
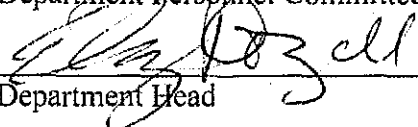


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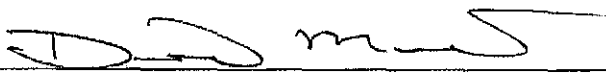
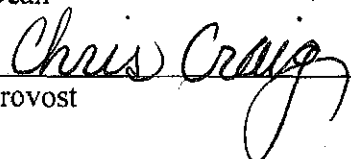
PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),
TENURE, PROMOTION GUIDELINES

DEPARTMENT: Merchandising and Fashion Design
COLLEGE: COB
SEMESTER/YEAR OF CURRENT REVIEW: 2018-2019
SEMESTER/YEAR OF NEXT REQUIRED REVIEW:

DEPARTMENT ADOPTION SIGNATURES:

 4-4-2019
Department Personnel Committee Chair Date
 4-4-2019
Department Head Date

APPROVAL SIGNATURES:

 4-4-2019
Dean Date
 4.5.2019
Provost Date

THIS PLAN IS IN EFFECT FROM 2018, THROUGH 2021.



DEPARTMENT OF
MERCHANDISING AND
FASHION DESIGN GUIDELINES
FOR REAPPOINTMENT,
TENURE, PROMOTION AND
REVIEW

Revised 4/2019

**Department of Merchandising and Fashion Design Guidelines for Reappointment, Tenure,
Promotion and Review**

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Department of Merchandising and Fashion Design Guidelines for Reappointment, Tenure, Promotion and Review

Revised 3/2019

I. Introduction

The Merchandising and Fashion Design (MFD) Department agrees to be in compliance with the latest edition of the Faculty Handbook, COB Policy Manual regarding Scholarly Productivity Guidelines and Workload Guidelines, and the latest revisions of the University and College of Business (COB) Faculty Evaluation Guidelines, including such rules and procedures dealing with the awarding of merit compensation. Revisions of the University and COB guidelines will always take precedence over Departmental guidelines. In other words, sincere attempts have been made to eliminate any conflicts with the Faculty Handbook, but should any remain, the handbook is controlling and supersedes any language in this document.

The MFD Department agrees to follow the general evaluation procedures of the University regarding the steps involved, appeal procedures, etc. Further, we agree to follow the general criteria for these decisions discussed and included requirements for annual reappointment, tenure, promotion and review (RTPR). *Section 3.3 in the Faculty Handbook (FH) states that “The provisions for promotion and tenure listed below for each rank represent the conditions the tenure-track faculty member must meet in order to be minimally eligible for consideration for a change in status.”* Thus, basic competence in itself is not sufficient to justify the granting of tenure and/or promotion.

Each ranked faculty member has a responsibility to contribute to the MFD, COB, and University mission, goals and objectives through his/her tri-partite responsibilities in teaching, research/scholarly/creative and service. While no single faculty member is expected to contribute to every specific objective, and faculty members are encouraged to emphasize areas where their talents are most beneficial to the Department, there is an individual and collective responsibility to assist in meaningful contribution to the fulfillment of those objectives. All evaluations for annual reappointment, tenure, promotion and review will be based on faculty performance in these three areas. Activities in each of these areas include, but are not limited to, the following:

Evaluation of Teaching

Teaching includes the candidate's thorough knowledge of subject matter, ability to organize and present the subject with a high degree of coherence and clarity, and skill in stimulating students' interest and curiosity at the undergraduate level as relevant to her or his appointment. This includes both course content and an ability to generate understanding and enthusiasm for content as reviewed by faculty peers (classroom visitations, course portfolio, and so on) and/or by students (course and teacher evaluations, testimonials, and so on). The candidate's record of consistent growth in instruction as well as consistently high levels of performance is evaluated.

