



MISSOURI STATE UNIVERSITY

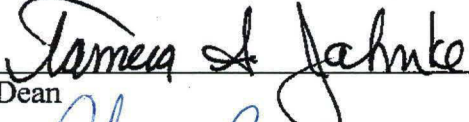
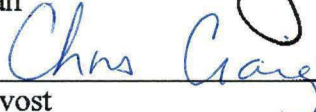
PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),  
TENURE, PROMOTION GUIDELINES

DEPARTMENT: Hospitality Leadership  
COLLEGE: CNAS  
SEMESTER/YEAR OF CURRENT REVIEW: Fall 2020  
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Fall 2023

DEPARTMENT ADOPTION SIGNATURES:

  
01/13/2021  
Department Personnel Committee Chair Date  
  
01/13/2021  
Department Head Date

APPROVAL SIGNATURES:

  
1/14/2021  
Dean Date  
  
1/14/2021  
Provost Date

THIS PLAN IS IN EFFECT FROM 2021, THROUGH 2024.

2021

Reviewed and reapproved by Faculty on October 28, 2020  
Reviewed and approved by Dean on January, 12 2021

# Department of Hospitality Leadership

## Retention, Tenure, and Promotion Plan



# **Department of Hospitality Leadership Policy on Annual Appointment, Tenure, and Promotion**

## **Introduction and Philosophy**

This section describes the department's philosophy surrounding promotion and tenure, briefly outlines the process of application and review, and defines the three key areas of performance and evaluation: teaching, research and service.

Promotion and tenure in the Department of Hospitality Leadership (HL) are key components of the reward and retention system at Missouri State University (MSU). Both are awarded to faculty members who have exhibited accomplishments in contributing to the departmental and university mission and who demonstrate potential for continued accomplishments. In general, this would consist of meeting or exceeding expectations in teaching, scholarship, and service as described in this document and the Faculty Handbook, *as revised in 2020*.

Tenure refers to the status granted to faculty members after a probationary period that protects them from arbitrary dismissal. Tenure grants faculty members the contractual right to reemployment for succeeding academic years until they separate from the university or until other conditions for dismissal as outlined in the 2020 Faculty Handbook in Sections 14.5.1 and 14.5 occur. Tenure, however, is not concerned solely with job security. According to the Faculty Handbook: "Tenure is a means to certain ends, specifically: (1) freedom of teaching and research, and service including extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability."

Promotion refers to a progression in the ranks following the fulfillment and review of the criteria specified in this document. It is granted to those who demonstrate the ability to make continued contributions and to provide leadership in line with the expectations for particular ranks.

The decision for promotion is based on the Department's expectations provided at the time of appointment, regular yearly reviews, and on the faculty member's cumulative performance since appointment to the present rank. Faculty members may, at their option, choose to be evaluated for either promotion or tenure based on the most current departmental criteria. Evaluations of applications will be in accordance with the Faculty Handbook. Promotion and tenure applications are not substitutes for the regular annual review by the Department.

Following is the mission statement of the department: *The Department of Hospitality Leadership at Missouri State University is committed to creating an environment of academic excellence. We prepare our students to be ethical leaders in the hospitality and tourism industries by providing an environment where meaningful learning and development is a priority. We serve our constituencies through quality teaching, community engagement, and relevant focused research.* Tenure or promotion is based not only on the candidates' achievements but also on the basis of the extent to which they contribute to the departmental and the university mission. Only members of the ranked faculty are eligible for tenure.

All full-time faculty members participate in regularly scheduled performance reviews. For probationary faculty, annual reviews are completed for the purpose of evaluating appropriate progress toward tenure, tenure review, and promotion review, as well as yearly performance review. Tenured faculty participate in an annual performance review, and, as appropriate, promotion reviews. Ideally, each ranked faculty member should be evaluated no more than once annually. The Provost publishes a university-wide timetable for academic personnel decisions at

<http://www.missouristate.edu/provost/rtp.htm>, and HL reviews occur according to this schedule. Faculty members submit application and/or review materials for reappointment, tenure, promotion, and performance review to the HL Promotion and Tenure Committee or the departmental Personnel Committee (as appropriate) by the deadline established by the Provost's Office.

## **1. The Process**

Ranked faculty members are expected to participate in three broad areas of activity: teaching, research, and service. All evaluations of ranked faculty, for whatever purpose, will be made in these areas. Annual re-appointment, required performance evaluations, pre-tenure, tenure and promotion reviews proceed through a series of recommendations beginning with the departmental Personnel Committee. The Personnel Committee consists of ranked and tenured members of the department. In the case of consideration for promotion, the Promotion and Tenure Committee will consist of at least three tenured faculty members at or above the rank for which the candidate is applying. If there are an insufficient number of faculty members in the department at that rank, the Department Head, in consultation with the candidate, will select faculty members from other relevant departments and submit the list for the Dean's consideration and appointment.

