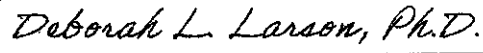# MISSOURI STATE UNIVERSITY
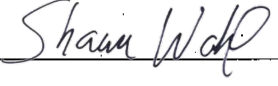
PERIODIC REVIEW OF REAPPPOINTMENT (OR RENEWAL OF CONTRACT), TENURE, PROMOTION GUIDELINES

DEPARTMENT: Communication, Media, Journalism & Film

COLLEGE: **RCASH**

SEMESTER/YEAR OF CURRENT REVIEW: **Fall 2025**

SEMESTER/YEAR OF NEXT REQUIRED REVIEW: **Fall 2028**

DEPARTMENT ADOPTION SIGNATURES:

(signature)   03/31/2025
_____   _____
Department Personnel Committee Chair   Date

Deborah L. Larson, Ph.D.   04-18-25
_____   _____
Department Head   Date

APPROVAL SIGNATURES:

Shaun Wolf   7/14/25
_____   _____
Dean   Date

Kenneth Brown   7/14/2025
_____   _____
Provost   Date

THIS PLAN IS IN EFFECT FROM 08/01/2, THROUGH 08/01/2.

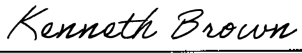1 **THE PERSONNEL COMMITTEE: STRUCTURE, FUNCTIONS, AND MEMBERSHIP**
2
3 The Missouri State University Faculty Handbook specifies that each member of the ranked
4 faculty will be evaluated annually, including tenured faculty. Detailed information about
5 the university's procedures for annual evaluation of progress toward tenure, and tenure
6 and promotion are contained in the Faculty Handbook Section 4.6. The procedures and
7 guidelines/criteria used in processing an application for personnel action (i.e., annual
8 evaluation; annual evaluation of progress toward tenure for untenured, tenure-eligible
9 faculty, tenure, and promotion) for the Department of Communication, Media, Journalism
10 & Film are stipulated in this document.
11
12 **The Charge of the Personnel Committee**
13 The Personnel Committee has two major purposes.
14
15 First, it makes written recommendations to the Department Head regarding annual
16 evaluation of 1) progress toward tenure, 2) tenure, and 3) promotion for individual faculty
17 members. These written recommendations are given both to the faculty member and the
18 Department Head, where they become part of the formal performance evaluation process.
19
20 Second, the Personnel Committee establishes and employs departmental policies that
21 take the form of procedures and guidelines relevant to personnel actions. Any faculty
22 member on the Personnel Committee may initiate a request for a particular Department
23 policy to be created or reviewed by the committee.
24
25 **Membership**
26 The Personnel Committee includes all tenured faculty members of the Department
27 (Faculty Handbook Section 4.8.3.).
28
29 From time to time, the committee may ask non-tenured members to attend meetings,
30 provide information, help review policies, work on subcommittees, and so forth. While
31 such "invited" faculty may participate fully and vote on subcommittee matters, they do riot
32 participate in or vote on Personnel Committee matters of annual evaluation of 1) progress
33 toward tenure, 2) tenure, or 3) promotion.
34
35 **Leadership**
36
37 **Chair:** The Personnel Committee is headed by the chair, who is responsible for
38 organizing and conducting meetings, obtaining and circulating information and
39 materials required by the committee, and producing the written recommendations
40 of the committee. The chair serves as a coordinator and is free to participate and
41 vote on all matters, not just to break voting ties. Normally, the vice chair succeeds
42 to the chair's position in the following year; otherwise, the chair is elected.
43

44   **Vice Chair:** The vice chair is responsible for carrying out the duties of the chair
45   during the chair's absence and generally helps with the organization of the
46   committee. The vice chair is usually elected at the initial organizational meeting of
47   the academic year, when newly tenured members of the committee have the first
48   opportunity to vote. The vice chair then becomes chair of the committee during the
49   following academic year.
50
51   **Committee Procedures**
52
53   **Discussion Procedures**
54   The parliamentary authority for the Personnel Committee in all matters not in
55   conflict with the Faculty Handbook or other applicable department or college policy
56   and procedure statements shall be the most recent edition of *Robert's Rules of*
57   *Order, Newly Revised.* Unless otherwise required by university or college
58   procedure, the Personnel Committee will conduct its business and make its reports
59   or recommendations in accordance with the parliamentary authority identified
60   above.
61
62   **Voting Procedures**
63
64   • **Absentee Votes**
65   Absentee votes are permitted at committee meetings when members are
66   required to be absent and by prior arrangement with the chair of the committee.
67   The Committee chair will accept and count absentee votes on Personnel
68   Committee actions in advance of the meeting at which other committee
69   members cast their votes.
70   • **Proxy Votes**
71   Proxy votes are not permitted.
72
73   **Reporting Procedures**
74   Personnel Committee members vote on and correspondingly report or recommend
75   regarding two categories of business: personnel actions and personnel policies
76   (i.e., procedures and evaluation guidelines).
77
78   • **Reporting on Policy Issues**
79   Routine matters, such as discussions of procedure or other issues that do not
80   • pertain to the evaluation of specific individuals are recorded in the minutes and
81   circulated to members.
82   • **Reporting Personnel Actions**
83   The Personnel Committee provides untenured ranked faculty with an annual
84   written evaluation of progress toward tenure. In addition, the committee
85   provides written evaluations of faculty who apply for tenure and promotion.
86

87	In these matters of annual evaluation of tenure progress, tenure, and promotion,
88	the committee chair produces a letter that reflects the committee members'
89	assessment of that faculty member's performance, and also includes the
90	results of the committee's assessment. A copy of that letter goes both to the
91	individual faculty member and to the Department Head and accompanies all
92	subsequent evaluation letters through the chain of command to the president.
93	
94	The presumption is that a probationary faculty member's appointment will be
95	continued. However, if the faculty member's performance has evidenced
96	problems that warrant non-renewal, the Personnel Committee, in its annual
97	evaluation, can recommend non-renewal. If a first-year faculty member's
98	appointment is not renewed for the second year, that faculty member must be
99	notified by the Provost by March 1 of the first year. Starting with the second year,
100	a faculty member whose appointment is not renewed must be notified by
101	December 1 of the second year and is given the upcoming year as the terminal
102	year. See Faculty Handbook Section 4.6.3. for information on annual
103	performance reviews for probationary faculty.
104	
105	In certain instances, some members of the committee may disagree with the
106	majority's assessment of the individual and may wish to produce a minority
107	report. In that case, a copy of the minority report, signed by the appropriate
108	individuals, is included with the evaluation letter and sent both to the faculty
109	member and to the Department Head. The minority report accompanies the
110	letter through the entire process.
111	

Violations of Personnel Procedures

112	**Violations of Personnel Procedures**
113	A member of the department Personnel Committee may be subject to limitations
114	on voting privileges on all personnel actions before the committee if through a
115	majority vote of the Personnel Committee they have been found to have violated
116	department faculty rights regarding privacy, due process, and a workplace free of
117	sexual harassment.
118	

Amending the Personnel Committee Procedure Manual and Evaluation Guidelines

119	**Amending the Personnel Committee Procedure Manual and Evaluation Guidelines**
120	The Department of Communication, Media, Journalism & Film's tenure and promotion
121	document is a living document that will be responsive to MSU organizational change and
122	the changing needs of our department. This policy allows two paths for the amendment of
123	the policy.
124	

Submitting Items for Committee Consideration

125	**Submitting Items for Committee Consideration**
126	During a called meeting of the departmental Personnel Committee, any member of
127	the committee may submit amendments, changes, or other modifications to the
128	tenure and promotion document. Generally, formal amendments to the tenure and
129	promotion document should be available to Personnel Committee members at

130	least 24 hours before a called meeting. However, this should not be construed to
131	deny suggested changes at any called meeting.
132	
133	A simple majority of Personnel Committee members must be present at the called
134	meeting. In addition, for a motion to amend the tenure and promotion document to
135	pass, a simple majority of Personnel Committee members present at the called
136	meeting is required for passage.
137	
138	**Email Procedures**
139	Any member of the Personnel Committee may submit amendments, changes, or
140	other modifications to the tenure and promotion document by email to all members
141	of the Personnel Committee during the regular school year.
142	
143	For an amendment to pass a simple majority of the members of the Personnel
144	Committee is needed. A simple majority needs to form by email to the Personnel
145	Committee chairperson within 5 working days of the notification of the proposed
146	change.
147	
148	**Notification to Members and Revision of Document**
149	After a change or amendment to the tenure and promotion document has been
150	made, it is the responsibility of the Personnel Committee chair to compile the
151	change, reformat the existing document to accurately reflect those changes and
152	then to share the changed document with the Department of Communication,
153	Media, Journalism & Film faculty. The document should also be transmitted, as
154	needed and required, to the appropriate university administrative units.
155	
156	**Subcommittee Structure**
157	The Personnel Committee operates using an ad hoc committee structure by creating
158	subcommittees as needed to handle specific items. In some instances, the subcommittee
159	will report to the Personnel Committee, which is empowered to take final action {for
160	example, consideration of the Personnel Committee Procedure Manual). In other
161	instances, the subcommittee will submit its recommendations to the Personnel
162	Committee, which will discuss the subcommittee recommendations and submit the
163	committee's recommendations to the ranked faculty and Department Head for final
164	action.
165	
166	**Submitting Items for Committee Subcommittee Consid.eration**
167	The Personnel Committee encourages tenured and non-tenured faculty to submit
168	items to be considered by a subcommittee. Such items should be submitted in
169	writing to the chair of the subcommittee for inclusion on the agenda.
170	
171	**Definition of Terms**
172	The University uses a number of terms that pertain to matters of personnel. Those used
173	most often by the Personnel Committee are described as follows. Please refer to the

174 Faculty Handbook, Glossary and Abbreviations section, for more detailed information
175 about these and other categories.
176

- **Annual Appointment**
177
178 The invitation to a faculty member to teach during the following academic year
179 and to apply for annual appointment during that following year, the procedure by
180 which this is accomplished. It is assumed that tenure-eligible, probationary
181 faculty who receive positive annual evaluations of progress toward tenure, will
182 be reappointed.

- **Probationary Faculty**
183
184 Faculty appointed for a stated term to a tenure-track position with provisions for
185 review and renewal at the end of the appointment term and designed to lead to a
186 tenure decision at the end of the probationary period.

- **Promotion**
187
188 A progression within an appointment series (tenure-track, clinical, research)
189 following fulfillment of criteria and review as specified in departmental
190 promotion documents and the Faculty Handbook.

- **Ranked**
191
192 Faculty holding a tenure-track academic rank of Assistant Professor, Associate
193 Professor, Professor, or Distinguished Professor. Faculty hired as Instructors
194 prior to January 1, 2007, also are ranked faculty.

