demonstration of activity in two secondary effort indicator categories or additional activity in primary effort categories C.1.a or C.1.e above.

2. Ranked Faculty

- iii. Requirements for Tenure and Promotion from Assistant to Associate Professor:
 1. Teaching
 - a. Achievement of all primary effort indicators while in the rank of assistant professor.
 - b. Demonstration of activity in six secondary effort indicator categories during the period as assistant professor.
 2. Scholarship Criteria
 - a. Primary effort indicator I.1.a: Authorship or co-authorship of three publications resulting from work conducted during the probationary period at MSU. The applicant must document the exact contributions to a co-authored publication.
 - b. Secondary effort indicator I.2.c: Submitting application, as the principal or co-principal investigator, for an externally-funded grant or contract.
 - c. Secondary effort indicator I.2.d: Authorship or co-authorship on two presentations at national or international meetings, at least once as presenter.

- d. Demonstration of at least three additional primary effort indicators or their equivalents. (See section J.1.a.)
 - e. A sustained level of scholarship demonstrating at least one discrete theme.
 - 3. Service Criteria
 - a. Achievement of all primary effort indicators while at the rank of assistant professor.
 - b. Demonstration of activity in three secondary indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the assistant professor level.
- iv. Requirements for tenure for individuals hired at the Associate or Professor rank:
 - 1. Teaching
 - a. Achievement of all primary effort indicators while in the rank of assistant professor.
 - b. Demonstration of activity in six secondary effort indicator categories during the period as assistant professor.
 - 2. Scholarship Criteria
 - a. Primary effort indicator I.1.a: Authorship or co-authorship of three publications resulting from work conducted during the probationary period at MSU. The applicant must document the exact contributions to a co-authored publication.
 - b. Secondary effort indicator I.2.c: Submitting application, as the principal or co-principal investigator, for an externally-funded grant or contract.
 - c. Secondary effort indicator I.2.d: Authorship or co-authorship on two presentations at national or international meetings, at least once as presenter.
 - d. Demonstration of at least three additional primary effort indicators or their equivalents. (See section J.1.a.)
 - e. A sustained level of scholarship demonstrating at least one discrete theme.
 - 3. Service Criteria
 - a. Achievement of all primary effort indicators while at the rank of assistant professor.
 - b. Demonstration of activity in three secondary indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the assistant professor level.
- v. Requirement for Promotion from Associate to Professor to Full Professor
 - 1. Teaching.
 - a. Achievement of all primary effort indicators while in the rank of associate professor.
 - b. Demonstration of activity in eight secondary effort indicator categories during the period as associate professor.
 - 2. Scholarship Criteria.
 - a. Primary or co-authorship of three refereed original research publications resulting from work initiated while an Associate Professor at Missouri State University. If a co-author, the applicant's contributions must be substantial and thoroughly documented.
 - b. Authorship or co-authorship of four research presentations at regional, national, or international meetings, at least three times as presenter, while an Associate Professor at Missouri State.
 - c. Demonstration of at least four primary effort indicators or their equivalents, attained since promotion to Associate Professor.
 - 3. Service Criteria
 - a. Achievement of all primary effort indicators while at the rank of associate professor.
 - b. Demonstration of activity in four secondary effort indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the associate professor level.

IV. Appointment to Senior Instructor

The following process outlines the steps which lead to the appointment to Senior Instructor as presented in the revised *Faculty Handbook* (see relevant section below):

