

MISSOURI STATE UNIVERSITY

PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),
TENURE, PROMOTION GUIDELINES

DEPARTMENT: English

COLLEGE: RCASH

SEMESTER/YEAR OF CURRENT REVIEW: SP25

SEMESTER/YEAR OF NEXT REQUIRED REVIEW: SP28

DEPARTMENT ADOPTION SIGNATURES:

W.D. Blackmon 04/25/2025
Department Personnel Committee Chair Date

Alan Tinkler 04/25/2025
Department Head Date

APPROVAL SIGNATURES:

Sham Wolf 5/27/25
Dean Date

Dr. Ken Brown 5/28/2025
Provost Date

THIS PLAN IS IN EFFECT FROM 4/25/25, THROUGH 4/25/28

Tenure, Promotion and Annual Appointment Guidelines

**Department of English
Missouri State University
Revision 4/25/2025**

These departmental guidelines fit under the overarching mission of the University, as described in the Faculty Handbook: "Missouri State University is a public, comprehensive university system with a mission in public affairs, whose purpose is to develop educated persons. It is committed to achieving five major goals: 1) democratizing society, 2) incubating new ideas, 3) imagining Missouri's future, 4) making Missouri's future, and 5) modeling ethical and effective behavior as a public institution." The three "pillars" of our Public Affairs mission have been identified as ethical leadership, cultural competence, and community engagement. This mission empowers the University to expand the store of human understanding through effective teaching, research, scholarship and creative endeavor, and drawing from that store of understanding, to provide service to the communities that support it.

The guidelines below, specific to the Department of English, Missouri State University, complement the guidelines established for the University and the Reynolds College of Arts, Social Sciences and Humanities (RCASH); therefore, candidates should consult documents for the University and the College of Arts, Social Sciences, and Humanities, in addition to this document, when preparing for tenure and/or promotion or annual appointment. Performance Evaluation Guidelines have also been designed to complement College and University guidelines.

Departmental work assignments, of course, affect expectations in teaching, research, and service. As described in this document, these expectations reflect the typical faculty workload (for example, a full workload for a ranked faculty member each semester would be teaching three classes and, with continued success in publication, one class reassigned for research).

It is the responsibility of the Personnel Committee to review and (if necessary) revise these guidelines annually. The Personnel Committee is elected each spring for the following academic year and is composed of three professors on staggered three-year terms, an associate professor for a two-year term, and one representative from the other two ranks for one-year terms.

Along with general descriptions of policies and expectations, the following guidelines include matrices indicating specific requirements for teaching, scholarly and creative accomplishments (research), and service for tenure/promotion/reappointment at each rank.

Appointment and Annual Review of Practitioners-in-Residence

A Practitioner-in-Residence is chosen on the basis of outstanding professional attainments and recognition in a specified field. A Practitioner-in-Residence may be appointed for a specified term not to exceed five years. By a date stipulated by the University, the applicant (along with all full-time faculty) will submit an Annual Report, emphasizing success during the previous calendar year and any desired supporting materials (highlighting significant professional work relevant to the position, though it should be noted that all full-time faculty have a service obligation to the University).

At the end of the specified term of employment, a Practitioner-in-Residence may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. The department head will assume responsibility for the reappointment of Practitioners-in-Residence in consultation with the appropriate academic area coordinator(s). The department head will forward the final recommendation to the applicant and to the dean.

If a Practitioner-in-Residence applies for and is appointed to a tenure-track faculty position, time spent as a Practitioner-in-Residence at Missouri State University will not be counted toward the time required for tenure and promotion.

Annual Appointment of Instructors

By a date stipulated by the University, the applicant (along with all full-time faculty) will submit an Annual Report, emphasizing success during the previous calendar year in teaching (the paramount consideration in the job), and any desired supporting materials (highlighting of research work is welcome, and it should be noted that all full-time faculty have a service obligation to the University). This report will also be the basis for compensation considerations. Annual appointment in the Instructor position is dependent upon the current needs of the department and prior performance. The department head will assume responsibility for the annual appointment of Instructors. The department head will consult with the appropriate academic area coordinator(s) in making this decision. The department head should be familiar with the applicant's classroom teaching through review of student evaluations, observations of classes, consultation with the supervising academic area coordinator(s), and close consideration of the application. The department head will forward the final recommendation to the applicant and to the dean.

Criteria for Promotion to Senior Instructor

Instructors who intend to seek promotions to Senior Instructor must show excellence in teaching and service. Excellence in teaching and service is defined as exceeding departmental teaching expectations to inspire and lead students as well as colleagues; consistently exhibiting their teaching philosophies and adapting curricula appropriately to student needs; mentoring other faculty members and graduate students in areas of teaching, advising, and service; and demonstrating their commitment to students, the university, and their professions.

Instructors are eligible to apply for appointment in the fall semester of their 5th year of employment with the university. Promotion at this rank requires at least five years' full-time teaching experience at Missouri State University and typically a 12-hour teaching load or equivalent per semester. If merit pay is in effect, Instructors applying for promotion will typically have received merit ratings of 4 or higher in the area of teaching. As part of the application, applicants will submit three letters of recommendation (internal, from within the university). The English Department's Personnel Committee will solicit additional recommendation letters from the appropriate academic-area coordinators and comments from ranked faculty in the Department. The committee will then submit recommendations for promotion from Instructor to Senior Instructor to the Department Head in accord with the timelines specified in the University's Tenure and Promotion calendar. Although not required, publication may strengthen a candidate's application if it is relevant to the instructor's teaching duties within the department.