- **Tenure/Tenured**
195
196 A faculty member who has been granted the status (after a probationary period)
197 that protects him or her from arbitrary dismissal is tenure. Tenure gives the
198 faculty member the contractual right to be reemployed for succeeding
199 academic years until he or she resigns, retires, is dismissed for cause, is
200 separated pursuant to a reduction in force, or is unable to perform the duties of
201 the position or dies, but subject to the terms and conditions of employment that
202 exist in the current Faculty Handbook and in future editions of the Faculty
203 Handbook as amended.

- **Tenure Track**
204
205 Faculty members appointed to positions that lead to tenure upon successful
206 completion of a probationary period.

- **Terminal Year**
207
208 Faculty members who are not granted tenure and faculty members in their
209 second, third, fourth, and fifth years of service who are not reappointed are
210 given the upcoming academic year as the terminal year, or final year of
211 employment at Missouri State University. Faculty members in their second and
212 subsequent years of service are notified by April 30 if the year after {i.e., their
213 third or subsequent year) will be their terminal year. Faculty normally apply for
214 tenure in their sixth year; if not granted, their seventh year is their terminal year.
215 "Terminal" year also refers to the final year of a term appointment.

- **Unranked**
216

217   Faculty in non-tenure-track positions. Faculty hired as Instructors after January
218   1, 2007, are unranked faculty.
219

220 **Policies on Tenure and Promotion**

221

222   **Policy on Tenure**
223   Communication, Media, Journalism & Film faculty members who wish tenure in the
224   department must make an application. The Faculty Handbook states the university
225   guidelines which govern tenure (Section 3.7.), evaluation (Section 4.2.), teaching
226   (Section 4.2.1.), research (Section 4.2.2.), Service (section 4.2.3.) and appeal of
227   tenure decision (Section 4.7.2.). These policies apply to ranked members of the
228   Communication, Media, Journalism & Film faculty.

229

230   **Standards for Tenure**
231   The general criteria described in the Faculty Handbook (Section 3.7.2.) apply to
232   tenure decisions in this department. More specifically, however, the following
233   standards apply to tenure applications in the Department of Communication,
234   Media, Journalism & Film and in the following ranks as stipulated below.

235

236   **Standards for Early Tenure**
237   A faculty member may apply for early Tenure and Promotion upon securing approval
238   from the Department Personnel Committee Chair and the Department Head.
239   According to Faculty Handbook (Section 4.8.5), early tenure is reserved for those
240   rare cases when a faculty member meets departmental service criteria for tenure
241   and demonstrates exceptional achievement in both research and teaching. Simply
242   meeting the departmental requirements necessary for tenure in each category in a
243   shorter period of time is insufficient to justify early tenure; rather, performance
244   significantly exceeds the normal expectations for tenure or promotion. Early tenure
245   is atypical, rare and reserved for those faculty who are extraordinary researchers
246   and teachers.

247

248   Exceptional teaching accomplishments for early tenure and promotion beyond the
249   minimum should demonstrate evidence of sustained excellence in teaching and
250   include some combination of:
251   • Course numerical evaluations that place the faculty member well above the
252   department mean for at least four semesters
253   • Teaching awards at the college or university level
254   • External recognitions of teaching accomplishments from state, regional, or
255   national organizations
256   • A significant contribution to the graduate program
257   • Major curricular initiatives, like successful new program proposals
258

| 259 | Exceptional research accomplishments for early tenure and promotion beyond the |
| 260 | minimum might include: |

261 • Publishing a scholarly monograph with a university press
262 • Publishing additional peer-reviewed articles or book chapters. At least three of
263   the total publications must be sole- or first-authored and at least three of the
264   total must be published in top-quartile journals in a relevant discipline as
265   identified by journal ranking outlets like SCOPUS, Clarivate, or Scimago
266 • Creative work accepted at a top-tier festival or awarding body (e.g., an Emmy, a
267   Sundance Film Festival award, etc.)
268 • Selling a creative work to a major studio, network or distributor
269 • Securing a major grant from a national granting agency (e.g., NEA, NEH,
270   Annenberg Foundation) involving a significant amount of money to fund a
271   scholarly or creative project
272

273 At a minimum, accomplishments in both Teaching and Research must be
274 exemplary. It is incumbent on the candidate to make their case for early tenure.
275 Anyone applying for early tenure who is denied early tenure may reapply for tenure
276 without prejudice.
277

278 **Policy on Promotion**
279 Members of the Communication, Media, Journalism & Film faculty who wish
280 promotion must make an application. The Faculty Handbook provides the university
281 guidelines that govern promotion (Section 4.6.), evaluation (Section 4.2.), teaching
282 (Section 4.2.1.), research (Section 4.2.2.), and service (Section 4.2.3.). These
283 policies apply to applications for promotions for Communication, Media,
284 Journalism & Film faculty.
285

286 Tenured faculty members may request a pre-promotion review one or two years
287 prior to application for promotion. This review is optional. (See Faculty Handbook
288 Section 4.6.4.)
289

290 **Standards for Promotion**
291 The general criteria presented in the Faculty Handbook (Section 4.2.) apply to
292 promotion decisions in this department. More specifically, the following standards
293 apply to applications for promotion in the Department of Communication, Media,
294 Journalism & Film to the following ranks as stipulated below.
295

296 **Definition of ranked faculty positions as they apply to promotion and tenure cases:**
297

298 **Non-Tenure Track Academic Positions (Faculty Handbook Section 3.5.)**
299 Faculty who hold non-tenure track positions are given term appointments that
300 automatically terminate upon the expiration of the specified term. Non-tenure track
301 appointments may be given annual or multi-year contracts as determined by the

302   Department Head with approval of the Dean and the Provost. No notice of non-
303   reappointment is given, and re-employment of the employee after the conclusion of
304   the contractual term is solely within the discretion of the University. Non-tenure
305   track faculty members are not eligible for tenure, educational leave, or sabbatical
306   leave. With the exception of visiting Professors, time spent in a non-tenure track
307   position does not count toward tenure eligibility if the individual later applies for and
308   is appointed to a tenure-track faculty position. Non-tenure track faculty must be
309   qualified by academic or practical experiences appropriate for the responsibilities
310   assigned. A Master's degree or higher is preferred. All non-tenure track academic
311   positions have the same right to academic freedom accorded tenure-track faculty.
312

313 **Instructor (Faculty Handbook Section 3.5.1.)**
314   An Instructor is normally appointed to teach full-time to provide appropriate
315   service, and may participate in research. Contingent upon satisfactory performance
316   reviews, educational needs and continued funding, the Instructor appointment is
317   renewable without constraint of term limits. Instructors shall have earned a
318   terminal degree or possess the degree required for teaching in specific disciplines,
319   have potential or demonstrated teaching ability, and a willingness to serve the
320   academic unit, College, and University. If an Instructor applies for and is appointed
321   to a tenure-track position, the time spent as Instructor at Missouri State University
322   will not count toward the probationary period for tenure and promotion. Instructors
323   on 9-month appointments will receive salary compensation and benefits for 12
324   months.
325

326   **Criteria for promotion to Senior Instructor**
327   Includes (1) demonstrated excellence in teaching and service at Missouri
328   State University for at least five years; (2) evidence of successful student
329   learning outcomes; (3) effective teaching; and (4) leadership in curriculum
330   development, advising, and/or other areas of service. See Appendix A:
331   Criteria for Promotion to Senior Instructor later in this document for specific
332   examples of activities deemed significant and appropriate in these areas by
333   the department.
334

335   **Tenure**
336   Instructors are not tenure eligible.
337

338 **Senior Instructor (Faculty Handbook Section 3.5.2.)**
339   An Instructor who has demonstrated excellence in Teaching and Service at Missouri
340   State University for at least five years (not necessarily consecutive) may be
341   appointed as a Senior Instructor. Senior Instructors are expected to provide
342   leadership in teaching, contribute to course and curriculum development and
343   provide appropriate university service. Senior Instructors may participate in
344   Research. A Senior Instructor shall be appointed to a specific term not to exceed
345   three years and may be reappointed to one or more additional terms, contingent

346 upon satisfactory performance reviews, educational needs and continued funding,
347 the Senior Instructor appointment is renewable without constraint of term limits. A
348 Senior Instructor who is reappointed will be reappointed at that rank. If a Senior
349 Instructor applies for and is appointed to a tenure-track faculty position, the time
350 spent as Senior Instructor at Missouri State University will not count toward the
351 probationary period for tenure and promotion. Senior Instructors on 9-month
352 appointments will receive salary compensation and benefits for 12-months.
353 Instructors applying for promotion to Senior Instructor have the option of using
354 either the most current version of promotion criteria or an earlier version of criteria
355 that has been in effect since their hiring which was in effect within seven years of
356 the application. For instance, a policy in effect in Fall 2017 could be used for a
357 promotion application in Fall 2024.

358
359 **Eligibility for Promotion**
360 Senior Instructors are not eligible for promotion.

361
362 **Tenure**
363 Senior Instructors are not tenure eligible.

364
365 **Assistant Professor (Faculty Handbook Section 3.3.1.)**
366 Assistant Professor is an academic rank of one who has demonstrated
367 achievement or potential in the areas of Teaching, Research, and Service
368 appropriate to the discipline. Assistant Professors normally apply for tenure in their
369 sixth year of probationary status at Missouri State. In addition to meeting years-of-
370 service requirements, the faculty member must have a demonstrated record of
371 continued growth and a substantial cumulative record of teaching effectiveness,
372 significant peer-reviewed research, consistently significant service/leadership and
373 a consistently strong record of professional conduct. It is assumed that a faculty
374 member hired as an assistant professor will concurrently seek tenure and
375 promotion. The applicant's record in teaching, research/creativity, and service will
376 be evaluated by the criteria stipulated under "Criteria Used for Faculty Evaluation:
377 Annual Appointment, Tenure and Promotion."

378
379 **Associate Professor (Faculty Handbook Section 3.3.2.)**
380 Associate Professor is an academic rank of one who has demonstrated a sustained
381 record of achievement and effectiveness in Teaching, Research, and Service
382 appropriate to the discipline. Associate Professors are eligible to apply for
383 promotion during their fifth year of academic service to Missouri State University in
384 the rank of Associate Professor. The applicant's record in teaching, research, and
385 service will be evaluated as per the criteria stipulated under "Criteria Used for
386 Faculty Evaluation: Annual Appointment, Tenure and Promotion."

387
388 Early Promotion to Professor: Associate Professors are eligible to apply for
389 promotion after five years of academic service to Missouri State University in the

390	rank of Associate Professor. Individuals with exceptional records of
391	accomplishments may be apply for early promotion. If early promotion is denied,
392	the individual may apply for promotion to Professor without prejudice.
393	

Professor (Faculty Handbook Section 3.3.3.)