The Personnel Committee or the Promotion and Tenure Committee submits its recommendation to the HL Department Head. The Department Head forwards his or her recommendation along with the department committee recommendation to the Dean of the College of Applied and Natural Sciences. The Dean makes a recommendation for annual appointments, required performance evaluations, and pre-tenure/promotion reviews and sends a list of all reappointments and non-reappointments to the Provost. For tenure and promotion, the Dean forwards his or her recommendations along with all previous recommendations to the Provost. The Provost makes the final recommendation for tenure and promotion decisions to the President and the Board of Governors.

## **2. Definitions**

### **Teaching**

Teaching includes a variety of activities such as direct instruction of students, academic and career advising, the supervision of independent studies and student research, new course development, and course revisions. It can also include efforts aimed at improving instruction or enriching courses such as attending professional development workshops or seminars, developing supplemental teaching materials, creating new pedagogical techniques, or adapting innovative applications of technology for instructional purposes. This also includes a clear identification of student learning outcomes in courses taught as well as the effectiveness of the associated assessment mechanisms.

### **Research**

Research and scholarship are critical activities as they inform instruction, develop faculty expertise, and enhance the reputation of the department and the university. Normally, scholarly activities will be related to a faculty member's discipline, but collaborative research involving other disciplines is also of value. Research activity includes activities directed toward the discovery and dissemination of new knowledge relevant to the hospitality and tourism industry or to hospitality and tourism education. It also includes activities that synthesize and disseminate existing knowledge in a new form, or the integration and promulgation of existing knowledge that contributes to either the hospitality and tourism industry or educational practice. A variety of intellectual contributions can be included under the research rubric. These can include articles in scholarly journals, books, chapters in books, professional conference

presentations, technical reports, and published case studies, to name a few. Under almost all circumstances, these contributions will be subject to some form of peer review such as double blind review, editorial board review, or editorial review.

Although grants in support of research are not commonly available or a typical scholarly endeavor in the field of hospitality administration or other industry specific fields, they are occasionally offered. These, too, are a welcome and valuable form of research and scholarship.

### **Service**

The 2020 Faculty Handbook (Section 4.2.3) recognizes service in four categories: University citizenship, professional service, public service, and professional consultation. Service includes academic advising, activities that contribute to both routine and ad hoc departmental functions, the committee and governance mechanisms of the department, college and university, and activities that advance the department, college, and university to external constituencies and communities. These can include committee service or leadership, administration, or any service action that makes a contribution to the university community.

External activities can include, for example, serving on industry, community, or governmental boards or agencies, serving on committees in professional organizations, participating in other types of service to the hospitality and tourism industry or professional organizations, reviewing scholarly submissions for publication, uncompensated professional consultation or training, recruitment on behalf of the department, and other undertakings that promote the department, college, or university to outside communities or that contribute to the general welfare of the community, state, or nation. The HL department recognizes that faculty will engage in different service activities according to their interests and abilities but there is an expectation that all faculty members will make significant contributions to departmental and university citizenship in addition to other service efforts.

## **3. Assessment of the Tenure Progress during the Probationary Period**

### **3.1 Communicating Performance Measures**

Each year the HL Department Promotion and Tenure Committee and the Department Head will conduct a pre-tenure review for tenure track candidates and each will specify, in writing, to probationary faculty one of the following three outcomes:

1. progress toward tenure/promotion is satisfactory;
2. progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions; or
3. progress toward tenure/promotion is unsatisfactory, providing a specific rationale.

This review will constitute that year's annual reappointment performance review and proceeds as indicated in the reappointment flow chart outlined in the MSU Faculty Handbook Section 4.6.3. Copies are maintained by the department, forwarded to the Dean, and provided to and discussed with the candidate.

### **3.2 Tenure/Promotion Review**

In most cases, probationary faculty must apply for tenure and promotion no later than the sixth year of employment to remain employed beyond the seventh year. Tenure will be granted only to faculty members who apply for tenure and are approved by way of normal procedures as specified in Section 3 of the Faculty Handbook and in this document. If a tenure application is not made by the specified time, the individual forfeits all expectation of tenure. De facto tenure is not granted. In cases where the faculty member has negotiated for a shorter probationary period, the tenure application year will be specified in the candidate's initial letter of employment. These candidates may reapply for tenure up to and during the final year. Candidates denied tenure in the final year may not reapply.