Teaching related activities and assigned duties may include, but are not limited to:

- Effectiveness shown through student accomplishments
- Contributions in curricular development/Course Development
- Innovative teaching strategies
- Integration of new technologies and approaches in the learning process
- Effectiveness shown by student evaluations
- Effectiveness shown by peer evaluations
- Direction or participation in workshops or seminars designed for improvement of teaching
- Technology training
- Independent studies
- Honors or special recognition for teaching accomplishments
- Grants related to instruction

When evaluating the teaching performance of a candidate, superior scores in course evaluations and teaching awards may not be required to receive an ‘excellent’ rating. However, other sources of information that are strong and convincing are necessary for excellence in teaching that demonstrate the candidate’s contributions and leadership in the Department’s academic programs. Innovation in teaching pedagogies and development of curricula are important considerations for excellence in teaching.

Evaluation of Research/Scholarship/Creativity

The Department embraces the multi-disciplinary nature of scholarly activities in the area of merchandising and fashion design. The Department values scholarship that addresses theoretical and/or applied issues of consequence to the field, industry, and/or the global community, and/or to other fields that can benefit by knowledge generated in this discipline. Scholarship includes the candidate’s active research, scholarly, and/or creative program in their area of specialization. While the precise mix of indicators may vary from one candidate to the next, it is expected that a recognizable pattern of high performance levels in scholarship is evident for faculty in tenure-track positions. Faculty members are expected to produce scholarly outcomes as described in their position description and annual workload agreements. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of four (4) peer-reviewed publications and/or creative/scholarly works as identified below within a valid and quality journal since last promotion.

Scholarly productivity may include, but is/are not limited to:

- Peer reviewed publication(s)
- Receiving external research grant or other funding related to scholarly advancements
- Juried creative project selected for presentation
 - Two of the following are required to equal a peer reviewed publication
 - Providing significant and professional contribution to the field/discipline
 - Peer reviewed presentations or works at professional meetings

- Receiving internal research grant or other funding related to scholarly advancement

Evaluation of Service

Strong and active service on Departmental, College, and University committees, and service to the professional field is expected of all faculty members and is considered an important part of the evaluation for promotion and tenure. All faculty members are expected to be collegial members of the Department, and to perform appropriate service that contributes to the effectiveness of the Department, College, University and the profession. Service for the benefit of the local, state, regional, national, and international communities is important. Service to the professional field is valued, as this reflects on an individual's professional reputation and scholarship. In the promotion process, the willingness to undertake such work and the demonstration of effective leadership in service activities is highly valued.

For faculty candidates seeking excellence in service, it is the candidate's responsibility to effectively document to establish distinction between high quality and excellence with convincing evidence.

Evidence of excellence in service may include but is not limited to:

- Contributing to the Department, College or University by serving as members of committees, chairing committees, taking consulting assignments, or serving as advisory board members
- Supporting local, state, national or international organizations through consulting or memberships on advisory boards
- Reviewing scholarly submissions for peer reviewed publications, presentations, or creative works
- Manuscript reviewers, collaborators on research/creative activity endeavors
- Holding office in professional associations at the local, district, state, national or international level
- Attaining leadership positions related to the promotion of the discipline, such as consulting, professional development, professional involvement
- Engaging in significant program/discipline related community activities such as speeches, presentations, short courses, workshops, or hosting conferences
- University citizenship to our program, Department, College and University service
- Professional and public service at community, state, national and international level

II. Merchandising and Fashion Design Department Personnel Committee

The Merchandising and Fashion Design Department Personnel Committee shall consist of a minimum of five (5) tenured ranked faculty members. If five (5) tenured MFD faculty members do not exist, the remainder of the committee may come from other COB faculty to meet the required five qualified members for the committee. (See Faculty Handbook section 4.8.3.2) The Department Head will not serve on the committee nor participate in its deliberations. Members of the Committee may serve consecutive terms. Reappointment, tenure, promotion, and review will be the responsibility of the committee and provided to the Department Head. Changes to

these MFD Guidelines should be approved by a majority vote of tenured ranked faculty members.