394	**Professor (Faculty Handbook Section 3.3.3.)**
395	Professors are recognized leaders who have a cumulative record of Teaching,
396	Research, and Service appropriate to the discipline. Professors with extraordinary
397	accomplishments may apply for promotion to Distinguished Professor. To be
398	eligible for Distinguished Professor rank an individual must have held Professor
399	rank for a minimum of five years, with at least three years in the rank at Missouri
400	State University; have a record of extraordinary performance in Research with a
401	national or international reputation; and have a sustained record of excellence in
402	both Teaching and Service.
403	
404	**Distinguished Professor (Faculty Handbook Section 3.3.4.)**
405	Distinguished Professor is a rank beyond Professor which recognizes extraordinary
406	accomplishment in Research. The year of appointment to the rank of Distinguished
407	Professor will include an addition to base salary greater than the amount given for
408	promotion to Professor.
409	
410	**COMMITTEE PROCEDURES REGARDING PERSONNEL ACTIONS**
411	
412	**General Guidelines**
413	The following sections describe in detail the major tasks to be undertaken by the Personnel
414	Committee and the procedures that are followed. Additional information about each
415	procedure is available in the Faculty Handbook as identified throughout this document. In
416	all cases, the Personnel Committee makes recommendations to the Department Head but
417	is not the final decision maker. The Personnel Committee's recommendations are
418	forwarded through the channels along with subsequent recommendations from the
419	Department Head, Dean, and the Provost.
420	
421	Throughout the entire process, confidentiality of information must be maintained. Faculty
422	members at every level of decision-making must assume personal responsibility to ensure
423	confidentiality is not violated. (See Faculty Handbook Section 4.6.1.)
424	
425	**Academic Achievement**
426	Like all members of the faculty at Missouri State University, the Communication, Media,
427	Journalism & Film faculty is charged with demonstrating academic achievement in
428	teaching, scholarship/creative activity and service. However, given the nature and mission
429	of the university and this department, demonstrating academic achievement in these
430	areas is differentially significant.
431	
432	**Teaching**

433	Demonstrating competence in teaching is essential. The first mission of the
434	Department of Communication, Media, Journalism & Film is to provide an excellent
435	educational experience for its major and non-major undergraduate and graduate
436	students.
437	
438	**Scholarship/Creative Activity**
439	Scholarship/creative activity is central to teaching excellence. Department faculty
440	are members of a larger intellectual and artistic community. In this respect, their
441	contributions in traditional and creat.ive research are important, and central to
442	performing as genuine teacher/scholars.
443	
444	**Service**
445	Because Communication, Media, Journalism & Film faculty are members of an
446	academic department within a publicly supported state institution, their
447	contributions to the service of university governance, community relations, and the
448	goals of professional associations in the field are also important. Because of the
449	university's emphasis on citizenship, social responsibility, and public involvement,
450	as well as student learning, inclusive excellence, and institutional impact, service
451	activities to the department, college, university, profession, and public
452	communities take on special significance. Because of the overriding educational
453	mission of the department, those service activities which are intertwined with
454	instruction and scholarship are especially valued.
455	
456	**Professionalism**
457	The annual review and progress toward tenure and promotion of faculty members
458	hired on the tenure track will be evaluated on teaching, scholarship/creative
459	activity, and service. The University's general mission is further enhanced through a
460	strong foundation of collegiality, professionalism, and ethical leadership, and by a
461	comprehensive network of support programs. Achieving the goals of the
462	department depends both on the academic competence of its faculty and the
463	professionalism exhibited by its members. Like all faculty members at Missouri
464	State University, the Communication, Media, Journalism & Film faculty is a body of
465	professional colleagues and co-workers. The contributions members of this
466	department make both in maintaining high standards of professional behavior and
467	sustaining working relationships which support the educational, scholarly/artistic
468	and service effectiveness of the department are valued. Professionalism is, after
469	demonstrated academic achievement, an important determinant in annual
470	appointment, tenure, promotion, and pre-tenure review decisions.
471	

472 **Procedures for Annual Reviews for Probationary Faculty**

473

474 **Annual Appointment**
475 Annual appointment is an invitation to teach during the following academic year.
476 According to the Faculty Handbook the department must make an assessment of the

477   faculty member's progress toward tenure annually and each untenured, ranked faculty
478   member must be notified by a specified date of the department's decision not to reappoint
479   him or her. Tenure does not occur de facto. (See Faculty Handbook Section 4.6.1.)
480
481   The Personnel Committee will review every untenured, ranked faculty member for annual
482   evaluation toward tenure; the committee invites each such faculty member to submit
483   information in support of their application.
484
485   **Generic Calendar (Faculty Handbook Section 4.6.3.)**
486   The Personnel Committee's dates for considering faculty members for annual
487   appointment are based on the individual faculty member's current year of appointment
488   and the dates established by the university Provost, as follows:
489   *First Year:* In the first year, to a second, the faculty member must be notified of non-
490   reappointment by March 1.
491
492   *Subsequent Years:* In the second year, the faculty member must be notified by
493   December 15 of non-reappointment to the year following the current year (i.e., to
494   the fourth, fifth, or sixth year).
495
496   For faculty in the third or later year, non-renewal of contracts occurs 12 months
497   before expiration of the appointment.
498
499   Faculty members are instructed to check the yearly Promotion and Tenure Calendar
500   for a complete list of dates and actions at
501   https://www.missouristate.edu/Provost/tenureandpromotion.htm
502
503   **Procedures**
504   The Chair of the Personnel Committee, with the help of the Department Head, determines
505   what the specific deadlines are and notifies each faculty member of both the university
506   deadlines and the Personnel Committee date for deliberation. The committee meets at the
507   appointed time, deliberates, and votes by ballot. A copy of the recommendation, including
508   the names of members voting, is given to the faculty member and to the Department Head.
509   This written recommendation, which is a part of the formal evaluation required for all
510   ranked faculty, is included with all subsequent recommendations regarding the candidate
511   for annual evaluation of progress. The Department Head makes their own
512   recommendation, a copy of which is provided the candidate, and forwards it to the Dean,
513   who makes their own and forwards it to the Provost. The Provost gives their
514   recommendation to the President.
515
516   The faculty member is customarily informed of all recommendations, even if they are in
517   agreement with the previous recommendation. In all cases where a recommendation
518   differs from that of the Personnel Committee, the administrator who differs is required to
519   notify in writing the faculty member, the Personnel Committee, and any affected
520   administrators of the reasons for the disagreement. At each step along the way, the faculty

521 member may submit additional information or challenge a recommendation. If the faculty
522 member chooses to submit additional information, they must so inform the Personnel
523 Committee.
524
525 **Materials Used**
526 Materials used for the annual evaluation of all faculty consist of the Annual Report
527 submitted to the Department Head. In addition, probationary faculty who are tenure
528 eligible but not yet tenured submit a dossier that provides a cumulative record of their
529 accomplishments. Materials used for annual evaluation of progress toward tenure include
530 materials supplied by the faculty member, by the supervisor (if applicable}, and
531 departmental data.
532
533 **What Happens Next**
534 The faculty member has the right to submit additional information on their behalf at any
535 step of the annual appointment process and to challenge recommendations made at any
536 level. A formal appeal of an annual appointment recommendation may be made through
537 the university's grievance process, which is described in the Faculty Handbook Section
538 4.6.6.3.
539
540 The final decision on annual appointment is made by the Board of Governors. The faculty
541 member receives a letter indicating the result of the board's vote, which is binding.
542
543 **Annual Evaluation for Ranked and Unranked Faculty**
544 Policies on Annual Evaluation Guidelines on annual evaluation differ for ranked and
545 unranked faculty members.
546
547 **Ranked Faculty**
548 All untenured, ranked members of this department are evaluated for appointment
549 purposes on an annual basis. Repeated notice of appointment does not assure
550 tenure or promotion; the standards for tenure or promotion differ from those for
551 annual appointment. Conditions of appointment may be established at the time of
552 initial appointment.
553
554 **Unranked Faculty**
555 Members of the department who serve as instructors, visiting professors, and
556 adjunct or per course faculty are given term contracts which automatically
557 conclude after a semester or a year. Instructors may be reappointed upon
558 successful performance. Their work will be reviewed each spring by the Director of
559 the Basic Course or other appropriate faculty members who will make a
560 recommendation for appointment to the Department Head.
561
562 **Policies on Non-Appointment**
563 The policies and conditions associated with the non-appointment of ranked faculty
564 are described in the Faculty Handbook Section 3.10.

Procedures for Annual Progress Toward Tenure & Promotion

This section describes the procedures that apply to annual evaluation of tenure progress, tenure, and promotion in the Department of Communication, Media, Journalism & Film. It also stipulates the standards important to these personnel actions. The criteria used in assessing the achievement of these standards are listed under "Criteria Used for Faculty Evaluation: Annual Appointment, Tenure and Promotion."

Standards for Annual Evaluation of Progress

The minimum university requirements are stipulated in the Faculty Handbook for the ranks of Instructor, Assistant Professor, Associate Professor, and Professor. However, the primary determinant for annual appointment in the Department of Communication, Media, Journalism & Film is demonstrated effectiveness as a teacher. Beyond that, the faculty member should exhibit activity in research, on-going service participation, and conduct becoming a professional, responsible colleague. For annual appointment purposes, evaluation of performance in teaching, research, and service is based on the procedures and criteria stipulated in this document under "Criteria Used for Faculty Evaluation: Annual Appointment, Tenure and Promotion."

Evaluation Toward Tenure

Tenure provides continuing employment for the faculty member, until they resign, retires, or is terminated for cause. Only members of the ranked faculty whose appointments are tenure track are eligible to apply for tenure, which attests that a faculty member has achieved a particular standard of performance in teaching, research, and service which is more demanding than the standard for annual appointment. Since tenure represents a lifetime professional commitment to a faculty member, it is based on a thorough evaluation of that faculty member's work over a period of years.

Generally, a faculty member desiring tenure must apply during the sixth year of service to Missouri State University. The initial letter of appointment specifies the last semester during which the faculty member can apply for tenure. Faculty members who apply during their sixth year but are denied tenure are given a terminal year contract for the following academic year.

A faculty member desiring tenure must have their eligibility certified by the Provost (this process is initiated by the Department Head and Dean), must make formal application for tenure, and must compile a dossier of materials in support of their application.

For details about the tenure procedure, see the Faculty Handbook Section 3.7. For details about the criteria for tenure, see the pertinent section of this manual.