Normally, candidates for tenure and promotion to Associate Professor will be considered simultaneously. It is understood that a faculty member may apply for tenure without promotion, but this is rare. Candidates appointed at Associate Professor Rank without tenure will be considered for tenure and promotion separately. They must meet the requirements for tenure as specified in this section as well as the requirements for promotion to Professor from Associate Professor as specified in Section 4 of this document. Consideration may or may not occur simultaneously and a separate application is required for both tenure and promotion.

Criteria for promotion to Senior Instructor from Instructor is detailed in Section 4.

The review process commences when candidates submit their application for tenure and promotion to the departmental Promotion and Tenure Committee in accordance with the Provost's Promotion and Tenure and Yearly Performance Review Calendar. This process will be carried out no later than the sixth year of employment. In cases where an HL faculty member negotiates for a shorter probationary period, the final application year is specified in the faculty member's initial letter of employment.

The HL Promotion and Tenure Committee will make the initial recommendation, which is based on the material submitted by the candidate. The HL Personnel Committee chair shall serve as the chair of the HL Promotion and Tenure committee. The HL Promotion and Tenure Committee shall provide the candidate with a written narrative explaining the committee's voting rationale for teaching, research, and service and will forward its recommendation, along with the documentation and evaluation data submitted by the candidate, to the Department Head for independent evaluation and recommendation. Evaluations at the higher levels of the administration will ensue as per Section 4.6.2 of the Faculty Handbook.

At each level, the candidate will be informed of the result of the evaluation. Appeal of the evaluation recommendation for tenure-track faculty may take place at all administrative levels as specified in Section 4.7 of the Faculty Handbook.

#### **3.2.1 Documentation and Application for Tenure and Promotion to Associate Professor**

Candidates will submit an application as described below and verify that they have met or exceeded the minimum requirements for a grant of tenure and promotion to Associate Professor.

### **In general**

- Application cover sheet
- Documentation Matrix
- Personal Summary Statement
- A current curriculum vita
- Letter of initial employment
- Letters of annual reappointment for the probationary period
- Copies of annual evaluations (Committee, Department Head, and Dean)
- Copies of external reviews

### **Teaching**

- A statement of teaching philosophy and a self-evaluation of teaching effectiveness. This may include items listed under the description of teaching found earlier in this document as well as information included in Section 3.8.1 in the Faculty Handbook.
- A statement of how the faculty member promotes diversity and inclusion through his/her teaching. The candidate should communicate the feasible impact of these efforts to diversity and inclusion initiatives at Missouri State University as suggested in Section 2.2. in the Faculty Handbook. In this statement, candidates may explain past, present, and future goals to encourage diversity and inclusion initiatives in their role as educators.

Some examples include explanations and descriptions of:

- How the candidate improved students' classroom experience through engagement activities that focus on understanding new viewpoints on cultures, ideas, values and ways of thinking.
- How the candidate's teaching approaches are inclusive and support full student participation in the student academic experience.
- How the candidate's teaching methodology or teaching activities promote the comprehension of difficulties and challenges faced by minority individuals/groups. How the candidate utilizes creative learning activities that help students to understand diverse business practices in international contexts.
- How the candidate mentors and advises students from underrepresented groups to do well in the hospitality industry by guiding them to choose a specific path in the industry or by mentoring them to continue their studies.
- A statement of how the public affairs three-prong mission is incorporated into classes taught.
- A detailed statement of standards for academic rigor in each course taught must be provided.
- A table that lists the names and numbers of all courses taught during the probationary period, the number of students in each course, and the mean rating of instructor effectiveness.
- A table that summarizes the grade distribution for all courses taught during the probationary period.
- Syllabi for all courses taught.
- At least two peer reviews of teaching conducted by ranked and tenured faculty members that were administered in two separate years during the probationary period.
- A description and documentation (where appropriate) of activities or contributions related to or in support of teaching such as:

- Advising
- Supervision of student research or independent study
- Instructional contributions to students or others outside of the department
- These can include instruction to student groups, community organizations, students at other institutions, or industry professionals, or the supervision of graduate theses
- Awards, honors, or recognitions related to teaching or advising
- Attendance at or participation in workshops, seminars, or courses aimed at improving teaching and advising or enriching the content of courses
- The development of supplemental course materials
- The development of innovative pedagogical techniques
- Any innovative applications of technology to instruction
- Evidence of course development and revision
- Any other activities that the candidate feels contributed to the teaching mission of the department, college, or university

### **Research**

- An introductory statement that describes and summarizes research activities and accomplishments during the probationary period.
- A list that includes the title, date of publication, source of publication, names of co-authors, and method of review for any of the following (copies or other documentation should also be included):
  - Articles in scholarly journals
  - Books
  - Chapters in books
  - Technical reports
  - Presentations at professional conferences (with abstracts and/or proceedings if appropriate)
  - Published cases
  - Grants in support of departmental initiatives
  - Other intellectual contributions that the candidate believes advances knowledge in the field of hospitality and tourism administration or teaching
- A description of any professional development efforts aimed at improving research skills or enhancing knowledge of a field of inquiry.