1. Instructors are eligible to apply for appointment to Senior Instructor in the fall semester of their 5th year of employment with the university. Number of years is not an entitlement for this promotion and judgments will be made at all levels based on the standards for excellence in teaching as measured by departmental criteria developed in accord with the faculty handbook and university parameters.
2. The criteria for reviewing applications for promotion to the rank of Senior Instructor must include three elements: (1) evidence of successful student learning outcomes; (2) use of effective modalities (Experiential learning, collaborative learning, etc.); and (3) leadership in curriculum development, advising, and/or other areas of service
3. The teaching portfolio will be submitted to the departmental personnel committee for review in accord with the dates specified in the tenure and promotion calendar (typically October). The portfolio should include supporting documentation of sustained excellence in teaching. The evidence may include, but not be limited to, student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the written summary detailing rationale for the appointment in accord with departmental criteria. External review is not a requirement of this application process.
4. The departmental personnel committee will submit recommendations to the Department Head in accord with the timelines specified in the Tenure and Promotion Calendar. The Department Head will review all relevant information and make a recommendation to the Dean, who will also conduct a review and forward recommendations to the Provost. The Provost will notify the candidate for the appointment to Senior Instructor in writing of approval or non-approval of the appointment. The Academic department will be responsible for initiating the personnel action forms designating the change of appointment and incremental salary increase.

***Excerpt from the *Faculty Handbook*, Section 3.5.2 Senior Instructor

An Instructor who has demonstrated excellence in Teaching and Service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. Senior Instructors may participate in Research. A Senior Instructor shall be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs and continued funding. A Senior Instructor who is reappointed will be reappointed at that rank. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

V. Criteria for Reappointment and Promotion of Clinical Faculty (Based on 2016-2017 Faculty Handbook, Sec. 4.3; June 2016)

From the Missouri State University Faculty Handbook effective June 10, 2016

Also please see the CHHS Supplement to the Faculty Handbook Section 3.5.11 for definitions and a matrix of Minimum Criteria for Initial Appointment to Clinical Faculty Ranks.

3.5.11. CLINICAL FACULTY

Clinical Faculty are members of the faculty whose primary responsibilities are clinical education and service. Clinical Faculty may participate in research and other scholarly or creative activities. Clinical Faculty must be qualified as defined by professional/discipline standards, have practical experience appropriate for the responsibilities assigned and must maintain appropriate professional credentials. Appointment is to the rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Departments desiring to appoint Clinical Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Clinical Faculty may be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. Clinical Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure track faculty. If a Clinical Faculty member is appointed to a tenure-track faculty position, the time spent as a Clinical Faculty member at Missouri State University will not count toward the probationary period for tenure and promotion. Clinical Faculty members may be appointed to 9-month or 12-month contracts. Clinical Faculty on 9-month contracts will receive salary compensation and benefits for 12 months.

Reappointment and Promotion Committee Composition

The department promotion and tenure committee will evaluate clinical faculty for promotion in a process similar to that of promotion for academic faculty. A clinical faculty member beyond the rank of clinical instructor may be appointed by the Department Head to the department promotion and tenure committee when decisions regarding reappointment and promotion of clinical faculty are under consideration.

Evaluation of Applications for Promotion

When a faculty member submits application for promotion, the evaluation of that application shall not preclude the regular yearly review. Such evaluations shall proceed according to the schedule announced in the Academic Work Calendar prepared by the Provost and distributed at the beginning of the academic year. Such evaluations will be based upon the departmental statement of expectations provided to the faculty member and the regular yearly reviews, as well as the documentation presented by the candidate. During this initial cycle faculty members who were reclassified from staff to clinical faculty may be minimally eligible to apply for assistant professor based on a minimum of three years of service to the university and associate professor based on a minimum of six years of service to the university. Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established deadlines. Recommendations at each level will be based upon data supplied by the candidate, as well as departmental data.

Process of Recommendations on Promotion

At each stage of evaluation, i.e., the BMS RPT Committee, Department Head, Dean, and the Provost, the candidate will be given a copy of the recommendation and the written rationale for the recommendation. At each subsequent stage, a copy of the recommendation and a probative rationale therefore will also be furnished to the departmental committee for its information and records. Recommendations; rationales; previous faculty evaluations by the department RPT committee and department head; and current vita will be forwarded to the next stage for evaluation. Supporting materials will be forwarded as far as the Dean's office; they will be forwarded beyond the Dean's office at the request of the Provost. The candidate may choose to withdraw the application from consideration at any stage of the process.