Contingent upon satisfactory performance reviews and departmental needs, a Senior Instructor shall be re-appointed to a specific term not to exceed five years and may be re-appointed to one or more additional terms.

MATRIX FOR EVALUATING PERFORMANCE IN TEACHING

Level of decision: Instructor to Senior Instructor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
core requirements	<p>1. Evidence of effective teaching: Effective teaching includes, but is not exclusive to, the ability to adapt teaching methods to the needs of the students, to incorporate student feedback into teaching methods, to change curricula and supporting materials to address feedback from students (and faculty) in evaluations, to apply materials learned at educational seminars and conferences to the classroom, and to incorporate the university mission.</p>	<ul style="list-style-type: none"> • Illustrations and analysis of in-class writings and projects • Descriptions of lecture and discussion techniques • Examples of online course materials (CD presentation is acceptable) • Descriptions and examples of other instructional technologies used • Assignments such as hands-on practice with class demonstrations • Explanation of course revisions and adjustments in teaching based on student feedback • Examples of collaborative student work • Evidence of effective program management if part of job duties • Summary of all available student evaluations, for each semester taught over the prior five or more academic years, indicating sustained excellence in teaching. • Reports from any teaching observations • Consultations with the Academic Development Center and outcomes 		
	<p>2. Evidence of student success: Successful students are able to negotiate the use of written and spoken English to express themselves clearly, appropriately, and professionally. These students understand the value of studying a body of written</p>	<ul style="list-style-type: none"> • Successful completion of courses and degrees • Students winning awards (departmental, college, university, regional, and/or national) with the assistance of the faculty member • Successful outcomes for state, national, or 		

	<p>literature and are able to think critically about the works they read and materials they study. Evidence of student success includes but is not limited to these examples.</p>	<p>international exams</p> <ul style="list-style-type: none"> • Unsolicited written comments from students • Development of students' abilities during a course • Illustration of successfully meeting course goals through student evaluations • Pre- and post-evaluations to demonstrate an increase in knowledge and skills taught in the specific content area • Explanation of learning outcomes and examples of successful student assignments or portfolios that highlight course goals • Reports from any teaching observations • Summary and analysis of student retention and class grade distributions 		
	<p>3. Evidence of leadership in teaching and other areas of service: Evidence of leadership in teaching and other service demonstrating that the instructor has contributed to the course, department, college, university and community.</p>	<ul style="list-style-type: none"> • Descriptions of curriculum development • Explanation of official Department academic advising duties, including lists of advisees • Explanation of managing or coordinating programs within the Department • Evidence of successful grant proposals and funding to enhance teaching • Explanation of service to the University in the form of consistent, active service on Department, College of Arts, Social Sciences and Humanities, and University committees • Demonstration of community engagement related to teaching duties • Evidence of advising to student organizations • Evidence of organizing events, conferences, or other activities that contribute to the Missouri State University community • Explanation of community service related to the mission of the University • Explanation of engagement in professional, discipline-related activities 		

Annual Reports for Ranked Faculty

By a date stipulated by the university, the applicant will submit an Annual Report, emphasizing success during the previous calendar year in teaching, research, and service. This report will be one of the bases for tenure, promotion, reappointment, and/or compensation considerations. The department head will also have a discussion with each faculty member concerning an annual review of their performance in teaching, service, and/or research and concerning their future work in these areas of the department.

Annual Appointment of Tenure-Track Faculty

The schedule of annual appointments is in accordance with the AAUP "Standards for Notice of Non-reappointment."

- First-year faculty: continuation of appointment to a second year or notified of non-reappointment by March 1 of the first year.
- Second-year faculty: continuation of appointment to a third year or notified of non-reappointment by December 15 of the second year of service.
- Second-year faculty: continuation of appointment to a fourth year or notified of non-reappointment 12 months before expiration of the appointment.
- Third-year faculty: continuation of appointment to a fifth year or notified of non-reappointment 12 months before expiration of the appointment.
- Fourth-year faculty: continuation of appointment to a sixth year or notified of non-reappointment 12 months before expiration of the appointment.
- Fifth-year faculty: continuation of appointment to a seventh year or notified of non-reappointment 12 months before expiration of the appointment.
- Sixth-year faculty: tenured or notified of non-reappointment 12 months before expiration of appointment.

By a date stipulated by the Personnel Committee chair in accordance with the University academic calendar, the probationary applicant will submit to the chair a letter of application, statement of achievements and goals, current vita (with date of last revision), and supporting materials. The committee chair will make the dossier available to tenured faculty and solicit comments from them before the committee deliberates. The committee will forward its written recommendation(s) to the department head and the applicant. The applicant will have an opportunity to respond to it before the department head makes his or her judgment and forwards it to the dean.

This annual appointment procedure is expected to work in concert with performance evaluation for annual Compensation purposes.

Preparation for Tenure and Promotion

Copies of the University, College of Arts, Social Sciences and Humanities, and English Department Promotion, Tenure, and Annual Appointment Guidelines will be given to each faculty member at the time of employment, and the Evaluation section of the Faculty Handbook will be pointed out to the faculty member.