Generic Calendar

609	The Personnel Committee's dates for considering faculty members for tenure are
61O	based on the university-established deadlines.
611	

612	**Procedures**
613	Once the Personnel Committee has established the departmental deadlines, the
614	chair notifies each eligible faculty member of both the university deadlines and the
615	Personnel Committee date for deliberation. The committee meets at the appointed
616	time, deliberates, and votes by ballot. A copy of the recommendation, including the
617	names of members voting, is given to the faculty member and to the Department
618	Head. This written recommendation is forwarded through channels along with all
619	subsequent recommendations. The Department Head makes their
620	recommendation and forwards it to the Dean, who makes their own and forwards it
621	to the Provost. The Provost gives their recommendation to the President. In all
622	cases where a recommendation differs from that of the Personnel Committee, the
623	administrator who differs is required to notify in writing the faculty member, the
624	Personnel Committee, and any affected administrato.rs of the reasons for the
625	disagreement. At each step along the way, the faculty member may submit
626	additional information or challenge a recommendation. If the faculty member
627	chooses to submit additional information, they must so inform the Personnel
628	Committee.
629	

630	**Materials Used**
631	Materials used for tenure include materials supplied by the faculty member and
632	departmental data. Faculty members are required to submit a dossier summarizing
633	their activities in teaching, research, and service, and they should take great care in
634	preparing the dossier. Part of the Personnel Committee's role is to help faculty
635	members submit the best possible dossiers in support of their applications.
636	

637	**What Happens Next**
638	The faculty member has the right to submit additional information on their behalf at
639	any step of the tenure process and to challenge recommendations made at any
640	level. A formal appeal of a tenure recommendation may be made through the
641	university's grievance process, which is described in the Faculty Handbook Section
642	4.6.6.3.
643	
644	The final decision on tenure is made by the Board of Governors. The faculty member
645	receives a letter indicating the result of the board's vote, which is binding.
646	
647	If the faculty member is not tenured, they receive a letter of nonappointment and a
648	terminal year appointment is tendered for the following academic year.
649	

650	**Evaluation Toward Promotion**
651	Promotion, as with tenure, attests that a faculty member has achieved a particular
652	standard of performance in teaching, research, and service.

653

654   A faculty member desiring promotion must have their eligibility certified by the
655   Provost, must make formal application for promotion, and must compile a dossier
656   of materials in support of their application. For details about the promotion
657   procedure, see the Faculty Handbook Section 4.6.5., as well as the pertinent
658   section of this manual for information about the categories and kinds of evidence
659   that may be submitted in support of a promotion application.

660

661 **Generic Calendar**
662 The Personnel Committee's dates for considering faculty members for promotion
663 are the same as those for tenure and are based on the university-established
664 deadlines. Consult the complete updated Promotion and Tenure and Yearly
665 Performance Review Calendar published by the Provost at
666 https://www.missouristate.edu/Provost/tenureandpmrnotion.htm

667

668 **Procedures**
669 Procedures for promotion are nearly identical to tenure procedures. Once the
670 Personnel Committee establishes the departmental deadlines, the chair notifies
671 each eligible faculty member of both the university deadlines and the Personnel
672 Committee date for deliberation. The committee meets at the appointed time,
673 deliberates, and votes by ballot.

674

675 A copy of the recommendation, including the names of members voting, is given to
676 the faculty member and to the Department Head. This written recommendation is
677 included with all subsequent recommendations through all the channels. The
678 Department Head makes their recommendation and forwards it to the Dean, who
679 makes their own and forwards it to the Provost. The Provost gives their
680 recommendation to the President.

681

682 In all cases where a recommendation differs from that of the Personnel Committee,
683 the administrator who differs is required to notify in writing the faculty member, the
684 Personnel Committee, and any affected administrators of the reasons for the
685 disagreement. At each step along the way, the faculty member may submit
686 additional information or challenge a recommendation. If the faculty member
687 chooses to submit additional information, they must so inform the Personnel
688 Committee.

689

690 **Materials Used**
691 Materials used for promotion include materials supplied by the faculty member and
692 departmental data. Faculty members are required to submit a dossier summarizing
693 their activities in teaching, research, and service, and they should take great care in
694 preparing the dossier. Part of the Personnel Committee's role is to help faculty
695 members submit the best possible dossiers in support of their applications.

696

697 **What Happens Next**
698 The faculty member has the right to submit additional information on their behalf at
699 any step of the promotion process and to challenge recommendations made at any
700 level. A formal appeal of a promotion recommendation may be made through the
701 university's grievance process, which is described in Jhe Faculty Handbook Section
702 4.6.6.3.
703
704 The final decision on promotion is made by the Board of Governors. The faculty
705 member receives a letter indicating the result of the board's vote, which is binding.
706 Faculty members who are not promoted may apply in subsequent years.
707
708 **Types of Materials Used in Decision Making**
709 The Personnel Committee will use only material supplied by the faculty member, by that
710 faculty member's supervisor (if applicable), and departmental data in making personnel
711 decisions.
712
713 **Materials Supplied by the Faculty Member for Personnel Decisions**
714 The materials to be supplied by the faculty member are outlined in "Criteria Used
715 for Faculty Evaluation: Annual Appointment, Tenure and Promotion" below.
716 The faculty member is urged to prepare their materials with care, so that the
717 strongest possible case may be presented. The faculty member's mentor, members
718 of the Personnel Committee, and members of the Faculty Orientation and Materials
719 Preparation Committee are ready to help the faculty member prepare convincing
720 materials.
721
722 **Departmental Data**
723 Certain data about the faculty member are considered departmental data that
724 belong to the department and are readily available to the Personnel Committee for
725 the purpose of making evaluation decisions. There are three categories of
726 departmental data: 1) student evaluations, including numeric student evaluation of
727 teaching summaries and the handwritten comments of students on the student
728 evaluation of teaching, 2) results of departmental peer reviews, and 3) any
729 conditions or contingencies of employment that are relevant to personnel decisions
730 (such as deadline dates by which a dissertation must be completed, and so forth).
731
732 No other data are automatically available for Personnel Committee perusal. If other
733 information is needed by the committee (such as transcripts), it may be obtained in
734 one of two ways: **1)** it may be released by the faculty member for use in the
735 particular personnel decision being made, or 2) the Personnel Committee Chair
736 may request it of the Department Head after the committee has voted to request it.
737 Certain information may be confidential and the Department Head may not have
738 authority to release it; if so, the Personnel Committee is bound by any such
739 additional restrictions.
740

741	**External Review**
742	For all ranked faculty applying for tenure and/or promotion, it is expected that a
743	sufficient number of external peer reviews of the applicant's scholarship/creative
744	materials are included in the applicant's dossier. Generally, "sufficient" means
745	three external reviews. However, an application for tenure and/or promotion should
746	not be delayed in the case that three reviews are not possible or present at the
747	deadline for delivery. See Appendix C: Guidelines for External Review.
748	
749	**Information Supplied by the Supervisor**
750	The faculty member may have a departmental supervisor, other than the
751	Department Head, who has responsibility for evaluating their performance. For
752	example, the assistant forensics director is supervised by the forensics director,
753	and many instructors are supervised by the basic course director. Generally, this is
754	relevant to annual appointment decisions. The faculty supervisors are generally
755	asked to make oral reports to the Personnel Committee, although they may also be
756	asked to submit written evaluations as well.
757	
758	**Help Available to the Applicant**
759	Assistance is available to the applicant throughout the application process. First, the
760	Personnel Committee Chair and/or the Department Head notify the faculty of the deadline
761	dates for applying and submitting materials. All members of the Personnel Committee are
762	available to help both explain the process and advise individual applicants about
763	materials.
764	
765	Applicants are urged to let the Department Head and the Personnel Committee Chair
766	know as early as possible that they plan to apply for tenure and/or promotion, so that the
767	help needed may be provided in timely fashion.
768	
769	Probationary faculty are encouraged to regularly consult with members of the Personnel
770	Committee about the content and presentation of the dossier. Generally, dossiers for
771	faculty applying for tenure and/or promotion must be submitted to the Department Head
772	and Personnel Committee by October 1 (the exact dates are announced the previous
773	spring semester). It is strongly recommended that applicants for tenure and/or promotion
774	submit their dossiers no later than September 1 for initial review and feedback by
775	members of the Personnel Committee. It is expected, of course, that applicants use that
776	feedback to improve their dossiers prior to submitting them to the Department Head and
777	full Personnel Committee.
778	
779	**CRITERIA USED FOR FACULTY EVALUATION:**
780	**ANNUAL APPOINTMENT, TENURE, AND PROMOTION**
781	
782	This section reports the procedures and criteria used for assessing academic achievement
783	(in teaching, scholarship/creativity, service) in annual evaluation of tenure progress,
784	tenure, and promotion.

785
786   **Procedures**
787   Decision-making and recommendations regarding annual evaluation of tenure progress
788   and applications for tenure or promotion shall be consistent with the procedures
789   stipulated in the Faculty Handbook Section 4.6.2. The procedures used to appeal
790   evaluation recommendations are also described by the Faculty Handbook Section 4.7.2.
791   Further, the committee personnel include the guidelines below for interpreting yearly
792   evaluations from the committee.
793
794   **Evaluation Process for Tenure and Promotion**
795   A yearly evaluation of a faculty member for tenure/promotion is informed by the collection
796   of reviews in teaching, research, and service beginning with the first year. Each year of
797   improvement or decline should be noted and explained as satisfactory progress,
798   questionable progress, or unsatisfactory progress. These evaluations are indicators to the
799   faculty member of how they are doing at the time of review and are evaluated within the
800   context of that particular year. A questionable or unsatisfactory rating in one year or one
801   area must be followed with specific suggestions for improvement based on criteria stated
802   RTP guidelines for each area. Those suggestions will also be evaluated in the following
803   review.
804
805   **Scoring Process for Tenure and Promotion**
806   It is not necessary to earn a satisfactory rating in all three areas in order to receive a
807   recommendation for reappointment. However, it is anticipated that the faculty member's
808   collective of reviews should progress towards a favorable summative review at the time of
809   tenure/promotion application. In sum, faculty members will receive guidance for
81O   improvement in one, two, or three areas as the form indicates. Improvement in these areas
811   should be evaluated in the following year. At the point when promotion or tenure is
812   considered (in the year negotiated by contract upon hire), the cumulative evaluation
813   judgment must be made with the previous years in context to gauge improvement, change,
814   and success in each case.
815
816   **Summative Evaluation for Tenure and Promotion**
817   One negative review will not negate the possibility of tenure/promotion at the time of
818   review. Furthermore, the review of the candidate for promotion/tenure must be considered
819   in whole and not in part. While unsatisfactory or questionable marks might draw attention,
820   if they have been rectified or remedied as per the instruction given, they should not negate
821   the possibility of tenure or tenure with promotion or promotion.
822
823   **Criteria**
824   To ensure equitable and consistent decision-making in annual appointment, tenure, and
825   promotion cases, the criteria listed below will serve as indicators of achieving the
826   standards for annual faculty reviews and progress toward tenure and promotion reports
827   stipulated in the Faculty Handbook. These indicators may be used by applicants to
828   establish evidence of effectiveness in teaching, scholarship/creative activity, and service.