III. Procedures for Annual Appointment of Probationary Faculty

Each year as part of the regular review, the tenure and/or promotion-eligible faculty member will submit documentation to be evaluated for progress toward tenure. The Merchandising and Fashion Design Department Personnel Committee will specify in writing the progress of the tenure-eligible faculty member toward tenure as satisfactory, questionable, or unsatisfactory and identify areas in which the faculty member is doing well, as well as, specific areas needing improvement. After reading the Merchandising and Fashion Design Department Personnel Committee reports, the Department Head will evaluate progress toward tenure as satisfactory, questionable (and identifying areas for improvement and providing specific suggestions), or unsatisfactory (providing specific rationale). The Department Head will discuss the committee and Department head evaluations with the tenure and/or promotion eligible faculty member. A copy of both the Merchandising and Fashion Design Department Personnel Committee report and the Department Head evaluation will be signed by the faculty member, placed in the Department personnel file, and forwarded to the Dean. This review will constitute that year's regular performance review for the tenure and/or promotion eligible faculty members.

All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

A. Required Documents for Application Packet for Tenure or Promotion

All Tenure and Promotion Applications

- _____ Original Application Form (hole punch and put in front – no tab for this)
- _____ Matrix
- _____ Personal Summary Statement (2-5 pages summarizing accomplishments, background, goals, plans)
- _____ Current Vita
- _____ Annual Progress Reviews from Departmental Committee (will have one for each year)
- _____ Annual Progress Reviews from Department Head (will have one for each year)
- _____ Annual Progress Reviews from Dean (will have one for each year)
- _____ External Review Letters (Department Head/Director will insert upon receipt of binder)
- _____ Guidelines used for Evaluation

Not required by Provost but by COB Dean's Office

_____ Teaching Evaluation Results from COB template in teaching section of matrix

_____ All manuscript submissions/acceptances must be accompanied by an email, which documents receipt/status from the journal

Promotion Applications Only

_____ Original Application Form (hole punch and put in front – no tab for this)

_____ Matrix

_____ Personal Summary Statement (2-5 pages summarizing accomplishments, background, goals, plans)

_____ Current Vita

_____ Yearly Performance Reviews from Departmental Head (will have one for each year)

_____ External Review Letters (Department Head/Director will insert upon receipt of binder)

_____ Guidelines used for Evaluation

_____ For Distinguished Professor applicants – 5 years Research Plan

B. Tenure and Promotion Procedures

The tenure-eligible faculty member will submit the appropriate documentation packet related to teaching, research and service activities to the Merchandising and Fashion Design Department Personnel Committee following the timeline specified by the Office of the Provost. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. The Merchandising and Fashion Design Department Personnel Committee will make an initial recommendation concerning tenure based on the documentation submitted by the tenure-eligible faculty member. The Merchandising and Fashion Design Department Personnel Committee will summarize the evaluations and submit a written recommendation to the Department Head. The Department Head will independently evaluate the candidate's credentials and, in conjunction with the Merchandising and Fashion Design Department Personnel Committee report, make a recommendation. If there is a disagreement, the committee and the Department Head will attempt to resolve it. A written explanation of the Departmental recommendations will be provided to the candidate. The candidate will sign the recommendation before it is forwarded to the COB Dean. If the Department Head and the committee cannot agree, or if the Dean disagrees with the recommendation, the Dean may ask the College Personnel Committee to review the application and make a recommendation.

Each year before the faculty member applies for tenure, the Merchandising and Fashion Design Department Personnel Committee and the Department Head shall specify in writing one of the following three opinions:

- Progress toward tenure/promotion is satisfactory.
- Progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions.
- Progress toward tenure/promotion is unsatisfactory, providing specific rationale.

In each instance, the Dean will make a recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, Department Head's or Dean's recommendation by following the appeal process stated in the Faculty Handbook (Section 4.7.3.1).

C. Promotion Procedures

The promotion-eligible faculty member will submit the appropriate documentation packet related to teaching, research and service activities to the Merchandising and Fashion Design Department Personnel Committee. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. Only activities accomplished by the candidate since the last promotion will be considered. The Tenure and Promotion Committee will make an initial recommendation concerning promotion based on the documentation submitted by the promotion-eligible faculty member. The Merchandising and Fashion Design Department Personnel Committee will summarize the evaluations and submit a written recommendation to the Department Head.

The Department Head will independently evaluate the candidate's credentials and, in conjunction with the Merchandising and Fashion Design Department Personnel Committee report, make a recommendation. If there is a disagreement, the committee and the Department Head will attempt to resolve it. A written explanation of the Departmental recommendations will be provided to the candidate. The candidate will sign the recommendation before it is forwarded to the COB Dean. If the Department Head and the committee cannot agree, or if the Dean disagrees with the recommendation, the Dean may ask the College Personnel Committee to review the application and make a recommendation. The Dean will make a recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, Department Head's or Dean's recommendation by following the appeal process stated in the Faculty Handbook (Section 4.7.3.1).