### **Service**

Service includes a broad range of possibilities that are determined by a faculty member's interests and abilities as well as opportunity. Candidates will submit a statement that describes service contributions in the four areas described below. The range of possible contributions is vast so the descriptions provide are merely for the purpose of providing guidance and direction.

- University citizenship. This includes academic advising, committee service to the department, college, and university, extraordinary instructional activities, non-instructional activities to students or student groups, administrative duties, and routine or ad hoc activities that contribute to or advance the mission of the department, college, or university.
- Professional service: This includes a wide variety of activities that contribute to the field of hospitality and tourism education or the industry such as serving on professional or industry committees, reviewing scholarly submissions for publication, assuming professional leadership positions, contributing to professional meetings in an official capacity, or service to industry organizations, to name a few.



- Public service: Given the public affairs mission of the university, public service can include service to the community, state, or nation that is related to the field of hospitality and tourism as well as service that contributes to the general welfare of all.
- Professional Consultation. Professional consultation includes uncompensated work that benefits business, schools, community or professional organizations, or other entities. The consultation must be related to the candidate's area of expertise and must enhance the reputation of the department, college, or university.

#### **4. HL Promotion Philosophy and Policies**

##### **4.1 General Philosophy**

Promotion in the Department of Hospitality Leadership results from meeting or exceeding performance expectations in teaching, research, and service that are appropriate for the sought-after rank. In general, faculty members who are awarded promotion will have demonstrated a continued record of accomplishment in the roles that support the mission and goals of the department, the college, and the university. The Promotion and Tenure Committee and the Department Head will each make separate evaluations of the candidate. The decision for promotion will be based on departmental requirements, regular yearly reviews, and on the faculty member's cumulative performance since appointment to the present rank. The application procedures are the same as described in Section 3 of this document with one exception. For promotion from Associate Professor to Professor, documentation is required from the date of promotion to Associate Professor. Senior Instructor candidates should follow the procedure outlined in Section 3.5.2. Evaluation of applications will be in accordance with the Faculty Handbook, Section 4.

In addition to the below requirements, candidates must satisfy all other criteria for promotion and tenure specified in the Faculty Handbook.

##### **4.2 Promotion from Instructor to Senior Instructor**

To be eligible for promotion to Senior Instructor, the candidate must have demonstrated excellence in teaching and service at Missouri State University for at least five years. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development, and provide appropriate university service. Senior Instructors may participate in research or creative activities. A Senior Instructor shall be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs, and continued funding. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Senior Instructors on 9-month appointments will receive benefits for 12 months. Details are listed below:

- Instructors are eligible to apply for appointment to Senior Instructor in the second semester of their fifth year of employment with the university.
- A teaching portfolio, curriculum vitae, student evaluations of teaching, a statement of how the public affairs three-prong mission is incorporated into classes taught as well as

a statement of how the faculty member promotes diversity and inclusion through teaching will be submitted to the departmental Personnel Committee for review.

- A letter summarizing the candidate's accomplishments in teaching, leadership, and service will be submitted to the departmental Personnel Committee for review in accord with the dates specified in the Faculty Evaluation Calendar. The portfolio should include supporting documentation of sustained excellence in teaching over the prior five or more academic years. The portfolio must include evidence of successful student learning outcomes, use of effective modalities, leadership in curriculum development, advising, and/or other areas of university service, student course evaluations, peer evaluations, artifacts of curricular development, academic rigor of each course taught, and other supporting documentation included as part of the written summary detailing the rationale for the appointment in accord with departmental guidelines.
- The departmental Personnel Committee will submit recommendations to the Department Head in accordance with the timelines specified in the Faculty Evaluation Calendar. The Department Head will review all relevant information and make recommendations to the Dean, who will also conduct a review and forward recommendations to the Provost. The Provost will notify the candidate, in writing, of approval or non-approval of the promotion. The academic department will be responsible for initiating the personnel action forms designating the change of appointment and incremental salary increase.

#### **4.3 Tenure and Promotion from Assistant to Associate Professor**

The requirements listed below are minimum expectations and do not constitute a checklist that will guarantee a grant of tenure and promotion. Normally, decisions about tenure and promotion require substantial deliberation regarding the quality of a candidate's overall contributions as well as the likelihood that they will continue to contribute to their field of expertise and continue to develop professionally. Successful candidates for the promotion from Assistant Professor to Associate Professor will also demonstrate a sustained record of teaching effectiveness, peer reviewed scholarship, and appropriate service.