The department head will meet with new ranked faculty members during the first two weeks of classes to review tenure and promotion guidelines and procedures, including the policy statements of the University, College of Arts, Social Sciences and Humanities, and the Department of English (all such mandated meetings of probationary faculty and the department head or personnel committee will be arranged by the department head, although the probationary faculty member is welcome to ask for a meeting with either the department head or Personnel Committee at any time). During this meeting, the department head and personnel committee will also advise the faculty member about how to prepare for future annual appointment, tenure, and promotion reviews.

As part of its annual review of applications for annual appointment, the personnel committee will conduct, during each year of a tenure-track faculty member's service to MSU, an advisory tenure review. The applicant should submit a statement of achievements and goals, a current and dated vita, and supporting materials prepared according to the dossier description in the College of Arts, Social Sciences, and Humanities Tenure, Promotion, and Annual Appointment guidelines and as advised by the department head in earlier reviews. This submission will be via Watermark Faculty Success.

The committee will measure the faculty member's progress toward tenure and/or promotion against criteria in university, college, and departmental policy statements as well as by relevant statements in the faculty member's initial letter of appointment. In a written letter, the committee will recommend to the department head that the faculty member (a) be advised that progress toward tenure is satisfactory, (b) be counseled that progress toward tenure is questionable, or (c) be informed that progress toward tenure is unsatisfactory (it is possible, with this last recommendation, that through the annual appointment procedure, the faculty member could be terminated from employment, following university guidelines concerning the specific timing). The faculty member will be given a copy of this written recommendation, via Watermark Faculty Success, and may request a meeting with the committee to discuss it.

The earliest any Assistant Professor may apply for tenure is during the third year of probationary status at Missouri State, regardless of the number of years credited toward tenure at the time of hiring. Assistant Professors are minimally eligible to apply for promotion to the Associate rank in the same year they become eligible to apply for tenure. (Faculty Handbook 3.3.1).

Associate Professors are eligible to apply for promotion during their fifth year of academic service to Missouri State University at the rank of Associate Professor. Individuals with exceptional records of accomplishments may be granted early promotion (Faculty Handbook 3.3.2). Early promotion to professor is considered both rare and exceptional within the English department. Candidates must demonstrate "exceptional records of accomplishments" that exceed normal expectations and not just meet expectations early.

Procedures for Tenure and Promotion Review

All deliberations and proceedings of the Personnel Committee shall remain confidential. However, any and all materials forwarded to the department head by the Personnel Committee will be made available to the candidate, via Watermark Faculty Success.

By a date stipulated by the Personnel Committee in accordance with the university academic calendar, the applicant will submit an application letter, personal statement, current vita (with date of last revision), and supporting materials prepared according to the dossier description, via Watermark Faculty Success, in the College of Arts, Social Sciences and Humanities Tenure, Promotion, and Annual Appointment Guidelines and as advised by the department head and Personnel Committee in earlier reviews. In terms of supporting materials, the College of Arts, Social Sciences, and Humanities Tenure, Promotion, and Annual Appointment Guidelines require the following: three external reviews; a letter of application; a table of contents; current curriculum vitae; personal statement (three pages maximum); previous letters of evaluation from Personnel Committee, department head, dean; one-page self-evaluation of teaching effectiveness, along with appropriate supporting materials; one-page self-evaluation of scholarly and creative accomplishments, along with appropriate supporting materials; one-page self-evaluation and interpretation of professional service activities, along with appropriate supporting materials, and discussion of work in progress. This complete dossier will be presented to the Personnel Committee chair, via Watermark Faculty Success. The chair will also manage the process by which the committee and tenured faculty determine their recommendations and put them in writing, using the procedures described below. The Tenure and Promotion checklist is on the Provost's website, and materials will be submitted via Watermark Faculty Success. The checklist includes: original application form, matrix, personal summary statement, current vita, annual progress reviews from departmental committee, annual progress reviews from department head, annual progress reviews from dean, external letters of review, and department RTP plan at time of hire.

The college's required supporting materials, which are submitted via Watermark Faculty Success, include the following: Table of contents, one-page evaluation of teaching, evidence supporting teaching effectiveness, one-page evaluation of scholarly and creative accomplishments, evidence supporting scholarly/creative accomplishments, one-page evaluation of service, evidence supporting service contributions, discussion of work in progress.

About one or two months before the application dossier is due, the candidate can meet with the Personnel Committee, past Personnel Committee chairs, and the department head to discuss the candidate's vita. During this meeting, these departmental mentors will provide advice on how the candidate might most effectively present his or her case-e.g., how to organize the vita, what to emphasize in the candidate's personal statement, kinds of recommendation letters to include, etc.

The process of selecting external reviewers should start in March. The external reviewers should be selected by the end of June at the latest (but preferably earlier). The department head, with close advice from appropriate departmental scholarly experts, must arrange for the solicitation of three letters from external credential reviewers. The department and the applicant will each choose four reviewers. From this list of eight potential reviewers, the dean, in close consultation with the department head, will choose four reviewers to be contracted (balancing the number of choices by the department and the applicant). Letters from credential reviewers will be requested by and will be accepted into the dossier only if sent directly to the department head. The external review letters need to be obtained by the department head and included in the dossier

given to the Personnel Committee, via Watermark Faculty Success (the deadline for the applicant to submit the dossier tends to be around October).