A. Teaching Indicators

3. Primary effort indicators include the following:
 - g. Completing teaching workload negotiated with and assigned by the department head. This teaching activity assumes adequate performance in the following areas:
 - (6) Promoting the acquisition of clinical skills, fostering the development of critical thinking, modeling ethical behavior, and evaluating clinical competencies.
 - (7) Fostering the development of critical thinking.
 - (8) Modeling ethical behavior.
 - (9) Evaluating clinical competencies.
 - (10) Updating learning materials, tests, assignments, and teaching methods appropriate to changing standards in the field, technological advances, past student performance, and class size.
 - (11) Maintaining academic integrity and high performance expectations appropriate for the course level.
 - h. Actively engaging in undergraduate advisement (if applicable).
 - i. Receiving a consistently acceptable SALG average rating of $x > 2.5$
 - j. Attaining Master Advisor status.
 - k. Incorporating appropriate instructional technology into courses.
 - l. Providing supplemental course materials and information via a course website for the benefit of students.
4. Secondary effort indicators include the following:
 - a. Directing and supervising undergraduate scholarly activities (if applicable)
 - b. Directing and supervising undergraduate student research activities (if applicable)
 - c. Actively engaging in graduate advisement (if applicable)
 - d. Having students under one's mentorship give presentations at professional meetings or local symposia.
 - e. Use of other pedagogical techniques such as, class demonstrations, hands-on practice and peer group activities.

- f. Demonstrating successful completion of research projects by graduate students under the applicant's direction.
- g. Developing and teaching a new course for students on campus.
- h. Pre/post evaluations to demonstrate an increase in knowledge and skills taught in the specific content area.
- i. Compiling/disseminating custom texts, lab guides, and other pedagogical materials.
- j. Participating in seminars and/or workshops to enhance teaching effectiveness or skills.
- k. Initiating and/or participating in curriculum development and revision.
- l. Incorporating appropriate instructional technology into courses.
- m. Receiving a University Teaching Award.
- n. Significantly revising an existing course.
- o. Developing and executing a distance learning course.
- p. Teaching a contact-hour annual overload without supplemental remuneration.
- q. Presenting guest lectures for courses in the BMS department or other departments. (Activity in this category may count as either teaching or service, but not both).
- r. Achievement of learning outcomes and successful student assignments for portfolios that are connected to the course goals as reported for accreditation purposes.
- s. Peer reviews documenting achievement of student learning outcomes.
- t. **The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators that are not on this list**

B. Teaching Criteria

1. Clarifications

- a. For promotion only, secondary effort indicators may be repeated once.
- b. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (e.g. Teaching) and have that item counted as supporting evidence simultaneously in another area (e.g. Service).

C. Service Indicators

3. Primary effort indicators include the following:

- f. Completing assigned duties as chair or member of departmental, college, or university committees or councils.
- g. Maintaining active membership in discipline-related professional organizations.

- h. Maintaining professional credentials (registration and licensure) as appropriate.
- i. Actively participating in undergraduate and graduate student recruitment.
- j. Actively participating in other non-committee departmental assignments, e.g., graduate student coordinator, Web master, equipment inventory and maintenance, serving as mentor in the department faculty mentoring program.