Evaluating this requires the application of subjective judgment at all stages of the review process. Each year, the Promotion and Tenure Committee and the Department Head will evaluate the candidate's progress, communicate any deficiencies, and make written recommendations regarding future expectations. This will be used as the benchmark for each subsequent year.

Promotion to Associate Professor is only open to individuals with terminal degrees.

#### **Teaching**

All candidates must meet the minimum requirement related to teaching such as meeting all classes, providing students with appropriate class policies and schedules, and holding the required number of office hours. In addition, candidates must meet minimum thresholds on cumulative evaluations of instructor effectiveness. Normally, a cumulative effectiveness rating of 1-3 on a scale of 5 (the highest) to 1 (the lowest) will result in the denial of tenure and promotion unless there are mitigating circumstances.

- Successful candidates for tenure and promotion will demonstrate that they are effective and dedicated teachers. This is evidenced by positive student and peer reviews of teaching, professional development initiatives, and efforts directed at improving and

enriching the classroom experience for students. Student evaluations, while important, are but one of the measures of effective teaching and are considered as a part of the entire portfolio. Thus, faculty members must present substantial evidence of effort in areas such as professional development, course development and revision, advising, the application of technology and other items that demonstrate a commitment to developing teaching competency, and improving the instructional experience. Candidates must also include a statement of how the public affairs three-prong mission is incorporated into classes taught. In addition, candidates must provide a statement of how diversity and inclusion is integrated in his/her teaching. Lastly, a detailed statement of standards for academic rigor in each course taught must be provided.

### **Research**

Candidates will present a variety of intellectual contributions for consideration. However, the minimum requirement for tenure and promotion to Associate Professor is as follows:

- A minimum of five peer-reviewed articles in journals in the field of hospitality, tourism, education, or a related area, and must be accepted by the Promotion and Tenure Committee as being of suitable quality. The candidate must be lead and/or sole author of at least three of the five articles.
- A mix of other peer-reviewed intellectual contributions as described in Section 3.2.1 of this document that demonstrates an active, sustained, and focused research effort. These intellectual contributions can include additional papers, conference presentations, and research paper publications involving either undergraduate or graduate students.
- Professional development efforts aimed at improving research skills or enhancing knowledge of a field of inquiry.
- Research progress will be evaluated during each annual review and results will be communicated to the faculty member. This evaluation will relate to the quantity, significance and quality of the candidate's intellectual contributions.

### **Service**

Service contributions are an important part of the departmental and university mission. However, more weight is placed on teaching and research for those seeking tenure and promotion to Associate Professor. Nevertheless, successful candidates are expected to provide evidence of a mix of service activities that are appropriate for their rank. This must include strong evidence of commitment and contribution to university citizenship as evidenced by committee service and/or routine and ad hoc activities that advance the mission of the department, college, and university in a meaningful and measurable way. In addition, the candidate must demonstrate an appropriate level of service to the profession and/or the community as specified in Section 3.2.1 of this document. Uncompensated professional consultation will also be considered as long as it is part of a service portfolio that includes either professional or community service.

## **4.4 Promotion from Associate Professor to Professor:**

Professors are recognized leaders who have a cumulative record of teaching effectiveness, peer reviewed scholarship, and substantial service to the university and to the discipline.

### **4.4.1 Requirements**

In order to be considered for promotion to Professor, candidates must demonstrate an exemplary record of achievement and contribution in either teaching, research, service or a combination of these and meet the following minimum requirements:

1. A sustained record of effective and committed teaching since promotion to Associate Professor. This can be documented by positive student and peer reviews of teaching, professional development initiatives, course and curricular development activities, and efforts directed at improving and enriching the classroom experience for students. Candidates must also include a statement of how the public affairs three-prong mission is incorporated into classes taught. Additionally, a detailed statement of standards for academic rigor in each course taught must be provided. Syllabi for all courses taught with appropriate class policies and schedules should be included for review. Furthermore, a statement of how the faculty member promotes diversity and inclusion through his/her teaching must be provided. The candidate should communicate the feasible impact of these efforts to diversity and inclusion initiatives at Missouri State University as suggested in Section 2.2. in the Faculty Handbook. In this statement, candidates may explain past, present, and future goals to encourage diversity and inclusion initiatives in their role as educators.
2. Evidence of achievement in research and scholarship. This can be evidenced by a wide variety of intellectual contributions as detailed earlier in this document and meeting the following minimum requirements:
  - a. The publication of at least five peer-reviewed articles in scholarly journals since promotion to the rank of Associate Professor. These journals must be in the field of hospitality, tourism, education, or a related area, and must be accepted by the Promotion and Tenure Committee as being of suitable quality.
  - b. Evidence of a significant combination of intellectual contributions since appointment to the rank of Associate Professor. At least two of these, including one peer-reviewed journal article, must have been published or presented in the four years prior to application for the rank of Professor.
3. A record of substantial service since promotion to the rank of Associate Professor. This can include a combination of university citizenship, professional service, public service, or uncompensated professional consultancy, which must include leadership positions. Examples of this include extensive service to the department, service on college and university committees, administrative roles, industry service, service to the hospitality and tourism educational community, leadership positions in professional organizations, and other service activities appropriate for a senior faculty member.