The candidate may seek his or her own letters from within and outside the department (a maximum of six); these letters are typically addressed to the department head but sent to the candidate, who has the responsibility for including them in the dossier.

The following activities must be completed within the timeframe set up in the Provost's Tenure and Promotion Calendar. Typically, the department has roughly forty days to complete all its evaluation deliberations and reports. The committee chair will make the candidate's dossier available to all appropriate faculty. For tenure decisions, the tenured faculty will then have three working days to submit to the committee chair their recommendations regarding the candidate's application, based on a careful and complete examination of the dossier. For promotion decisions, faculty at or above the rank to which the candidate is seeking promotion will likewise have three working days to submit recommendations. These comments will remain confidential and within the committee. The comments, however, can be summarized in the Personnel Committee's letter of recommendation to the head.

After reviewing these faculty recommendations and the candidate's dossier, the Personnel Committee will deliberate and write its letter of recommendation, via Watermark Faculty Success; dissenting committee members, if any, may write and sign a minority letter or letters of recommendation.

The committee's recommendations will be made available to the appropriate faculty, and the committee chair will distribute to this same faculty ballots on which they will indicate the support or non-support for the committee's written recommendation and/or any minority recommendations. Tenured faculty will receive ballots relating to tenure issues; faculty at or above the rank of promotion sought will receive ballots relating to these promotion issues. Each voter shall indicate on the ballot the rationale for his/her vote. The faculty must sign and return the ballots to the committee chair within three working days. The chair will count the ballots in the presence of at least one other committee member, after which the chair will forward the letter or letters of recommendation and the results of the faculty vote to the department head and to the candidate. Within three days, the candidate must sign, indicating acknowledgement of the committee report, and may include a written response to the recommendation.

The department head shall not participate in the voting or any departmental deliberations before receiving the committee's recommendation. The head will make an independent evaluation and recommendation.

The candidate must sign, via Watermark Faculty Success, indicating acknowledgement of the head's written recommendation to the dean; the candidate shall have three days to respond to the department head's recommendation.

In all cases where the recommendation of the department head, dean, provost, or the president differs from that of the departmental faculty committee, the administrator initiating the change shall state in writing to the affected faculty member, the departmental committee, and other involved administrators, compelling reasons why he or she cannot agree with the original recommendation.

Criteria for Tenure/Promotion of Ranked Faculty

Degrees

Normally, the Ph.D., the M.F.A., or a similar terminal degree is required for the awarding of tenure.

Teaching

Tenure and Promotion to Associate Professor. For tenure and promotion to Associate Professor, a candidate must exhibit effective teaching that supports the Public Affairs mission, must participate in professional activities related to the development of teaching, and must provide evidence of effective academic advising.

Teaching effectiveness may be demonstrated by summaries of course evaluations, students' written comments on course evaluations, course syllabi and policy statements, course assignments, students' work with instructor's comments, course assessments, description of teaching awards, examples of using instructional technology, explanation of beneficial course revisions, and peer-teaching evaluations. Student success (i.e. effective teaching) may further be shown through sample student work; student awards related to the instructor's courses; successful outcomes for state, national, or international exams; pre-test/post-test data that show effective outcomes; and summary and analysis of student retention and class grade distribution. Support for the Public Affairs mission may be demonstrated through assignments pertaining to public affairs and syllabi showing integration of public affairs into the curriculum. Participation in professional activities related to the development of teaching may be demonstrated through attendance at internal meetings, seminars, and workshops related to teaching; attendance at regional, national, or international meetings, seminars, and workshops related to teaching; presentations at meetings related to teaching; participation in discussion boards or other electronic forums related to teaching; reflections on teaching; and classroom research.

Additionally, the candidate is encouraged to supplement the dossier with evidence of having developed curriculum, provided administrative support to the teaching mission, and participated effectively in indirect instruction. Examples of these are shown in the matrix below, and it should be noted that this is not intended to be a finite list.

Early Tenure/Promotion. The earliest an Assistant Professor may apply for tenure/promotion is after the third year of probationary status at Missouri State (Faculty Handbook 3.4.1). Applicants must show that they have met core requirements and accomplished at least three additional activities such as those listed as "encouraged" in the matrix below.

Promotion to Professor. For promotion to Professor, the applicant must meet the core requirements of exhibiting teaching that supports the Public Affairs mission, participating in professional activities related to the development of teaching, and providing effective academic advising. (See discussion of examples above and listed in matrix below.) In addition, the candidate must show evidence of active involvement in at least three additional activities such as developing curriculum, providing administrative support to the teaching mission, and

participating effectively in indirect instruction. Examples of these are shown in the matrix below; it should be noted that these are merely examples of appropriate additional activities, and this is not intended to be an all-inclusive list.

Early Promotion to Professor. The earliest an Associate Professor may apply for promotion is after three years in the Associate rank at Missouri State University. To be considered for early promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact at the local and national levels in the areas of teaching and academic advising. They must also participate in at least 2 activities in excess of the minimum in each of the core and encouraged activities for promotion to Professor.