829 Instructors seeking advancement to the rank of Senior Instructor should see specific
830 criteria outlined in Appendix A: Criteria for Promotion to Senior Instructor.
831

832 **TEACHING**
833 The evaluation of teaching is presumed to be instrumental in sustaining quality
834 instruction. The University administers student course/teacher evaluations for each
835 course/section the faculty member teaches. The results of these evaluations,
836 including the written comments of students, will be employed as evidence of
837 teaching effectiveness. According to the Faculty Handbook Section 4.2.1.2.5
838 student evaluations "should account for no more than 50% of the total evaluation of
839 teaching effectiveness." Rather, student evaluations shall be used in combination
840 with items submitted, such as course materials, peer review of teaching, developed
841 curriculum materials, outcome measures of effectiveness, student learning
842 outcomes, and/or contributions to the department. It is the responsibility of the
843 applicant to make the best case possible to demonstrate excellence in teaching
844 effectiveness.
845

846 **Evidence of Effectiveness in Teaching**
847

848 **Required measures**
849 1. The results of student course/teacher evaluations, including representative
850   written comments of students, may be employed as evidence of teaching
851   effectiveness. Quantitative results should be contextualized by including the
852   department mean of means for each semester. Please include narrative
853   explanations of outlier data.
854 2. A minimum of two peer evaluations of teaching, one of which must be
855   departmental. Evaluations should be solicited from the rank at or above the
856   candidate. Candidates are also encouraged to include evaluations that reflect
857   the scope of their time at a particular rank.
858 3. A minimum of two sample syllabi.
859 4. A minimum of two completed student assignments with instructor feedback.
860

861 **In addition, candidate must provide documentation to support their case from**
862 **multiple items below. Examples include (in alphabetical order):**
863

864 *Advisement activities* - Descriptions of student advisement activities, of special
865 ,.departmental assignments related to student advis.ement, of special services to
866 advisees (petitions, letters of support, etc.), and of contributions toward improved
867 advisement.
868

869 *Awards* - Recognition of teaching effectiveness through awards at the
870 departmental, college, university, or disciplinary level, or other forms of
871 professional recognition.
872

873	*Course and curricula development, innovation, and contributions* - Evidence of
874		new-course development, instructional innovations (e.g., universal design),
875		contributions to curricula or program enhancements.
876		

873   *Course and curricula development, innovation, and contributions* - Evidence of
874   new-course development, instructional innovations (e.g., universal design),
875   contributions to curricula or program enhancements.
876

877   *Graduate student supervision* - Oversight of graduate assistants and teaching
878   assistants.
879

880   *Invited lectures*- Guest lectures in courses other than assigned departmental
881   courses, or in courses offered through other departments.
882

883   *Produced teaching resources* -Workbooks, anthologies, and other teaching
884   resources produced for use in courses taught by the department or in the discipline.
885

886   *Professional development related to* pedagogy-Participation in conferences,
887   workshops, etc. that directly enhance teaching.
888

889   *Student learning outcomes* - Evidence of achieved student learning outcomes
890   supported by data collected in the course.
891

892   *Superior student work*- Evidence of effective indirect instruction resulting in
893   superior student work, including supervising student organizations or student
894   media, supervising student productions, directing theses and seminar papers,
895   serving on thesis committees, and directing independent study projects. This also
896   includes as awards won by students for work accomplished in a class you taught.
897

898   *Unsolicited letters* - Unsolicited letters from former students, colleagues in the
899   department, in other university departments, from colleagues at other universities,
900   and other professional associates able to comment objectively on teaching
901   effectiveness.
902

903   *Additional evidence of meritorious* teaching-Additional teaching activities not
904   included in this list may also be considered as effective teaching. When included, it
905   is incumbent on the applicant to make the best case for how their work should be
906   assessed.
907

908   **RESEARCH**
909   Faculty in the Department of Communication, Media, Journalism & Film are
910   expected to engage in on-going scholarship relevant to their primary teaching
911   responsibilities. In addition, they may pursue other types of research and/or
912   creative activity. A publication or production count alone will not guide performance
913   evaluation; the quality, complexity, and the degree of collaboration involved in
914   combinations of the following shall also serve as indicators of effective scholarship
915   or creative activity.
916

917 Research in the Department of Communication, Media, Journalism & Film is
918 defined as consistent with the Faculty Handbook, Section 4.2.2.1. The process of
919 Research is understood as the production and formal communication of original
920 creative, scholarly work, and, while the definitions of "scholarly" and "creative"
921 may differ across academic disciplines, the process is understood to support the
922 university's general mission in all three fundamental areas of faculty responsibility:
923 Teaching, Research, and Service. Research both advances knowledge in a
924 particular specialized academic field and encourages individual faculty
925 development; it enhances the quality of education students receive. It also helps
926 fulfill the university's Service obligation by contributing to the public welfare.

Modes of Research

The Department of Communication, Media, Journalism & Film recognizes and values scholarship and creative work that reflects a wide array of aims and purposes. In that spirit, we acknowledge the Boyer model of scholarship, which delineates among (1) the scholarship of discovery; (2) the scholarship of integration; (3) the scholarship of application; and (4) the scholarship of teaching and learning. Faculty are encouraged to pursue scholarship that fulfills any of these aims and in any proportion, though they are encouraged to be explicit and reflective about how their individual scholarly works fit into one of these categories.

Specific modes of Research include:
- Discovery: gaining knowledge of or ascertaining the existence of something previously unknown or unrecognized;
- Application: using established knowledge to solve significant problems;
- Synthesis: bringing knowledge together from disparate sources to produce a whole work that is greater than the sum of its parts;
- Criticism: using established values {aesthetic, logical, ethical) to evaluate quality of artifacts {e.g., art, legal decisions, news media);
- Creation: production of unique forms of expression, generation of new interpretations, theory-building, model-building, and performance.

These modes of Research should be considered of equal weight and importance in the faculty evaluation process.

General measures
It is incumbent upon the candidate to make"the case for their research in relationship to:
1. **Quality of research outlets.** This may be based on selectivity {e.g., acceptance rates for festivals or journals), scope {international/national/regional/local), or other definitions of prestige as justified by the candidate.

2. **Peer-review.** Research that is peer- or editorially-reviewed or adjudicated is defined as research that is subject to evaluation by professionals in the field appropriate to the type of research. Examples of this include, but are not limited to, a) reviewers assigned to evaluate a journal article submission, b) festival judges, c) executives who choose to option or purchase a work. Peer-reviewed research carries more importance than research that is not peer-reviewed. It is the applicant's responsibility to provide evidence that any publications, whether in traditional journal format or in electronic journal format, or creative works have been refereed. Works published in non-refereed publications will not count as much as works published in refereed or reviewed publications. Unreviewed creative works will not count as much as creative work that has been reviewed or professionally assessed via competitions, broadcast on air, won juried awards, etc.

3. **A programmatic focus.** While faculty may choose to pursue any type of research, it is expected that their ongoing, cumulative body of work demonstrates expertise in a particular area of focus. Evidence of a cumulative record of scholarship/creative activity may be provided by {but is not limited to) research in progress, manuscripts, bibliographies, data collection, media scripts, contracted studies, or presentations at faculty colloquia. Demonstrating dedicated, on-going scholarly and/or creative activity may, in some instances, be as important as reporting only a few tangible examples of published or refereed works.

Evidence of Effectiveness in Research

The following sections outline with more specificity the tangible products of successful research programs. Research is divided by creative work and traditional scholarship, and both contain primary research and secondary research. In some cases, faculty may find it appropriate to build their research outcomes from some combination of creative and traditional scholarship.

Creative Research

In order for traditional scholarship to be acceptable evidence in support of promotion and tenure, that scholarship must be disseminated and evaluated by experts in the field. The same is true of creative work in film, video and screenwriting.

Primary

Primary research for faculty in media production, dramatic writing, or other creative work will be expected to demonstrate success in juried and/or refereed international/national, regional and local film/media festivals, academic conferences and competitions, and/or professional industry work. Examples include (in alphabetical order):

Distribution - Professional distribution on a creative work. Some distributors are highly selective, and the inclusion of a faculty member's work within their inventories can be considered an indication of quality. However, most film and video distributors are commercial, and the exclusion of a faculty member's work from such distribution is not necessarily an indication that it has little or no artistic or social value. It must be remembered that faculty works must compete for distribution with works produced by individuals whose careers are exclusively dedicated to creative film and video production. It is incumbent upon the candidate to make the case for significance of the distribution outlet.

Grants- Being awarded substantial external, competitively selected grants. This includes selection for competitive writing residencies, writing fellowships, and/or screenwriting awards or grants. Media production is inherently expensive. It is not infrequent for a faculty member to be involved in seeking support for creative work. This can be a time-consuming process, which requires clear written articulation of creative goals and methods. Credit should be given in the promotion and tenure process for the seeking of grants as well as for any grants received.

Notable primary achievement in festivals and academic conferences- Mid-to-top tier festival or academic conference placement, award recognition, acceptance, or public screening for a primary contribution in a creative work (writer, director, producer, cinematographer, editor, audiographer).

The quality of a film or video work may be partially indicated by any festival awards or prizes that have been bestowed upon it. Festival awards and prizes are evidence of a positive competitive judgment about the quality of the work. In evaluating the importance of a festival award or prize, it is important to consider the current reputation of a festival at which it was received. Some academic associations schedule screenings based on a preconvention evaluation of submitted works. Selection for screening can be considered an indicator of quality, provided the current reputation and procedures of the association are known.

It is appropriate to give varying levels of credit for varying levels of responsibility. In cases of shared responsibility, it is best to rely on experts in the field to determine the relative importance of each individual's contribution.

Optioning- Optioning a creative work (e.g., feature film, short film, TV project, documentary, audio project, publisher) to an established buyer or production company. Optioning or actual production of scripts by reputable production companies, studio, network, streamer, or financier; optioning indicates sufficient merit in a script to warrant a commitment.

Production - Having a creative work go into production with reputable production company, studio, network, or streamer.