#### **4.4.2 Application Procedures**

The faculty member prepares a complete promotion dossier and forwards it to the chair of the departmental personnel committee. The tenure/promotion dossier will include external reviews gathered according to university guidelines, and submitted by the Department Head. This review may complement the annual performance review. Copies are maintained by the department, forwarded to the Dean, and provided to the candidate.

### **5. Responsibilities and Rights**

#### **5.1 The Candidate**

All faculty evaluations are based on university level criteria and in the guidelines and expectations specified in departmental and college documents and any specific contractual agreements that may exist.

Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at MSU unless otherwise negotiated at the time of initial

employment. Faculty applying for promotion will be evaluated according to performance in their present rank. If credit toward promotion is given for years in a previous assignment, corresponding professional activities during those years of service shall be considered in the promotion review process as long as they are contiguous to the present assignment.

Each faculty member making application is responsible for assembling evidentiary documentation for making the case in support of application, and for submitting materials according to the established formats and deadlines. The faculty member shall have access to materials submitted to the Department Head so long as they do not violate the confidentiality of individual members of the Promotion and Tenure Committee. Recommendations at each level will be based upon data supplied by the candidate as well as that collected by the department, such as student evaluation results.

It is expected that, in the case of tenure track actions, external reviews will be solicited from comparable programs by the Department Head. These are intended to assist in tenure/promotion or promotion decisions. External reviewers will be identified collaboratively by the candidate and the Department Head in consultation with the Promotion and Tenure Committee. The Department Head is responsible for obtaining a sufficient number of reviews. The absence of a review will not be allowed to prejudice the tenure or promotion decision for a candidate.

## **5.2 The Department Promotion and Tenure Committee and Head**

The Promotion and Tenure Committee will consist of all tenured faculty in the HL Department who hold the rank equal to or above the rank for which the candidate is applying, but excludes the Department Head or a faculty member with a potential conflict of interest. The HL Promotion and Tenure Committee's chair will normally be the chair of the HL Personnel Committee unless that individual is not eligible to serve on the HL Promotion and Tenure Committee, in which case the HL Promotion and Tenure Committee will elect an alternate. If there are not enough faculty members at or above the rank for which the candidate has applied, the HL Department Head and the candidate will submit a list of possible names to the Dean for consideration and appointment.

The committee will forward its recommendations to the Department Head. If the recommendation of the Department Head differs from that of the committee, there shall be a good faith effort to resolve these differences. If resolution is not possible, the Department Head must submit a compelling rationale for the decision not to accept the committee's recommendation.

## **6. Responsibilities of the Promotion and Tenure Committee**

The HL Promotion and Tenure Committee shall consist of no less than three ranked faculty members elected to four-year terms by all faculty members. The chair of the committee will be elected from faculty members serving on the committee. In the event that a faculty member is excused from the committee for conflict of interest and/or there are not enough HL faculty members at or above the rank the candidate aspires, then the candidate and Department Head will submit a list of names from outside the HL Department for the Dean's consideration and appointment to the committee. The HL Promotion and Tenure Committee will note, in particular, the requirements for tenure and promotion that the candidate has achieved and any requirements that the candidate has not achieved. Based on those results, the Promotion and Tenure Committee will forward their recommendations to the Department Head.

## **7. Annual Appointment**

Annual reviews and recommendations for appointment for untenured, ranked faculty will be conducted according to a schedule set forth by the Office of the Provost. The candidate shall initiate the annual appointment process by submitting the relevant materials for annual review in the areas of teaching, research, and service, as well as any other materials that the candidate chooses, to the Chair of the HL Faculty Evaluation Committee. The HL Personnel Committee will consider the application and forward their recommendation to the Department Head. Such evaluations shall proceed at a date specified by the Department Head which is also in accordance with the Faculty Evaluation Calendar set forth by the Office of the Provost. The Department Head will then add his/her recommendation and forward both to the Dean. Copies of the committee and the Department Head's recommendations shall be provided to the candidate, who must sign the Department Head's recommendation before forwarding may occur (Faculty Handbook, Section 4.6.3)

## **8. Revision of the Policy Document**

The Department of Hospitality Leadership's guidelines for teaching, research, and service will be reviewed annually by the HL Promotion and Tenure Committee.