MATRIX FOR EVALUATING PERFORMANCE IN TEACHING

Level of decision: Tenure and Assistant Professor to Associate Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Core requirements	J. Evidence of effective teaching	Ia. Teaching Effectiveness <ul style="list-style-type: none"> • Summary of course evaluations • Students' written comments • Course syllabi and policies • Course assignments • Students' work with instructor's comments • Course Assessments • Description of teaching awards • Examples of using instructional technology • Explanation of beneficial course revisions • Peer teaching observations I b. Student success <ul style="list-style-type: none"> • Sample student work • Student awards related to instructor's courses • Successful outcomes for state, national, international exams • Pre-test/Post-test data that show effective outcomes • Summary and analysis of student retention and class grade distribution 		
	2. Evidence of support of Public Affairs mission	2. Public Affairs <ul style="list-style-type: none"> • Assignments pertaining to public affairs • Syllabi showing integration of public affairs • Civic engagement such as service-learning classes, outreach projects, etc. 		
	3. Evidence of participation in professional activities related to the development of teaching	3. Professional development <ul style="list-style-type: none"> • Attendance at internal meetings, seminars, and workshops related to teaching 		

		<ul style="list-style-type: none"> • Attendance at regional, national, or international meetings, seminars, and workshops related to teaching • Presentations at meetings related to teaching • Participation in discussion boards or other electronic forums related to teaching • Reflections on teaching • Classroom research 		
	<p><i>4. Evidence of effective academic advising, graduate, honor student mentoring, or equivalent substitute work negotiated with the department head</i></p>	<p>4. Academic Advising</p> <ul style="list-style-type: none"> • Advising of majors, minors, honors students and graduate students (both formally and informally) • Work on degree papers, theses, or honors papers and projects • Writing letters of recommendation • Co-authorship with graduate students • Presentations with students at conferences • Effective mentoring on academic and professional concerns • Increasing student access: online/blended, TV, site-to-site, off-campus 		
<p>Encouraged activities in addition to the core requirements. The applicant may supplement the dossier from among the following criteria; these are examples and not an exhaustive list.</p>	<p>1. Evidence of curriculum development</p> <p>2. Evidence of administrative support to the teaching mission</p>	<p>1. Develops curriculum</p> <ul style="list-style-type: none"> • New course proposals or modifications • Significant modifications of a course (content or mode of delivery) • Assessment design <p>2. Administrative support</p> <ul style="list-style-type: none"> • Work as academic area coordinator • Work as Assistant Department Head, Director of Graduate Studies, Director of Composition, or Dual Credit Coordinator • Work with departmental programs • Integrate departmental programs with college, university, or community programs <p>3. In indirect instruction</p>		

	3. Evidence of effective indirect instruction	<ul style="list-style-type: none"> • Work with student organizations • Supervise internships 		
To be eligible for early tenure, a faculty member must have met the core requirements and have exceeded the department's minimal eligibility requirements by completing and accomplished at least three additional activities such as those listed as "encouraged" in the matrix	1. Evidence of curriculum development 2. Evidence of administrative support to the teaching mission 3. Evidence of effective indirect instruction	1. Develops curriculum <ul style="list-style-type: none"> • New course proposals or modifications • Significant modifications of a course (content or mode of delivery) • Assessment design 2. Administrative support <ul style="list-style-type: none"> • Work as academic area coordinator • Work as Assistant Department Head, Director of Graduate Studies, Director of Composition, or Dual Credit Coordinator • Work with departmental programs • Integrate departmental programs with college, university, or community programs 3. Indirect instruction <ul style="list-style-type: none"> • Work with student organizations • Supervise internships 		

MATRIX FOR EVALUATING PERFORMANCE IN TEACHING

Level of decision: Associate Professor to Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Core requirements	<i>J. Evidence of effective teaching</i>	la. Teaching Effectiveness <ul style="list-style-type: none"> • Summary of course evaluations • Students' written comments • Course syllabi and policies • Course assignments • Students' work with instructor's comments • Course Assessments • Description of teaching awards • Examples of using instructional technology • Explanation of beneficial course revisions • Peer teaching observations I b. Student success <ul style="list-style-type: none"> • Sample student work • Student awards related to instructor's courses • Successful outcomes for state, national, international exams • Pre-test/Post-test data that show effective outcomes • Summary and analysis of student retention and class grade distribution 		
	<i>2. Evidence of support of Public Affairs mission</i>	2. Public Affairs <ul style="list-style-type: none"> • Assignments pertaining to public affairs • Syllabi showing integration of public affairs • Civic engagement such as service-learning classes, outreach projects, etc. 		
	<i>3. Evidence of participation in professional activities related to the development of teaching</i>	3. Professional development <ul style="list-style-type: none"> • Attendance at internal meetings, seminars, and workshops related to teaching • Attendance at regional, 		