1046
1047   *Publishing*- Publishing a creative work (e.g., novel, short story, graphic novel), or
1048   publication of scripts in whole or in part. Publication possibilities might include the
1049   following: Selection for existing or future print publications, selection for media
1050   publications of professional organizations, and reputable Internet publications.
1051
1052   *Selling*- Selling a creative work (e.g., feature film, short film, TV project,
1053   documentary, audio project, publisher) to a reputable production company, studio,
1054   network, streamer, or financier.
1055
1056   *Staging a play at a professional theater*- Selective or competitive inclusion of *a*
1057   theatrical work.
1058
1059   *Additional Evidence of Meritorious* Research-Additionalforms of research not
1060   included in this list may also be considered as "primary." When included, it is
1061   incumbent on the applicant to make the best case for how their work should be
1062   assessed.
1063
1064   **Supporting**
1065   Supporting research for faculty in media production, dramatic writing, or other
1066   creative work includes other forms of creative work and non-traditional outlets of
1067   dissemination that are valued and can contribute to a record of primary research
1068   that is judged minimally sufficient. Examples include (in alphabetical order):
1069
1070   *Grants*- Being awarded an internal, competitively selected grants. Internal grants
1071   are less competitive than external grants for creative work, so this should include
1072   only grants received.
1073
1074   *Notable lead, supporting achievement in festivals and academic conferences*- Mid-
1075   to-top tier festival or academic conference placement, award recognition,
1076   acceptance, or public screening for supporting contribution (e.g., gaffer, first
1077   assistant director, line producer etc.) or supporting writing role. It is appropriate to
1078   give varying levels of credit for varying levels of responsibility. In cases of shared
1079   responsibility, it is best to rely on experts in the field to determine the relative
1080   importance of each individual's contribution.
1081
1082   *Peer review of creative work*- This includes distribution of creative projects to peer
1083   professors at other universities for reading/screening and evaluation, to
1084   professional organizations that include evaluation sessions and/or partial or
1085   complete projects among their activities, and distribution of projects to
1086   organizations for possible production.
1087
1088   *Pitching*- Pitch meetings for a creative project to a reputable source (e.g.,
1089   production company, studio, network, streamer, financier, or actor).

1090

1091   *Public dissemination or invited screenings* - Public showings of a film or video work
1092   to informed audiences should be considered dissemination of the work. This also
1093   includes readings by local and regional groups, provided selection of material is
1094   based on a jury or panel decision rather than mere proximity to the writer.
1095   Sometimes museums, media arts centers, and universities schedule invited
1096   presentations, often including oral presentations by the filmmakers or
1097   videomakers. The prestige of such invitational showings varies, of course,
1098   depending upon the importance of the institution and the rigor of the selection
1099   process. Further, when a faculty member's creative work is presented at a
1100   university, a festival, or an association conference, it is usual for the faculty
1101   member to introduce the work and to respond to any subsequent questions,
1102   comments, and criticisms. Although such a presentation is difficult to document, it
1103   should be considered the equivalent of the presentation of scholarly papers for peer
1104   critique in academic settings.

1105

1106   *Published reviews* - Positive reviews for produced work. Meaningful reviews of
1107   faculty creative work appear in scholarly and professional publications, library
1108   media publications, or popular press (e.g., newspapers, magazines). In evaluating
1109   such reviews, the status of the reviewer and the reputation of the periodical are
1110   important.

1111

1112   *Securing attachments* - Getting a meaningful attachment to a creative project (i.e.,
1113   an agreement by a reputable producer, director, prominent actor, etc. to participate
1114   in the creative work)

1115

1116   *Shopping* agreement-Securing a shopping agreement with a reputable production
1117   company, producer, actor, etc.

1118

1119   *Sustained dissemination of work*- Repeated airings of a creative project on film or
1120   television, or repeated stagings of plays. In most circumstances each showing of a
1121   work makes the production available to a new, previously inaccessible audience.

1122

1123   *Additional evidence of meritorious* research-Additional forms of research not
1124   included in this list may also be considered as "supporting." When included, it is
1125   incumbent on the applicant to make the best case for how their work should be
1126   assessed.

1127

1128   **Scholarly Research**

1129

1130   **Primary**
1131   Primary research for faculty conducting traditional, academic scholarship
1132   demonstrates a publication record in peer-reviewed, international/national,
1133   regional and local outlets. Examples include (in alphabetical order):

1134

1135 *Academic* books-Academic books written and published with a selective and
1136 reputable press. Acting as editor of an academic book in a reputable outlet may
1137 also count in this category. In some cases, academic books may count as multiple
1138 publications. In such cases it is always incumbent on the applicant to make the
1139 best case for how their work should be counted.

1140

1141 *Academic book chapters*- Contributed chapters of original scholarship to an
1142 academic book published with a selective and reputable press.

1143

1144 *First edition textbooks* - First edition of textbooks published with a selective and
1145 reputable press.

1146

1147 *Grants* -Substantial external, competitively selected grants. It is incumbent on the
1148 applicant to make the best case for the substantiality of their work.

1149

1150 *Invited publications* - Invited publications in either journals or edited academic
1151 books. In such cases it is incumbent upon the applicant to make the case that such
1152 scholarship is appropriate, relevant, and of sufficient quality to contribute to the
1153 record.

1154

1155 *Journal publications* -Journal publications may be in any combination of state
1156 regional, national and international journals that are appropriate for the subject
1157 matter in question.

1158

1159 *Additional evidence of meritorious* research-Additionalforms of research not
1160 included in this list may also be considered as "primary." When included, it is
1161 incumbent on the applicant to make the best case for how their work should be
1162 assessed.

1163

1164 **Supporting**
1165 Although traditional forms of discipline specific scholarship are sufficient, other
1166 forms of scholarship and non-traditional outlets of publication are valued and can
1167 contribute to a record that is judged minimally sufficient. Examples include (in
1168 alphabetical order):

1169

1170 *Conference papers* - Competitively selected papers presented at state, regional,
1171 and national and international academic conferences.

1172

1173 *Critical reviews* - Published critical reviews of scholarly projects (e.g., scholarly
1174 book reviews, reviews of academic essays, performances, etc.).

1175

1176 *Encyclopedia entries* - Editorially selected encyclopedia entries published in
1177 academic encyclopedias (e.g., The Encyclopedia of International Communication).

Literature reviews or position papers - Published literature reviews or position papers in academic journals.

Subsequent editions of textbooks -Subsequent editions of textbooks published with a selective and reputable press.

Technical reports- Technical reports that are reviewed and accepted by representatives of a particular organization (profit or non-profit).

Additional Evidence of Meritorious Research-Additional forms of research not included in this list may also be considered as "supporting." It is incumbent on the applicant to make the best case for how their work should be assessed.

Minimum Requirements

Because of the nature of creative work, it is incumbent on candidates engaged in creative research to make the case for the quality and scope of their work rather than adhere to a specific minimum number of projects. Candidates should demonstrate a consistent, ongoing program of research.

Faculty who conduct traditional academic scholarship should have a minimum of five peer-reviewed publications (e.g., journal articles, book chapters). At least two should be first- or sole-authored.

It is incumbent upon candidates who wish to combine scholarly and creative research to make a case for satisfying these requirements.

Engaged Public Research

Public Research supports the University's Public Affairs mission, which has three pillars: ethical leadership, cultural competence and community engagement. It is Research integral to a faculty member's academic discipline. It encompasses different forms of constructing knowledge about, for, and with diverse publics and communities. Through a coherent, purposeful sequence of activities, it contributes to the public good and yields outcomes of public and intellectual value.

Engaged Public Research includes Research focused on diversity, equity, and inclusion, civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects that advance Engaged Public Research are not always subject to critical academic peer review but should include input from a rigorous review conducted by involved community partners who collaborated with the public scholar. This input must assess the significance of the project, the quality of the relationship, and the impact on public good.

1222

1223 Please consult with the personnel committee chair regarding what evidence to
1224 provide for engaged public scholarship.

1225

1226 **Service**
1227 The service activities of department members may take many forms, ranging from
1228 holding positions of leadership in professional associations to participating in
1229 professional associations to participating in university governance to providing
1230 student services to advising/consulting institutions or agencies at the international,
1231 national, state, regional, or local level. It is also understood that while some service
1232 activities represent instances of genuine leadership, others produce significant
1233 results through joint effort; some require extensive investments of discretionary
1234 time while others are compensated by release from teaching or other duties. It is
1235 the responsibility of the applicant to make the best case possible to demonstrate
1236 excellence in service. In doing so the applicant must show strong service in multiple
1237 categories below (in alphabetical order):

1238

1239 *Adjudicating media or forensic competitions* - Serving as an adjudicator or organizer
1240 at media or forensic competition.

1241

1242 *Association roles*- Holding office or performing functions (editor, manuscript
1243 referee, pre-publication reviewer, panel critic, etc.) on behalf of international,
1244 national, or regional associations and professional organizations.

1245

1246 *Chairing faculty committees* - Chairing faculty committees at the university,
1247 college, or departmental level.

1248

1249 *Conference/colloquia organizing*- Organizing state or regional professional or
1250 research conferences, local or departmental colloquia.

1251

1252 *Editorial and reviewer activity*- Critiquing book proposals or articles or serving on
1253 the editorial board for academic journals for which you have volunteered your
1254 services.

1255

1256 *Outside consulting-Serving* as a consultant to business, not-for-profit
1257 organizations, or other universities.

1258

1259 *Providing departmental administrative services* - Providing administrative services
1260 to the department as Director of Basic Courses, Director of Internships, Director of
1261 Graduate Studies, Director of Forensics, Director of the Center for Dispute
1262 Resolution, Director of Electronic Arts, Assistant Basic Course Director, Assistant
1263 Director of Forensics, or Assistant Department Head.

1264

1265   *Professional service to outside groups* - Delivering invited lectures, conducting
1266   developmental workshops, or providing other professional services to business,
1267   institutions, associations, or not-for-profit organizations.
1268
1269   *Serving on* committees-Serving as an active, productive member of university,
1270   college, or departmental committees.
1271
1272   *Additional evidence of meritorious service* -Additional service activities not
1273   included in this list may also be considered as service. When included, it is
1274   incumbent on the applicant to make the best case for how their work should be
1275   assessed.
1276
1277

Appendix A- Criteria for promotion to senior instructor

The following represent the Department of Communication, Media, Journalism & Film's standards for promotion to Senior Instructor. The Faculty Handbook provides a basic description of this rank. The expectation for promotion at this rank is typically based on a 12-hour teaching load or equivalent per semester and requires at least five years' full-time teaching experience.

There are three criteria by which candidates will be evaluated: 1) Evidence of successful student learning outcomes; 2) Evidence of the use of effective teaching modalities; and 3) Evidence of leadership in curriculum development, advising, or other appropriate university service. Candidates should provide evidence of excellence in each category, but candidates do not need to provide evidence for each example listed within. The following demonstrates possible options an instructor can use to prove excellence in the three categories for evaluation.

A.) Evidence of successful student learning outcomes includes the abilities, knowledge, values and attitudes students who complete a course or graduate from a program are expected to have. Evidence of successful learning outcomes requires articulation of what these expectations are as well as measurement of the extent to which expectations are met.

Required
A minimum of three different course assignments including assessment criteria or rubrics and the feedback provided to the students.
- Provide a minimum of two student examples for each assignment with instructor feedback
- Demonstrate course objectives by providing copies of all course syllabi.