IV. Standards for Promotion and Tenure

The requirements for promotion and tenure in the Department of Merchandising and Fashion Design are consistent with the requirements stated in the Faculty Handbook (Section 3.4). Applicants should bear in mind that the requirements stated in the Faculty Handbook indicate the conditions a faculty member must meet in order to be minimally eligible for consideration for a change in status. The following information for each academic rank is intended to enhance but not contradict the requirements stated in the Faculty Handbook.

A. Unranked (Non-Tenure-Track) Faculty

There are two possible levels of unranked (non-tenure-track) faculty in the Department of Merchandising and Fashion Design as per the 2017 Faculty Handbook. Non-tenure-track faculty members can be appointed on an annual basis or for a multi-year period. After the termination of a non-tenure-track faculty member's period of employment, his/her contract can be renewed at the discretion of the University.

A-1. *Instructor (Hired after January 1, 2007)*

The position of Instructor is the lowest level of non-tenured full-time faculty at the University and as such, there is no mechanism for promotion to this position. Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate University service. It is expected that an Instructor should hold at least a Master's degree before employment. These faculty members are not eligible to apply for tenure, sabbatical leave, or educational leave. If an Instructor applies for a tenure-track position in the Department and is hired for that position, the years spent as an Instructor cannot be counted towards tenure or promotion to higher ranks.

A-2. *Senior Instructor (Hired after January 1, 2007)*

Instructors are eligible to apply for appointment to Senior Instructor in the fall semester of their 5th year of employment with the University. Number of years is not an entitlement for this promotion and judgments will be made at all levels based on standards for excellence. A recommendation for an appointment as Senior Instructor will be based on evidence of sustained excellence in teaching, including, but not limited to, student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the applicant's written summary detailing rationale for the requested appointment. The appointment cannot exceed a period of 5 years but the individual can be reappointed to the same rank for additional terms. A Senior Instructor is not eligible for tenure or promotion to Assistant Professor. However, a person who is an Instructor or Senior Instructor, could apply and be hired for an advertised tenure-track position if they meet the requirements of the job description. In this case, the years of service as Instructor or Senior Instructor will not count toward tenure or promotion.

B. Ranked Tenured or Tenure-Track Faculty

There are four possible levels of ranked faculty in the Department of Merchandising and Fashion Design as per the 2017 Faculty Handbook. The granting of tenure and the promotion are two separate processes, requiring two separate applications and two separate evaluations. However, for many faculty members, these two applications, and the resulting two evaluations, occur at the same time. The granting of tenure and/or the promotion is based on achievement as opposed to time served. The granting of tenure and/or promotion is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

B-1. Tenure-Track Instructor (Hired prior to January 1, 2007)

The position of Instructor is the lowest level of tenure-track full-time faculty at the University and as such, there is no mechanism for promotion to this position. It is expected that an Instructor should hold at least a Master's degree before employment. These faculty members are eligible to apply for tenure, sabbatical leave, or educational leave. Typically, five years of service is necessary for tenure and promotion, but the candidate may apply after a minimum of three years as a tenure-track Instructor. It would be unusual, however, for a candidate's application to be successful until the fourth or fifth year in the rank.

B-2. Assistant Professor

For individuals hired after January 1, 2007, the rank of Assistant Professor is the entry-level rank for tenure-track faculty at Missouri State University. Only Instructors hired prior to January 1, 2007 are eligible for promotion to the rank of Assistant Professor. The granting of tenure and/or the promotion to Assistant Professor is based on achievement as opposed to time served. The granting of tenure and/or promotion to the rank of Assistant Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a good quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (Faculty Handbook 4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty-teaching skills.

Research effectiveness: Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Merchandising and Fashion Design Department Personnel Committee shall judge these activities based on their overall scholarly/creative quality. This judgment will be based on factors including peer review. For tenure and/or promotion to Assistant Professor, each faculty member must demonstrate a record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of four (4) peer-reviewed publications and/or creative/scholarly works as identified within a valid and quality journal since last promotion.