		national, or international meetings, seminars, and workshops related to teaching <ul style="list-style-type: none"> • Presentations at meetings related to teaching • Participation in discussion boards or other electronic forums related to teaching • Reflections on teaching • Classroom research 		
	<i>4. Evidence of effective academic advising, graduate, honor student mentoring, or equivalent substitute work negotiated with the department head</i>	4. Academic Advising <ul style="list-style-type: none"> • Advising of majors, minors, honors students and graduate students (both formally and informally) • Work on degree papers, theses, or honors papers and projects • Writing letters of recommendation • Co-authorship with graduate students • Presentations with students at conferences • Effective mentoring on academic and professional concerns • Increasing student access: online/blended, TV, site-to-site, off-campus 		
Encouraged activities in addition to the core requirements. The applicant may supplement the dossier from among the following criteria; these are examples and not an exhaustive list.	1. Evidence of curriculum development 2. Evidence of administrative support to the teaching mission 3. Evidence of effective indirect instruction	1. Develops curriculum <ul style="list-style-type: none"> • New course proposals or modifications • Significant modifications of a course (content or mode of delivery) • Assessment design 2. Administrative support <ul style="list-style-type: none"> • Work as academic area coordinator • Work as Assistant Department Head, Director of Graduate Studies, Director of Composition, or Dual Credit Coordinator • Work with departmental programs • Integrate departmental programs with college, university, or community programs 3. Indirect instruction <ul style="list-style-type: none"> • Work with student organizations • Supervise internships 		

<p>To be considered for early promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact at the local and national levels in the areas of teaching and academic advising. They must also participate in at least 2 activities in excess of the minimum in each of the core and encouraged activities for promotion to Professor.</p>	<p>1. <i>Evidence of exceptional commitment, leadership, and impact at the local and national levels in the areas of teaching and academic advising.</i></p> <p>2. <i>Additional activities in excess of the minimum in each of the core and encouraged activities for promotion to Professor</i></p>			
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Scholarly and Creative Accomplishments (Research)

Tenure and Promotion to Associate Professor. At least one full-length scholarly or creative publication, or equivalent, must be published on average every two years in a distinguished peer-reviewed journal/venue that is reputable in one of the applicant's academic/creative/professional specialties. By the time of application for promotion, the applicant should have a minimum of two full-length publications in print or in press and should be able to provide evidence strongly suggesting successful publication of a third article in the sixth year. Meeting this research goal establishes minimal eligibility for tenure and/or promotion.

A full-length publication is defined as an academic article, short story, or creative nonfiction essay of 4,000 words minimum or a graphic narrative of at least four pages; a book is roughly equivalent to six full-length publications (with consideration given to the number and length of the chapters). Shorter-form creative pieces, including poems and shorter-form fiction, creative nonfiction, and graphic narrative, are weighted according to the quality of publication, with a minimum of three shorter-form texts (published in a national journal with a competitive acceptance rate) being equal to one full-length article; a book of shorter-form work is presumed to fulfill the minimum requirements for tenure and promotion, being roughly equivalent to nine poems or shorter-form creative prose pieces, with consideration given to the unique makeup of

the book. Engaged public scholarship (as defined by the Faculty Handbook), professional work, or a substantial external grant (funded) may substitute for one scholarly publication. Single-authored and co-authored work are both valued; web and print publications are both valued.

Shorter scholarly publications, non-peer-reviewed publications, conference presentations, edited collections, readings/performances, awards, or less substantial websites and grants are considered valuable supplements and may contribute to the committee's consideration of an in-progress third publication, but these do not replace or count toward the publication requirement for minimal eligibility.

Early tenure/promotion. The earliest an Assistant Professor may apply for tenure/promotion is after the third year of probationary status at Missouri State (Faculty Handbook 3.4.1). To be eligible for early tenure/promotion, a faculty member must have met minimum eligibility requirements as defined by the Faculty Handbook and have exceeded the department's minimal eligibility requirements by an additional two publications comparable to those ordinarily required for tenure and promotion (a minimum of four article-length publications in print or in press and a fifth making substantial progress through the review process by the time of application).

Promotion to Professor. During the period of time following the promotion to Associate Professor, at least one full-length scholarly or creative publication (minimum of 4000 words), or equivalent, must be published on average every two years in a distinguished peer-reviewed journal/venue that is reputable in one of the applicant's academic/creative/professional specialties, for a minimum of two full-length publications, or equivalent, beyond those counted toward minimum requirements for any previous promotion. In most cases this will mean a minimum total of five full-length publications or equivalent but will mean more for those who counted extra publications toward early promotion. An edited collection with a distinguished academic press is equivalent to two publications, and a book is roughly equivalent to six full-length works (with consideration given to the number and length of the chapters). Shorter-form creative pieces are weighted according to the quality of publication, with a minimum of three shorter-form texts (published in a national journal with a competitive acceptance rate) being equal to one full-length article. Engaged public scholarship (as defined by the Faculty Handbook), professional work, or a substantial external grant (funded) may substitute for one scholarly publication. Single-authored and co-authored work are both valued.

Shorter scholarly publications, non-peer-reviewed publications, conference presentations, formal submissions, readings/performances, awards, websites, and grants are considered valuable supplements to demonstrate sustained research, but do not replace the publication requirement for minimal eligibility.

Engaged Public Scholarship. The English Department supports the University's Public Affairs mission by fully accepting engaged public scholarship as defined in the Faculty Handbook (Section 4.2.2.3).

Early Promotion to Professor. The earliest an Associate Professor may apply for promotion is after three years in the Associate rank at Missouri State University. To be considered for early

promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact in the area of research which will include an extensive record of original work in leading publications/venues at the national/international level, with original work refereed by credible sources in the candidate's particular discipline. Documentation of scholarship quality may include a collection of the following: awards, published journal rankings in the applicant's field, acceptance rates, impact factors, citation indices, critical reviews. The candidate must show that they have established a national presence in their discipline and have exceeded the department's minimal eligibility requirements by an additional 2 publications comparable to those ordinarily required for promotion to Professor.