Evidence of successful student learning outcomes may also include:
- Pre-and post-evaluations (if available) of student learning to demonstrate an increase in knowledge and skills taught in a specific content area
- Student awards (department, college, university, etc.) with the assistance of the faculty member
- Other evidence of student success may be included and explained.

B.) Evidence of the use of effective teaching modalities includes the ability to adapt teaching methods to the needs of students; incorporating feedback into teaching methods; using instructional tools and technologies appropriately; addressing multiple learning styles; incorporating cognitive, behavioral and affective learning goals; and incorporating the public affairs mission.

1321	<u>Required</u>
1322	There are many ways to display evidence of teaching effectiveness. We encourage
1323	reflective practice of teaching; thus student, peer, and self-evaluation are
1324	expected.
1325	
1326	Student evaluations
1327	• Student teaching evaluations which demonstrate excellence in teaching,
1328	generally defined as ones mean scores as being at or above the departmental
1329	means (or those for all online courses).
1330	• A summary of all available student evaluations, semester by semester, for each
1331	semester taught over the prior five or more academic years, indicating sustained
1332	excellence in teaching. This includes summaries of the numerical and narrative
1333	student evaluations. (Candidates will provide all available student evaluations
1334	upon request during the application process.)
1335	• Analysis of evaluation data is required for outliers
1336	
1337	Peer evaluations
1338	• Peer evaluations of teaching from at least two members of the Department of
1339	Communication, Media, Journalism & Film faculty. Peer/colleague evaluation is
1340	based on class observation and changes noted in teaching and learning based on
1341	that feedback. Self-reflection to include discussion of all the data points and how
1342	adjustments have been made to courses and practice.
1343	
1344	Other evidence can include items from the list below:
1345	• Development of new materials or significant innovation used in course delivery
1346	• The incorporation of service learning or practical projects into courses
1347	• Descriptions and examples of effective instructional technologies used to
1348	present concepts and to facilitate class organization, activities, and discussions
1349	• Evidence of successful grant proposals and funding to enhance teaching
1350	• Participation in the development and offering of Education Abroad programs
1351	• Evidence of involvement with and effectiveness in interdisciplinary courses or
1352	approaches to teaching
1353	• Successful implementation of teaching techniques from a variety of sources and
1354	development opportunities.
1355	• Presentation(s) at a formal faculty teaching development opportunity (e.g., ADC
1356	workshop, Showcase on Teaching, external conference related to teaching)
1357	• Evidence of consistent participation and involvement in student development or
1358	recruitment events
1359	• Receiving teaching awards or honors (on the local
1360	(department/college/university), regional or national level)
1361	• Invitations to teach to external audiences based on reputation or professional
1362	expertise

1363	• Evidence of effective training and supervision of teaching and graduate
1364	assistants over the course of the evalu.ation period
1365	
1366	C.) Evidence of leadership in curriculum development, advising or other appropriate
1367	university service includes the willingness and ability to make significant
1368	contributions to one's courses and to the department, college, university and
1369	community.

Evidence can include:
- Development of a new course
- Evidence of commitment to official department academic advising duties, including lists of advisees
- Effective management or coordination of programs within the department
- Service to the university in the form of consistent, active participation in departmental, Reynolds College of Arts, Social Sciences, & Humanities, and university committees
- Evidence of effective advising to student organizations
- Evidence of organizing events, conferences, or other activities that contributes to the Missouri State University community
- • Participation in community service related to the mission of the university or teaching duties
- Serving as a mentor to a graduate assistant
- Engagement in professional activities at national, regional, and/or state levels {e.g., NGA, review papers for conferences or serve on association committees)
- Holding an office or participate in active service to a professional committee in national, regional, or state organization in the area of expertise
- Receipt of awards or honors based on service to a community or professional organization in an area of professional expertise

Note: Although not required, publication or conference presentation may strengthen a candidate's application if it is relevant to the instructor's teaching duties within the department. Instructors are not expected to do research, as they are expected to be excellent teachers and provide excellent service. However, it is possible that some instructors choose to engage in research activities, and these activities can serve as evidence for promotion to Senior Instructor. Consult with a member of the Personnel Committee for strategies to include research activity in the dossier and refer to the Reynolds College of Arts, Social Sciences & Humanities Promotion Guidelines for Senior Instructors for detailed instructions on providing such evidence.

Appendix B- Matrices to be used for tenure and promotion dossier

Matrix, Tenure & Promotion to Senior Instructor Application
Department of Communication, Media, Journalism & Film
Personnel Committee Procedure Manual and Evaluation Guidelines (Revised February 2025)

Candidates should provide evidence of excellence in each category, but candidates do not need to provide evidence for each example listed within. The following demonstrates possible options an instructor can use to provide evidence of excellence in the three categories of evaluation.

Evidence of successful student learning outcomes
The applicant must show strong teaching in multiple categories below.

Criteria for Promotion	Accomplishments	Artifacts
REQUIRED: A minimum of three different course assignments with assessment criteria or rubrics		
REQUIRED: Provide a minimum of two student examples for each assignment with instructor feedback		
REQUIRED: Demonstrate course objectives by providing copies of all course syllabi		
In addition, candidates must provide documentation to support your case from the list below		
Pre-and post-evaluations (if available) of student learning to demonstrate an increase in knowledge and skills taught in a specific content area		
Student awards (department, college, university, etc.) with the assistance of the faculty member		
Other evidence of student success may be included and explained.		

Evidence of the use of effective teaching modalities

The applicant must demonstrate effectiveness in multiple categories below.

Criteria for Promotion	Accomplishments	Artifacts
REQUIRED: Student teaching evaluations which demonstrate excellence in teaching, generally defined as ones mean scores being at or above the departmental means (or those for all online courses).		
REQUIRED: A summary of all available student evaluations, semester by semester, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching.		
REQUIRED: Peer evaluations of teaching from at least two members of the Department of Communication, Media, Journalism & Film faculty, including reflection on feedback provided.		
REQUIRED: Analysis of evaluation data is required for outliers.		
Evidence can be demonstrated using examples from below:		
Development of new materials or significant innovation used in course delivery		
The incorporation of service learning or practical projects into courses		
Descriptions and examples of effective instructional technologies used to present concepts and to facilitate class organization, activities, and discussions		
Evidence of successful grant proposals and funding to enhance teaching		
Participation in Education Abroad programs		
Evidence of involvement with and effectiveness in interdisciplinary courses or approaches to teaching		

Successful implementation of teaching techniques from a variety of sources and development opportunities.		
Presentation(s) at a formal faculty teaching development opportunity (e.g., ADC workshop, Showcase on Teaching, external conference related to teaching)		
Evidence of consistent participation and involvement in student development or recruitment events		
Receiving teaching awards or honors (on the local {department/college/university), regional or national level)		
Invitations to teach to external audiences based on reputation or professional expertise		
Evidence of effective training and supervision of teaching and graduate assistants over the course of the evaluation period		

Evidence of leadership in curriculum development, advising or other appropriate university service
This includes the willingness and ability to make significant contributions to one's courses and to the department, college, university and community. The applicant must demonstrate effectiveness in multiple categories below.

Criteria for Promotion	Accomplishments	Artifacts
Development of a new course		
Evidence of commitment to official department academic advising duties, including lists of advisees, Master Advisor status for each year, accomplishments		
Effective management or coordination of programs within the department		
Service to the university in the form of consistent, active participation in departmental, Reynolds College of Arts and Letters, and university committees		
Evidence of effective advising to student organizations		

Evidence of organizing events, conferences, or 9th er activities that contributes to the Missouri State University community		
Participation in community service related to the mission of the university or teaching duties		
Serving as a mentor to a graduate assistant		
Engagement in professional activities at international, national, regional, and/or state levels (e.g., NGA, review papers for conferences or serve on association committees)		
Hold an office or participate in active service to a professional committee in international, national, regional, or state organization in the area of expertise		
Receipt of awards or honors based on service to a community or professional organization in an area of professional expertise		

Matrix, Tenure & Promotion to Associate Professor Application
Following Department of Communication, Media, Journalism & Film
Personnel Committee Procedure Manual and Evaluation Guidelines (Revised February 2025)

The following matrix should be used for ranked faculty seeking tenure and/or promotion.

TEACHING

The evaluation of teaching is presumed to be instrumental in sustaining quality instruction. Student evaluations shall be used in combination with items submitted, such as course materials, peer review of teaching, developed curriculum materials, outcome measures of effectiveness, student learning outcomes, and/or contributions to the department. It is the responsibility of the applicant to make the best case possible to demonstrate excellence in teaching effectiveness.

Criteria for Tenure and/or Promotion	Accomplishments	Artifacts
REQUIRED: The results of student course/teacher evaluations, including representative written comments of students, may be employed as evidence of teaching effectiveness. Quantitative results should be contextualized by including the department mean of means for each semester.		
REQUIRED: A minimum of two departmental peer evaluations of teaching. Evaluations should be solicited from the rank at or above the candidate. Candidates are also encouraged to include evaluations that reflect the scope of their time at a particular rank.		
REQUIRED: A minimum of two sample syllabi.		
REQUIRED: A minimum of two completed student assignments with instructor feedback.		
In addition, candidate must provide documentation to support their case from multiple items below. Examples include (in alphabetical order):		

Advisement activities- Descriptions of student advisement activities, of special departmental assignments related to student advisement, of special services to advisees (petitions, letters of support, etc.), and of contributions toward improved advisement.		
Awards - Recognition of teaching effectiveness through awards at the departmental, college, university, or disciplinary level, or other forms of professional recognition.		
Course and curricula development, innovation, and contributions - Evidence of new-course development, instructional innovations (e.g., universal design), contributions to curricula or program enhancements.		
Graduate student supervision - Oversight of graduate assistants and teaching assistants.		
Invited lectures- Guest lectures in courses other than assigned departmental courses, or in courses offered through other departments.		
Produced teaching resources -Workbooks, anthologies, and other teaching resources produced for use in courses taught by the department or in the discipline.		
Professional development related to pedagogy- Participation in conferences, workshops, etc. that directly enhance teaching.		
Student learning outcomes - Evidence of achieved student learning outcomes supported by data collected in the course.		
Superior student work- Evidence of effective indirect instruction resulting in superior student work, including supervising student organizations or student media, supervising student productions, directing theses and seminar papers, serving on thesis committees, and directing		

independent study projects. This also includes as awards won by students for work accomplished in a class you taught.		
Unsolicited letters - Unsolicited letters from former students, colleagues in the department, in other university departments, from colleagues at other universities, and other professional associates able to comment objectively on teaching effectiveness.		

RESEARCH

Faculty in the Department of Communication, Media, Journalism & Film are expected to engage in on-going scholarship relevant to their primary teaching responsibilities. In addition, they may pursue other types of research and/or creative activity. A publication or production count alone will not guide performance evaluation; the quality, complexity, and the degree of collaboration involved in combinations of the following shall also serve as indicators of effective scholarship or creative activity.