4. Secondary effort indicators include the following:

- a. Serving in an editorial function for a refereed or professional journal.
- b. Serving as a grant reviewer for a funding agency.
- c. Serving as a manuscript reviewer for a professional refereed journal.
- d. Serving as a chair for paper sessions at professional meetings.
- e. Presenting information in a workshop.
- f. Serving as a sponsor or co-sponsor for a recognized student organization.
- g. Participating actively in the development and execution of a state, regional, or national scientific or professional meeting.
- l. Serving community organizations without remuneration in the spirit of the Public Affairs mission of the university.
- m. Receiving a University Award for service.
- n. Presenting guest lectures for courses in the BMS department or other departments. (Activity in this category may count either as service or as teaching, but not both.)
- o. **The list of secondary effort indicators above is not intended to be exhaustive. Applicants may make a case for the inclusion of additional secondary effort indicators.**

D. Service Criteria

1. Clarifications

- c. For promotion only, secondary effort indicators may be repeated once. (For example, regardless of the number of workshops presented, a maximum of two secondary effort indicators will be counted.)
- d. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (e.g. Teaching) and have that item counted as supporting evidence simultaneously in another area(e.g. Service)

E. Professional Productivity/Research Indicators (Based on 2016-2017 Faculty Handbook, Sec. 4.3.4.2)

1. Primary effort indicators include the following:
 - a. Publishing, as author or co-author, manuscripts translating new knowledge in the discipline into measureable improvements in clinical practice or translating clinical practice into new knowledge.
 - b. Presenting new knowledge in the discipline demonstrating measureable improvements in clinical practice or translating clinical practice into new knowledge at regional, national or international meetings.
 - c. Writing or contributing a chapter or chapters to a discipline-related book published for external dissemination.
 - d. Publishing scholarly reviews of discipline-related research in refereed or professional journals (see F.1.b below)
 - e. Publishing a peer-reviewed technical report.
 - f. Obtaining funding, as the principal or co-principal investigator, for an externally funded grant or contract.

2. Secondary effort indicators include the following:
 - a. Applying clinical expertise to provide expert service to the local and professional community.
 - b. Writing ancillary text materials (study guides, test banks, etc.) to accompany published textbooks for external dissemination.
 - c. Obtaining funding for intramural grants or projects as principal or co-principal investigator.
 - d. Submitting application, as the principal or co-principal investigator, for an externally-funded grant or contract.
 - e. Demonstrating a scholarly manuscript under revision, but not yet accepted for publication in a refereed journal.
 - f. The list of secondary effort indicators above is not exhaustive. Applicants may make a case for the inclusion of additional appropriate secondary effort indicators that are not on this list.**

3. Tertiary effort indicators include the following:
 - a. Publishing articles in non-refereed journals or popular magazines related to professional interest area.
 - b. Writing book reviews published on a regular basis in refereed journals.
 - c. Presenting clinical practice activities in seminars within the department, college, university, or local community.

- d. Submitting applications for intramural grants or projects as principal investigator.
- e. Attending scholarly or scientific state, regional, or national programs, conferences, or conventions.
- f. Receiving a University Award for excellence in clinical practice productivity/research.
- g. Presenting clinical expertise at state or regional meetings.
- h. Receiving additional formal training in a new clinical practice technique.
- i. Providing documentation of data collection associated assessment of new or modified clinical practice whose goal is to improve outcomes.

F. Professional Productivity/Research Criteria

1. Clarifications

- a. For the purposes of evaluation in this category, the following effort indicator equivalents will apply. Any combination of two secondary effort indicators will equal one primary effort indicator. Any combination of three tertiary effort indicators will equal one primary effort indicator.
- b. It is the sole responsibility of the applicant to demonstrate that publications exhibit appropriate quality. Evidence may be given by having external reviews solicited by the applicant, providing information about the journals (e.g., journal impact factor rating, manuscript acceptance rate, circulation numbers, citation indices, etc.).
- c. Unless indicated otherwise, an applicant cannot submit an effort indicator in one area (Teaching, Scholarship, Service) and have that item counted as supporting evidence simultaneously in another area.