## **9. Disclaimer**

This document is designed to describe guidelines, procedures, definitions, and policies related to tenure and promotion in the Department of Hospitality Leadership. It is based upon the HL Promotion and Tenure Committee's good faith interpretation of the Faculty Handbook. However, the final authority on promotion and tenure is the 2020 Faculty Handbook. If this document conflicts with the language in current or previous Faculty Handbooks, the 2020 language in the Faculty Handbook shall prevail. Accordingly, all candidates for promotion should review the 2020 Faculty Handbook, particularly Sections 3 and 4.

## Tenure and Promotion Matrix from Assistant Professor to Associate Professor Matrix

Submitted by: \_\_\_\_\_

Department of Hospitality Leadership, College of Natural and Applied Sciences

### Criteria for Teaching—Assistant Professor to Associate Professor

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>• Statement of Teaching Philosophy.</li> <li>• Self-evaluation of Teaching Effectiveness.</li> </ul>	•	Personal Summary Statement
<ul style="list-style-type: none"> <li>• Statement of how the faculty member promotes diversity and inclusion through his/her teaching. The candidate should communicate the feasible impact of these efforts to diversity and inclusion initiatives at Missouri State University as suggested in Section 2.2. in the Faculty Handbook”. In this statement, candidates may explain past, present, and future goals to encourage diversity and inclusion initiatives in their role as educators.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Statement of how the Public Affairs three-prong mission is incorporated into classes taught.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Detailed statement of standards for academic rigor in each course taught.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• A table that lists the names and numbers of all courses taught during the probationary period, the number of students in each course, and the mean rating of instructor effectiveness (must achieve a 3 or better on student evaluations).</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• A table that summarizes the grade distribution for all courses taught during the probationary period.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Syllabi for all courses taught with appropriate class policies and schedules.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Two peer reviews of teaching conducted by ranked and tenured faculty members that were administered in two separate years during the probationary period.</li> </ul>	•	Teaching Appendix

Activities or contributions related to or in support of teaching:		
• Supervision of student research or independent study.	•	Teaching Appendix
• Instructional contributions to students or others outside of the department.	•	Teaching Appendix
• Awards, honors, or recognitions related to teaching or advising.	•	Teaching Appendix
• Attendance at or participation in workshops, seminars, or courses aimed at improving teaching and advising or enriching the content of courses.	•	Teaching Appendix
• The development of supplemental course materials.	•	Teaching Appendix
• The development of innovative pedagogical techniques.	•	Teaching Appendix
• Innovative applications of technology to instruction.	•	Teaching Appendix
• Evidence of course development and revision.	•	Teaching Appendix
• Any other activities that the candidate feels contributed to the teaching mission of the department, college, or university.	•	Teaching Appendix



**Criteria for Research—Assistant Professor to Associate Professor**

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>An introductory statement that describes and summarizes research activities and accomplishments during the probationary period.</li> </ul>		Personal Summary Statement
<ul style="list-style-type: none"> <li>A minimum of five peer-reviewed articles in journals in the field of hospitality, tourism, education, or a related area, and must be accepted by the Promotion and Tenure Committee as being of suitable quality. The candidate must be lead and/or sole author of at least three of the five articles.</li> </ul>	<p><b>Peer-reviewed Journal Articles (published):</b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b>Peer-reviewed Journal Articles (accepted):</b></p> <ul style="list-style-type: none"> <li></li> </ul>	Research Appendix
<ul style="list-style-type: none"> <li>A mix of other intellectual contributions as described in Section 3.2.1 of the retention, tenure, and promotion document that demonstrates an active, sustained, and focused research effort.</li> <li>These intellectual contributions can include additional peer-reviewed papers and conference presentations.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Research Appendix
<ul style="list-style-type: none"> <li>Professional development efforts aimed at improving research skills.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Research Appendix

**Criteria for Service—Assistant Professor to Associate Professor**

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>• University citizenship:               <ul style="list-style-type: none"> <li>○ This includes committee service to the department, college, and university, extraordinary instructional activities, non-instructional activities to students or student groups, administrative duties, and routine or ad hoc activities that contribute to or advance the mission of the department, college, or university.</li> </ul> </li> </ul>	<p><b>University Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>College Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Department Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Professional service:               <ul style="list-style-type: none"> <li>○ This includes a wide variety of activities that contribute to the field of hospitality and tourism such as serving on professional or industry committees, reviewing scholarly submissions for publication, assuming professional leadership positions, contributing to professional meetings in an official capacity, or service to industry organizations, to name a few.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Public service:               <ul style="list-style-type: none"> <li>○ Given the public affairs mission of the university, public service can include service to the community, state, or nation that is related to the field of hospitality and tourism as well as service that contribute to the general welfare of all.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Uncompensated professional consultation or training:               <ul style="list-style-type: none"> <li>○ Uncompensated professional consultation or training includes work that benefits business, schools, community or professional organizations, or other entities. The consultation or training must be related to the candidate's area of expertise and must</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>

enhance the reputation of the department, college, or university.		
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**Tenure and Promotion Matrix from Associate Professor to Professor Matrix**  
 Submitted by: \_\_\_\_\_  
 Department of Hospitality Leadership, College of Natural and Applied Sciences