Service effectiveness: Faculty members should show evidence of efforts to serve the Department, College, and University as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum, it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the Department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be

involved in service include participation in College and University level committees as well as through the provision of evidence of participating in community level activities.

While an Assistant Professor is minimally eligible for tenure after completing three years of service to Missouri State, it is the present policy of the University not to grant tenure to those minimally eligible. It is the policy of the University to delay the granting of tenure until six years of service to the University have been completed, except in rare circumstances and for compelling reasons. Assistant Professors, who are minimally eligible for tenure with rare circumstances and/or compelling reasons, should discuss their particular situations with the Department Head prior to making application.

B-3. Associate Professor

The granting of tenure and/or the promotion to Associate Professor is based on achievement as opposed to time served. The granting of tenure and/or promotion to the rank of Associate Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a high quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (Faculty Handbook 4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty-teaching skills.

Research effectiveness: Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Merchandising and Fashion Design Department Personnel Committee shall judge these activities based on their overall scholarly/creative quality. This judgment will be based on factors including peer review. For tenure and/or promotion to Associate Professor, each faculty member must demonstrate a sustained record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of four (4) peer-reviewed publications and/or creative/scholarly works as identified within a valid and quality journal since last promotion.

Service Effectiveness: Faculty members should show evidence of efforts to serve the Department, College, and University as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum, it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the Department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be

involved in service include participation in College and University level committees as well as through the provision of evidence of participating in community level activities.

B-4. Full Professor

Promotion to the rank of Full Professor is based on achievement as opposed to time served. For promotion to the rank of Full Professor, an applicant must have a cumulative record of sustained teaching effectiveness, sustained scholarly productivity including multiple peer-reviewed research publications and/or scholarly/creative activity, and service.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a high quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (Faculty Handbook 4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty-teaching skills.

Research effectiveness: Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Merchandising and Fashion Design Department Personnel Committee shall judge these activities based on their overall scholarly/creative quality. This judgment will be based on factors including peer review. For promotion to the rank of Full Professor, the Faculty Handbook requires peer-reviewed research publications and/or juried creative products. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of four (4) peer-reviewed publications and/or creative/scholarly works as identified within a valid and quality journal since last promotion.

Service Effectiveness: Faculty members should show evidence of efforts to serve the Department, College, and University as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum, it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the Department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in College and University level committees as well as through the provision of evidence of participating in community level activities.

V. Performance Evaluation Criteria for Tenure and/or Promotion

A. The Merchandising and Fashion Design Department's Philosophy Towards Tenure and Promotion Decisions

The development and application of these criteria reflects a shared philosophy held by faculty in the MFD Department. This philosophy includes the following:

1. Tenure and promotion decisions are not programmed decisions that can be reduced exclusively to the application of rating scales, point systems, and weighting schemes. Instead, these decisions are *inherently judgmental* (Faculty Handbook 3.7.2.) and the role of faculty is to exercise professional judgment in evaluating candidates.
2. When an individual is appointed to a position in MFD, we expect the individual to succeed and it is our responsibility to assist as peers and mentors to develop and nurture new faculty.
3. We have a responsibility to inform candidates about what is expected of them by communicating all relevant performance categories, standards for performance, and providing regular, detailed, and honest performance feedback. If a candidate is deficient in any area, this feedback should include specific suggestions to the candidate on how to improve performance.
4. We have a responsibility not only to be fair and impartial in our application of these relevant criteria, but also to realize that individuals perform varying roles and contribute in different ways, and that each promotion and tenure decision is unique and shall be made with sensitivity to individual dimensionality and the specific role and context within which each individual performs.

B. Summary and Scoring of Performance Evaluation

Faculty Handbook 4.1 states “*Faculty members with standard appointments... are evaluated in three categories of performance: teaching, research, and service.*”

The sections below describe three general categories of faculty performance - Teaching, Research (intellectual contributions), and Service - used by the MFD Department to evaluate faculty with standard appointments for purposes of promotion and tenure. Each criterion is defined, performance dimensions are described, and standards and examples of measures are offered. Detailed documentation requirements for tenure and promotion dossiers are outlined in Section III and IV.