G. Requirements for Reappointment and Promotion of Clinical Faculty

- vi. Requirements for Promotion from Clinical Instructor to Clinical Assistant Professor:
 - 1. Teaching
 - a. Achievement of all primary effort indicators while in the rank of clinical instructor.
 - b. Demonstration of activity in four secondary effort indicator categories during the period as clinical instructor.
 - 2. Professional Productivity/Research Criteria
 - a. Primary effort indicator E.1.b: Presenting new knowledge in the discipline demonstrating measureable improvements in clinical practice or translating clinical practice into new knowledge at regional, national or international meetings. The material must result from work conducted during the clinical instructor period at MSU. The applicant must document the exact contributions to a co-authored publication.
 - b. Secondary effort indicator E.2.a: Applying clinical expertise to provide expert service to the local and professional community during the clinical instructor period at MSU.

- c. Tertiary effort indicator E.3.g: Making two presentations at state or regional meetings during the clinical instructor period at MSU.
 - d. Demonstration of at least two additional primary effort indicators or their equivalents.
 - 3. Service Criteria
 - a. Achievement of all primary effort indicators while at the rank of Clinical Instructor.
 - b. Demonstration of activity in three secondary indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the clinical instructor level.
- vii. Requirements for Promotion from Clinical Assistant Professor to Clinical Associate Professor:
- 1. Teaching
 - a. Achievement of all primary effort indicators while in the rank of clinical assistant professor.
 - b. Demonstration of activity in six secondary effort indicator categories during the period as clinical assistant professor.
 - 2. Professional Productivity/Research Criteria
 - a. Primary effort indicator E.1.a: Authorship or co-authorship of three manuscripts translating new knowledge in the discipline into measureable improvements in clinical practice or translating clinical practice into new knowledge resulting from work conducted during the clinical assistant professor period at MSU. The applicant must document the exact contributions to a co-authored publication.
 - b. Secondary effort indicator E.2.c (pg 10): Submitting application, as the principal or co-principal investigator, for at least one externally-funded grant or contract during the clinical assistant professor period at MSU.
 - c. Secondary effort indicator E.2.d: Authorship or co-authorship on two presentations at national or international meetings, at least once as presenter during the clinical assistant professor period at MSU.
 - d. Demonstration of at least three additional primary effort indicators or their equivalents during the clinical assistant professor period at MSU.
 - e. A sustained level of scholarship demonstrating at least one discrete theme.
 - 3. Service Criteria
 - a. Achievement of all primary effort indicators while at the rank of clinical assistant professor.
 - b. Demonstration of activity in three secondary indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the clinical assistant professor level.

iii. Requirement for Promotion from Clinical Associate Professor to Clinical Full Professor

1. Teaching.

- a. Achievement of all primary effort indicators while in the rank of clinical associate professor.
- b. Demonstration of activity in eight secondary effort indicator categories during the period as clinical associate professor.

4. Professional Productivity/Research Criteria

- a. Primary or co-authorship of two manuscripts translating new knowledge in the discipline into measureable improvements in clinical practice or translating clinical practice into new knowledge resulting from work initiated while a Clinical Associate Professor at Missouri State University. If a co-author, the applicant's contributions must be substantial and thoroughly documented.
- b. Authorship or co-authorship of four presentations at regional, national, or international meetings, at least three times as presenter, while a Clinical Associate Professor at Missouri State.
- c. Demonstration of at least four primary effort indicators or their equivalents, attained since promotion to Clinical Associate Professor.

5. Service Criteria

- a. Achievement of all primary effort indicators while at the rank of clinical associate professor.
- b. Demonstration of activity in four secondary effort indicator categories or additional activity in primary effort categories C.1.a or C.1.e above while at the clinical associate professor level.

V. Matrix Template for Promotion indicators

1. Promotion requirements for Instructors and Tenure-track faculty
 - a. Section III, G. page 9 and 10
2. Promotion requirements for Clinical faculty
 - a. Section V, G page 17

Component	Requirement	Promotion Indicators	Materials
Teaching	Promotion •	Primary Secondary	Page
Scholarship or Professional Productivity	Promotion •	Primary Secondary Tertiary	
Service	Promotion •	Primary Secondary	