**Criteria for Teaching—Associate Professor to Professor**

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>• Statement of Teaching Philosophy.</li> <li>• Self-evaluation of Teaching Effectiveness.</li> </ul>	•	Personal Summary Statement
<ul style="list-style-type: none"> <li>• Statement of how the faculty member promotes diversity and inclusion through his/her teaching. The candidate should communicate the feasible impact of these efforts to diversity and inclusion initiatives at Missouri State University as suggested in Section 2.2. in the Faculty Handbook”. In this statement, candidates may explain past, present, and future goals to encourage diversity and inclusion initiatives in their role as educators.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• A table that lists the names and numbers of all courses taught, the number of students in each course, and the mean rating of instructor effectiveness (must achieve a 3 or better on student evaluations).</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Peer reviews of teaching conducted by ranked and tenured faculty.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Professional development initiatives.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Course and curricular development activities.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Efforts directed at improving and enriching the classroom experience.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Statement of how the Public Affairs three-prong mission is incorporated into classes taught.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Detailed statement of standards for academic rigor in each course taught.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Syllabi for all courses taught with appropriate class policies and schedules.</li> </ul>	•	Teaching Appendix
Activities or contributions related to or in support of teaching:		

<ul style="list-style-type: none"> <li>• Supervision of student research or independent study.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Instructional contributions to students or others outside of the department.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Awards, honors, or recognitions related to teaching or advising.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Attendance at or participation in workshops, seminars, or courses aimed at improving teaching and advising or enriching the content of courses.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• The development of supplemental course materials.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• The development of innovative pedagogical techniques.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Innovative applications of technology to instruction.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Evidence of course development and revision.</li> </ul>	•	Teaching Appendix
<ul style="list-style-type: none"> <li>• Any other activities that the candidate feels contributed to the teaching mission of the department, college, or university.</li> </ul>	•	Teaching Appendix

**Criteria for Research—Associate Professor to Professor**

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>• An introductory statement that describes and summarizes research activities and accomplishments since appointment to the rank of Associate Professor.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Personal Summary Statement
<ul style="list-style-type: none"> <li>• The publication of at least five peer-reviewed articles in scholarly journals since promotion to the rank of Associate Professor. These journals must be in the field of hospitality, tourism, education, or a related area, and must be accepted by the Promotion and Tenure Committee as being of suitable quality.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Research Appendix
<ul style="list-style-type: none"> <li>• Evidence of a significant combination of intellectual contributions since appointment to the rank of Associate Professor.</li> <li>• At least two of these, including one peer-reviewed journal article, must have been published or presented in the four years prior to application for the rank of Professor.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	Research Appendix

**Criteria for Service—Associate Professor to Professor**

Item	Accomplishments	Location of Documentation
<ul style="list-style-type: none"> <li>• University citizenship:                             <ul style="list-style-type: none"> <li>○ This includes activities that contribute to both routine and ad hoc departmental functions, the committee and governance mechanisms of the department, college and university, and activities that advance the department, college, and university to external constituencies and communities.</li> <li>○ Note leadership positions.</li> </ul> </li> </ul>	<p><b>University Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>College Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Department Service:</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Professional service:                             <ul style="list-style-type: none"> <li>○ This includes a wide variety of activities that contribute to the field of hospitality and tourism such as serving on professional or industry committees, reviewing scholarly submissions for publication, assuming professional leadership positions, contributing to professional meetings in an official capacity, or service to industry organizations, to name a few.</li> <li>○ Note leadership positions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Public service:                             <ul style="list-style-type: none"> <li>○ Given the public affairs mission of the university, public service can include service to the community, state, or nation that is related to the field of hospitality and tourism as well as service that contribute to the general welfare of all.</li> <li>○ Note leadership positions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>
<ul style="list-style-type: none"> <li>• Uncompensated professional consultation or training:                             <ul style="list-style-type: none"> <li>○ Uncompensated professional consultation or training includes work that benefits business, schools, community or professional organizations, or other entities. The consultation or training must be related to the</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<p align="center">Service Appendix</p>

candidate's area of expertise and must enhance the reputation of the department, college, or university.		
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