Applicants who wish to include both creative and traditional scholarship to meet research requirements should amend the matrices, completing the matrix of their primary mode of research and adding the relevant categories from the other matrix.

CREATIVE RESEARCH

Criteria for Tenure and/or Promotion	Accomplishments	Artifacts
PRIMARY: Primary research for faculty in media production, dramatic writing, or other creative work will be expected to demonstrate success in juried and/or refereed international/national, regional and local film/media festivals, academic conferences and competitions, and/or professional industry work. Examples include (in alphabetical order):		
Distribution - Professional distribution on a creative work		

Grants- Being awarded substantial external, competitively selected grants. This includes selection for competitive writing residencies, writing fellowships, and/or screenwriting awards or grants.		
Notable primary achievement in festivals and academic conferences - Mid-to-top tier festival or academic conference placement, award recognition, acceptance, or public screening for a primary contribution in a creative work {writer, director, producer, cinematographer, editor, audiographer).		
Optioning- Optioning a creative work {e.g., feature film, short film, TV project, documentary, audio		

project, publisher) to an established buyer or production company.		
Production - Having a creative work go into production with reputable production company, studio, network, or streamer.		
Publishing- Publishing a creative work (e.g., novel, short story, graphic novel), or publication of scripts in whole or in part.		
Selling- Selling a creative work (e.g., feature film, short film, TV project, documentary, audio project, publisher) to a reputable production company, studio, network, streamer, or financier.		
Staging a play at a professional theater- Selective or competitive inclusion of a theatrical work.		
Additional Evidence of Meritorious Research - Additional forms of research not included in this list may also be considered as "primary." When included, it is incumbent on the applicant to make the best case for how their work should be assessed.		
SUPPORTING: Supporting research for faculty in media production, dramatic writing, or other creative work includes other forms of creative work and non-traditional outlets of dissemination that are valued and can contribute to a record of primary research that is judged minimally sufficient. Examples include (in alphabetical order):		
Grants - Being awarded an internal, competitively selected grants. Internal grants are less competitive than external grants for creative work, so this should include only grants received.		
Notable lead, supporting achievement in festivals and academic conferences - Mid-to-top tier festival or academic conference placement, award recognition, acceptance, or public screening for supporting		

contribution {e.g., gaffer, first assistant director, line producer etc.} or supporting writing role.		
Peer *review of creative work*- This includes distribution of creative projects to peer professors at other universities for reading/screening and evaluation, to professional organizations that include evaluation sessions and/or partial or complete projects among their activities, and distribution of projects to organizations for possible production.		
Pitching- Pitch meetings for a creative project to a reputable source {e.g., production company, studio, network, streamer, financier, or actor}.		
Public dissemination or invited screenings - Public showings of a film or video work to informed audiences should be considered dissemination of the work.		
Published reviews - Positive reviews for produced work. Meaningful reviews of faculty creative work appear in scholarly and professional publications, library media publications, or popular press {e.g., newspapers, magazines).		
Securing attachments - Getting a meaningful attachment to a creative project {i.e., an agreement by a reputable producer, director, prominent actor, etc. to participate in the creative work}.		
Shopping agreement-Securinga shopping agreement with a reputable production company, producer, actor, etc.		
Sustained dissemination of work- Repeated airings of a creative project on film or television, or repeated stagings of plays.		

Additional evidence of meritorious research - Additional forms of research not included in this list may also be considered as "supporting." When included, it is incumbent on the applicant to make the best case for how their work should be assessed.		

SCHOLARLY RESEARCH

Criteria for Tenure and/or Promotion	Accomplishments	Artifacts
PRIMARY: Primary research for faculty conducting traditional, academic scholarship demonstrates a publication record in peer-reviewed, international/national, regional and local outlets. Applicants should see the "Minimum requirements" section of this document for more information about appropriate outlets and authorship requirements. Examples include (in alphabetical order):		
Academic books -Academic books written and published with a selective and reputable press. Acting as editor of an academic book in a reputable outlet may also count in this category. In some cases, academic books may count as multiple publications. In such cases it is always incumbent on the applicant to make the best case for how their work should be counted.		
Academic book chapters - Contributed chapters of original scholarship to an academic book published with a selective and reputable press.		
First edition textbooks - First edition of textbooks published with a selective and reputable press.		
Grants -Substantial external, competitively selected grants. It is incumbent on the applicant to make the best case for the substantiality of their work.		
Invited publications - Invited publications in either journals or edited academic books. In such cases it is incumbent upon the applicant to make the case that such scholarship is appropriate, relevant ,and of sufficient quality to contribute to the record.		
Journal publications-Journal publications may be in any combination of state regional, national and international journals that are appropriate for the subject matter in question.		

Additional evidence of meritorious research-Additional forms of research not included in this list may also be considered as "primary." When included, it is incumbent on the applicant to make the best case for how their work should be assessed.		
SUPPORTING: Although traditional forms of discipline specific scholarship are sufficient, other forms of scholarship and non-traditional outlets of publication are valued and can contribute to a record that is judged minimally sufficient. Examples include (in alphabetical order):		
Conference papers - Competitively selected papers presented at state, regional, and national and international academic conferences.		
Critical reviews - Published critical reviews of scholarly projects (e.g., scholarly book reviews, reviews of academic essays, performances, etc.).		
Encyclopedia entries - Editorially selected encyclopedia entries published in academic encyclopedias (e.g., The Encyclopedia of International Communication).		
Literature reviews or position papers- Published literature reviews or position papers in academic journals.		
Subsequent editions of textbooks - Subsequent editions of textbooks published with a selective and reputable press.		
Technical reports - Technical reports that are reviewed and accepted by representatives of a particular organization (profit or non-profit).		
Additional Evidence of Meritorious Research - Additional forms of research not included in this list may also be considered as "supporting." It is incumbent on the applicant to make the best case for how their work should be assessed.		

SERVICE

The service activities of department members may take many forms, ranging from holding positions of leadership in professional associations to participating in professional associations to participating in university governance to providing student services to advising/consulting institutions or agencies at the international, national, state, regional, or local level. It is also understood that while some service activities represent instances of genuine leadership, others produce significant results through joint effort; some require extensive investments of discretionary time while others are compensated by release from teaching or other duties. It is the responsibility of the applicant to make the best case possible to demonstrate excellence in service. In doing so the applicant must show strong service in multiple categories below (in alphabetical order):

Criteria for Tenure and/or Promotion	Accomplishments	Artifacts
Adjudicating media or forensic competitions-Serving as an adjudicator or organizer at media or forensic competition.		
Association roles - Holding office or performing functions (editor, manuscript referee, pre-publication reviewer, panel critic, etc.) on behalf of international, national, or regional associations and professional organizations.		
Chairing faculty committees - Chairing faculty committees at the university, college, or departmental level.		
Conference/colloquia organizing- Organizing state or regional professional or research conferences, local or departmental colloquia.		
Editorial and reviewer activity-Critiquing book proposals or articles or serving on the editorial board for academic journals for which you have volunteered your services.		
Outside consulting- Serving as a consultant to business, not-for-profit organizations, or other universities.		

Providing departmental administrative services - Providing administrative services to the department as Director of Basic Courses, Director of Internships, Director of Graduate Studies, Director of Forensics, Director of the Center for Dispute Resolution, Director of Electronic Arts, Assistant Basic Course Director, Assistant Director of Forensics, or Assistant Department Head.		
Professional service to outside groups - Delivering invited lectures, conducting developmental workshops, or providing other professional services to business, institutions, associations, or not-for-profit organizations.		
Serving on committees - Serving as an active, productive member of university, college, or departmental committees.		
Additional evidence of meritorious service -Additional service activities not included in this list may also be considered as service. When included, it is incumbent on the applicant to make the best case for how their work should be assessed.		

Appendix C - Guidelines for external review

For all ranked faculty applying for tenure and/or promotion, at least three external peer reviews of the applicant's scholarship/creative materials must be included in the applicant's dossier.

Department Heads are responsible for managing the external review process. They work with the faculty applicant and Department Personnel Committee to ensure an appropriate pool of potential reviewers and selection of the final individuals from whom reviews will be solicited. Department Heads send out the faculty applicant's materials and ensure that reviews are returned on time. They place the reviews within the applicant's dossier so that they are available for all subsequent levels of evaluation. The external reviewers will be invited to consider the whole of the candidate's CV, but the primary focus of the external review will be focused on scholarship and research.

In the spring semester prior to applying in the fall, the faculty applicant and the Department Head will meet to develop two lists from which the external reviewers will be selected.

   a. The faculty applicant submits four names.
   b. The Department Head collaborates with the Department Personnel Committee to submit four names.
   c. The faculty applicant, Department Head, and Departmental Personnel Committee select two members from each list, and reviews are solicited from these four individuals.

External reviewers should meet the following criteria:
   a. A reviewer should possess a terminal degree.
   b. A reviewer typically holds an academic appointment; however, individuals may be drawn from research/creative institutes, foundations, organizations or the private sector.
   c. A reviewer should be employed in an institution/program at or above the level of the faculty applicant's program at Missouri State University.
   d. A reviewer should hold a rank higher than the faculty applicant.
   e. Faculty applicants should disclose any relationship or association with a potential reviewer prior to selection, so as to avoid any potential conflict of interest.

Potential reviewers would be disqualified if they are:
   a. Individuals with whom the faculty applicant has collaborated.
   b. Mentors, former professors of the faculty applicant.
   c. Individuals with a personal relationship with the faculty applicant.

Working in consultation with the Department Head, the candidate will prepare a packet of materials to be sent to the external reviewers. Materials should include:

a. Faculty applicant's personal statement (2-5 pages, summarizing program of research}
b. An up-to-date curriculum vita
c. Departmental criteria for tenure and/or promotion, which have been approved by the Dean and the Provost that aligns with the criteria in the Missouri State University Faculty Handbook. Relevant University criteria found in the Faculty Handbook also can be provided.
d. Information on the number of hours taught and other pertinent details concerning the candidate's teaching assignment in each academic year since the last promotion or since the time of hire if this is a tenure consideration.
e. Samples of research selected by the candidate that are of the type for which the enclosed criteria would be applied as part of the tenure and/or promotion decision. Only materials produced since the last promotion should be considered. Materials from each academic year in the current rank are encouraged in orde'r to document ongoing productivity.

The external reviews are confidential and will not be accessible to the candidate until the tenure/promotion process has been completed. Within the parameters of federal and state laws, we make every effort to maintain confidentiality on behalf of the individual candidate for appointment, promotion and/or tenure. The external reviewer is asked to provide an honest assessment of the candidate for tenure and/or promotion in the area of scholarship, but it is made clear that these letters may be reviewed upon request of the candidate at the end of the review process.