MATRIX FOR EVALUATING PERFORMANCE IN SCHOLARLY AND CREATIVE

ACCOMPLISHMENTS (RESEARCH)

Level of decision: Tenure and Promotion to Associate Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Minimal requirements	<p><i>At least one full-length* scholarly or creative publication, or equivalent, must be published on average every two years in a distinguished peer-reviewed journal/venue that is reputable in one of the applicant's academic/creative/professional specialties.</i></p> <p><i>*See description, above, for definitions and equivalencies</i></p> <p><i>Engaged public scholarship (as defined by the Faculty Handbook), professional work, or a substantial external grant (funded) may substitute for one scholarly publication</i></p>	<p>1. Publications</p> <ul style="list-style-type: none"> • Provide a copy of each article-length or shorter-form publication and word count • For books, provide a table of contents, title page, and copyright page • For coauthored work, provide letters from coauthors to document the nature and extent of the collaboration <p>2. Engaged public scholarship</p> <ul style="list-style-type: none"> • For engaged public scholarship or professional work, provide a description and documentation of its scholarly contribution • For an external grant, provide a copy of the grant and evidence of funding 		

<p>Supplemental materials (do not replace minimal requirement)</p>	<p><i>Shorter scholarly publications, non-peer-reviewed publications, conference presentations, edited collections, readings/performances, awards, websites, and internal or small external grants</i></p>	<p>1. Documentation</p> <ul style="list-style-type: none"> • Provide copies of publications, conference programs, community reviews of scholarship, flyers, screen shots, and grant acceptance letters 		
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MATRIX FOR EVALUATING PERFORMANCE IN SCHOLARLY AND CREATIVE ACCOMPLISHMENTS (RESEARCH)

Level of decision: Associate Professor to Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Minimal requirements	<p><i>During the period of time following the promotion to Associate Professor, at least one full-length scholarly or creative publication (minimum of 4000 words), or equivalent, must be published on average every two years in a distinguished peer-reviewed journal/venue that is reputable in one of the applicant's specialties, for a minimum of two full-length publications, or equivalent, beyond those counted toward minimum requirements for any previous promotion.</i></p> <p><i>An edited collection with a distinguished academic press is equivalent to two publications, and a book is roughly equivalent to six full-length works (with consideration given to the number and length of the chapters). Shorter-form creative pieces are weighted according to the quality of publication as described above.</i></p> <p><i>Engaged public scholarship (as defined by the Faculty Handbook), professional work, or a substantial external grant (funded) may substitute for one scholarly publication.</i></p>	<p>1. Publications</p> <ul style="list-style-type: none"> • Provide a copy of each article-length or shorter-form publication and word count • For books, provide a table of contents, title page, and copyright page • For coauthored work, provide letters from coauthors to document the nature and extent of the collaboration <p>2. Engaged public scholarship</p> <ul style="list-style-type: none"> • For engaged public scholarship or professional work, provide a description and documentation of its scholarly contribution • For an external grant, provide a copy of the grant and evidence of funding 		

Supplemental materials (do not replace minimal requirement)	<i>Shorter scholarly publications, non-peer-reviewed publications, conference presentations, readings/performances, awards, websites, and internal or small external grants</i>	1. Documentation <ul style="list-style-type: none"> • Provide copies of publications, conference programs, community reviews of scholarship, flyers, screen shots, and grant acceptance letters 		
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<p>To be considered for early promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact in the area of research which will include an extensive record of original work in leading publications/venues at the national/international level, with original work refereed by credible sources in the candidate's particular discipline. The candidate must show that they have established a national presence in their discipline and have exceeded the department's minimal eligibility requirements by an additional 2 publications comparable to those ordinarily required for promotion to Professor.</p>	<ol style="list-style-type: none"> 1. <i>Evidence of exceptional commitment, leadership, and impact in the area of research.</i> 2. <i>Evidence of national presence in the discipline</i> 3. <i>Additional 2 publications beyond what is required for promotion to Professor</i> 	<p>1. Documentation Documentation of scholarship quality may include a collection of the following: awards, published journal rankings in the applicant's field, acceptance rates, impact factors, citation indices, critical reviews.</p>		
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Service

Reappointment, tenure, and/or promotion, will be awarded only to a faculty member who has participated in shared governance of the University by serving on departmental, college, or university committees and by assuming an appropriate share of the requisite duties (Faculty Handbook 4.5.3). As illustrations of service work, a detailed list follows:

Examples of Evidence for Service

- Holding office or performing functions (editor, manuscript referee, pre-publication reviewer, panel critic, advisory councils, etc.) on behalf of international, national, or regional associations and professional organizations
- Active membership in international or national [and/or regional] professional organizations
- Attendance at meetings, conferences, seminars related to faculty service
- Critiquing book proposals or articles in academic journals for which you have volunteered your services
- Organizing state or regional professional or research conferences, or local or departmental colloquial
- Chairing or actively serving on committees at the university, college, or department level
- Serving as an active, productive member of university, college, or departmental committees
- Individual services to the department, college, or university
- Department academic area coordinator
- Serving as a consultant to business, other universities, not-for-profit, or government organizations in an area of the faculty member's disciplinary expertise
- Serving as an adjudicator or organizer of a media [or forensic] competition
- Providing significant administrative services to the department, college, or the university
- Delivering invited lectures, conducting developmental workshops, or providing other professional services to business, institutions, associations, or not-for-profit organizations
- Head of accreditation committees: National/Regional, involving major work and/or successful outcome of accreditation
- Member of accreditation committee
- Organizing material for accreditation
- Providing other professional services deemed significant by the department
- Receiving service awards
- Recruiting activity; candidate must demonstrate an appropriately high level of activity, including travel
- Involvement with area schools as member of committees; performing professional services, providing in-service training, and other service activities
- Advising to student organizations
- Community service related to the mission of the University
- Serve as guest lecturer in university classes other than one's own
- Engagement in organizing events, conferences, or other activities that contribute to the MSU community
- Speaker for a public function or as an invited media consultant

- Receipt of one grant or fellowship for internal or external funding in any one of the areas
- of teaching, research, or service
- Leadership in a professional organization= serving on college-wide committee
- Involvement in community-based charitable activities and institutions
- Public service to the community, especially involving application of professional skills

Early Promotion to Professor. The earliest an Associate Professor may apply for promotion is after three years in the Associate rank at Missouri State University. To be considered for early promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact at the local and national levels in the area of service, providing evidence of leadership roles in national/international organizations relative to the area of candidate's expertise or pursuant to their accomplishments. They must also participate in at least 2 activities in excess of minimums in each of the core and encouraged activities for promotion to Professor.

MATRIX FOR EVALUATING PERFORMANCE IN SERVICE

Level of decision: Instructor to Senior Instructor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria (include Faculty Handbook section numbers)	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Core requirements	<i>Two years of service on one committee at department level or above, or one year on two committees'</i>	1. Committees <ul style="list-style-type: none"> Provide a copy committee membership lists, emails, minutes, and/or event programs 		
Encouraged activities)	<i>J. One public service activity</i> <i>1. One professional service activity</i>	1. Documentation of public service activity <ul style="list-style-type: none"> Provide copies of event programs, emails, meeting minutes, or membership lists 2. Documentation of public service activity <ul style="list-style-type: none"> As above 		

MATRIX FOR EVALUATING PERFORMANCE IN SERVICE

Level of decision: Tenure and Promotion to Associate Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria (include Faculty Handbook section numbers)	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Core requirements	<i>Two years of service on one committee at department level or above, or one year on two committees, (4.2.3.2.1)</i>	1. Committees <ul style="list-style-type: none"> Provide a copy committee membership lists, emails, minutes, and/or event programs (4.8.6) 		
Encouraged activities)	<i>J. One public service activity (4.2.3.2.3)</i> <i>2. One professional service activity (4.2.3.2.3)</i>	1. Documentation of public service activity <ul style="list-style-type: none"> Provide copies of event programs, emails, meeting minutes, or membership lists 2. Documentation of public service activity <ul style="list-style-type: none"> As above 		

MATRIX FOR EVALUATING PERFORMANCE IN SERVICE

Level of decision: Associate Professor to Professor

Teaching, Scholarship, and Service are often so intertwined that it is difficult to determine into which category some items should go; therefore, some flexibility is granted to the applicant with the understanding that no item be claimed in more than one category.

	Criteria (include Faculty Handbook section numbers)	Types of supporting documentation	Faculty accomplishments	Location of supporting evidence in dossier
Core requirements	<ol style="list-style-type: none"> <i>Two years of service on one committee at department level or above, or one year on two committees, in addition to service counted for last promotion. (4.2.3.2.1)</i> <i>One public service activity in addition to that counted for last promotion. (4.2.3.2.3)</i> <i>Professional service in addition to that counted for last promotion. (4.2.3.2.2)</i> <i>Demonstrated sustained leadership in service (4.2.3.2)</i> 	1. Committees <ul style="list-style-type: none"> Provide a copy committee membership lists, emails, minutes, and/or event programs (4.8.6) 		

<p>To be considered for early promotion to professor, a candidate must demonstrate exceptional commitment, leadership, and impact at the local and national levels in the area of service, providing evidence of leadership</p>	<p>1. <i>Evidence of exceptional commitment, leadership, and impact at the local and national levels in the area of service, including leadership roles in national/international organizations.</i></p> <p>2. <i>Additional activities in excess of the minimum in each of the core activities</i></p>			
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<p>roles in national/international organizations relative to the area of candidate's expertise or pursuant to their accomplishments. They must also participate in at least 2 activities in excess of the minimum in each of the core activities for promotion to Professor.</p>	<p><i>for promotion to Professor</i></p>			
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Department Head Review

The department head is appointed by the Dean of the College of Arts, Social Sciences and Humanities for a five-year term, subject to annual review by the dean and departmental faculty. Before reappointment to a subsequent term, there is a formal review of the prior work of the department head conducted by the dean's office.

Amendments to Departmental Tenure, Promotion, and Annual Appointment Guidelines

Amendments may be proposed by the department head, Personnel Committee, or faculty members. A two-thirds vote of approval by voting, full-time, ranked faculty members will be necessary to amend these guidelines. Revised plans must be approved by the RCASH dean and the provost.