In addition to these categories of performance each candidate must meet standards of ethical behavior and collegiality described in the Faculty Handbook and required of the profession. While not specifically addressed in performance criteria, serious breaches of professional ethical standards and/or inappropriate conduct towards others, including conduct inconsistent with notions of collegiality as provided in Faculty Handbook 1.1.3.4, may provide grounds for denying tenure/promotion.

The MFD Department uses the following scoring system to assist with evaluating tenure and promotion decisions. The candidate should provide a self-assessed score for each performance category, and the Merchandising and Fashion Design Department Personnel Committee and Depart Head will also provide their scores of the candidate in each performance category.

SCORING SYSTEM:

BELOW EXPECTED = 0; EXPECTED = 1; ABOVE EXPECTED = 2; EXCELLENT = 3

Associate Professor and Tenure

Option	Perf. Category Teaching	Perf. Category Research	Perf. Category Service	Minimum Total Points
A	2	2	1	5
B	2	1	2	5
C	1	2	2	5
D	3	1	1	5
E	1	3	1	5

Full Professor

Option	Perf. Category Teaching	Perf. Category Research	Perf. Category Service	Minimum Total Points
A	3	2	2	7
B	2	3	2	7
C	3	3	1	7
D	2	2	3	7

C. Performance Category #1: Teaching

The FH 4.2.1.2 clearly states that, “*Teaching is among the most important faculty responsibilities of any institution of higher learning*” and, therefore, teaching effectiveness is required in order to earn tenure and promotion. The handbook describes two categories of activities that constitute effective teaching: Essential Elements that are required for tenure and promotion and Additional Areas that are not required, but may be considered in the tenure and promotion decision.

The Essential Elements of teaching effectiveness required for tenure and promotion are: Knowledge, Teaching Strategies, and Evaluation and Response to Feedback. Additional Areas that may be evaluated and considered are Accessibility and Diversity. FH 4.2.1 acknowledges that teaching is a multidimensional activity and as such, this implies multiple measures should be used to assess teaching effectiveness.

VI. Regular Performance Reviews

Each year the faculty member will submit in writing and then formally discuss with the Department Head (1) results of the prior performance and (2) objectives for forthcoming performance (*progressive performance expectations where pertinent*). The results of this meeting will be summarized in writing and placed in the Department personnel file with copies provided to the faculty member.

Each faculty member is expected to participate in teaching, research/scholarship and service activities that promote the mission and goals of the University, College, and Department. The precise terms of employment, stated in the initial appointment contract letter, may vary from one individual to another, but these conditions must conform to the policies in the appropriate Faculty Handbook and be in accordance with performance expectations of other faculty in the Department of Merchandising and Fashion Design. Specific duties are renegotiated on an annual basis with the Department Head.

All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

Teaching Evaluation: Teaching effectiveness is essential in the development of educated persons. Achievement in this area is of critical importance in the Department's evaluation of faculty members for annual reappointment, tenure, or promotion.

Candidates for annual reappointment, tenure, or promotion must show evidence of strong teaching performance. Documentation for each activity should be provided, generally a summary and/or analysis of the activity with indications of changes or new ideas that have been or will be incorporated in teaching based on the activity. Indicators of teaching performance may include, but are not limited to, the following:

- A. Classroom Teaching:** Statements of teaching philosophy; student evaluations of courses taught; teaching awards, course syllabi; development of appropriate new courses; improvement of existing courses; development of laboratory exercises; rigorous and relevant information presented; updating course content to keep it current.
- B. Evidence of Successful Student Learning Outcomes:** Feedback from alumni and employers; percentage of graduates who successfully compete for jobs; sourcing discipline-related competitions for students to enter; successful student competition for prime internships; employer evaluations of interns.
- C. Use of Effective Modalities:** Wise and useful employment of innovative instructional methods; teaching of full classes during intersession, summer, and evening courses to improve student access; development or teaching of blended, on-line, video, or off-campus courses.
- D. Professional Development in Teaching:** Attendance at conference sessions related to teaching; workshops or courses taken to enhance teaching skills; initial employment of innovative instructional methods; identifying new resources that promote student learning; updating teaching or subject-matter skills with supporting documentation; learning to use current software used by students in discipline-related classes; peer ratings; external expert ratings; review of another peer's teaching or course materials; review of peer syllabi with written analysis and summary; teaching awards; teaching portfolio; analyzed review of teaching

videos; literature reviews primarily for classroom and other instructional settings for the purpose of improving teaching.

- E. Other Contributions:** Availability to students through office hours and appointments; supervision of internships or student teaching; discussion of role in mentoring students and their accomplishments.

Research/Scholarship Evaluation: The scholarships of discovery, integration and application are essential elements of the Department and University missions. Evidence of performance in these areas is valued in tenure and promotion considerations. Candidates for tenure and promotion must show evidence of active participation in publishing, grant writing, and presentations. Examples include, but are not limited to:

- A. Grants/Proposals/Funding:** External grants received; MSU (internal) grants received; public/private donations (monetary or gifts-in-kind, that benefit the Department). Grant Proposals for which the results are unknown or which do not receive funding will be given lower weight.
- B. Research Projects:** Principal or co-principal on a research project; generating external funding and/or other resources to support students and student activities including fashion shows, senior show, and other public displays of student work.
- C. Publications:** Appropriate discipline-related peer-reviewed publications based on originality, importance, usefulness, timeliness, and creativity. Documents that present results of new research or analyze and synthesize information will be given higher weight than documents that are a compilation of current knowledge or that are designed as teaching tools, such as laboratory manuals and workbooks.
- D. Creative Projects:** Original creative projects for juried competitions or publication, student success in discipline-related competitions.
- E. Presentations:** Refereed presentations; presentations at discipline-related professional meetings; professional meetings and workshops at which research is the primary focus.
- F. Successful Collaboration with Colleagues and/or Students:** Collaboration on journal publications and/or creative projects for juried competitions.

Service Evaluation: Discipline-related service activities expand opportunities for learning, shape the learning environment, and are instrumental in fulfilling the public affairs mission of the university. Each faculty member is expected to assume an appropriate share of the service responsibilities necessary to fulfill the Department, College, and University missions. Candidates for tenure and promotion must show strong evidence of active participation in University, community, and professional service activities. Indicators of service performance include but are not limited to:

- A. **University:** Participation on Departmental, College, and University committees.
- B. **Community:** Community committees; unpaid consulting work; community projects and programs; mentoring of students in production of shows (fashion and design) that raise community awareness of MFD programs; recruitment efforts in public schools and other appropriate venues.
- C. **Professional:** Participation on professional organization and advisory committees; membership in professional organizations; published book reviews.
- D. **Student Advising:** Career advisement; advisement of student clubs, organizations or activities.
- E. **Other Activities:** Service activities that enhance the Department and University's image, such as securing new scholarships; textbook reviews.

Tenure and Promotion Matrix

Percent of Effort (100%): Teaching (%), Research (%), and Service (%)

TEACHING

Productivity Criteria

- Effectiveness through student accomplishments
 - Artifacts: VITA in Portfolio I
- Innovative teaching strategies
 - Student evaluation in Portfolio II
- Integration of new technologies and approaches
- Effectiveness through student evaluations
- Effectiveness through peer evaluations
- Direction/Participation in Workshops/Seminars designed for improvement of teaching
- Technology training
- Independent studies
- Honors or special teaching recognition
- Grants related to instruction

RESEARCH

Productivity Criteria

- Peer reviewed publications
 - Artifacts: VITA in Portfolio I
- Grants related to scholarly activities

- Publications in Portfolio II

- Juried creative projects

Two of the following are required to equal a peer-reviewed publication

- Significant and professional contribution to the field/discipline
- Presentations at professional meetings
- Internal research grant

SERVICE

- Contributing to department, college or university by serving as members of committees, chairing committees, consulting assignments, advisory board members
 - Artifacts: VITA in portfolio I
- Supporting local, state, national, or international organizations through consulting or advisory boards
- Reviewing scholarly submissions for peer reviewed publications, presentation or creative works
- Holding office in professional associations
- Leadership positions in consulting professional development, professional involvement
- Participating in significant discipline related community activities, such as speeches, presentations, short courses, workshops, or hosting conferences
- University citizenship
- Professional and public service at community, state, national and international level