

MISSOURI STATE UNIVERSITY

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

DEPARTMENT: Kinesiology
COLLEGE: Health & Human Services
SEMESTER/YEAR OF CURRENT REVIEW: Fall 2018
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Summer 2021

DEPARTMENT ADOPTION SIGNATURES:

Shane Wooded 9-14-18
Department Personnel Committee Chair Date
J McCallister 9/14/18
Department Head Date

APPROVAL SIGNATURES:

Helen Reid 9/14/18
Dean Date
Chris Gray 9-27-18
Provost Date

THIS PLAN IS IN EFFECT FROM 2018, THROUGH 2021.

College of Health and Human Services
Department of Kinesiology
Missouri State University

Guidelines for Evaluation of Yearly Performance, Annual Appointment, and Tenure /Promotion

The members of the Kinesiology faculty recognize the uniqueness of departmental content areas and believe that this uniqueness should be honored and respected. Just as each faculty member brings a diverse set of skills to contribute to the mission of the department, college and university so should he/she be able to chart and document his/her professional growth and development in a manner that best represents his/her specialty area and personal areas of expertise.

The Kinesiology faculty is also committed to the belief that all reviews and review processes are to aid improvement and/or maintenance of a faculty member's productivity commensurate with his/her academic assignment and expertise. These guidelines are to be interpreted as proactive and facilitating. In no manner of interpretation should these guidelines be viewed as punitive in nature. They are in the purest sense "guidelines for productivity and success".

The faculty further acknowledges that there must be flexibility in academic life as duties and responsibilities may fluctuate within a semester, academic year and throughout tenure and promotion timelines and negotiated assignments should reflect this flexibility.

Therefore, the Kinesiology tenure and promotion guidelines have been designed to address the uniqueness of our content area, diverse skills of our faculty, assistance/maintenance of faculty activities, and response to the dynamic academic environment.

Additionally, in the final development of the tenure and promotion guidelines the Kinesiology faculty have closely followed the considerations for developing a departmental statement on tenure and promotion set forth by Robert M. Diamond in *Aligning Faculty Rewards with Institutional Mission: Statements, Policies, and Guidelines*, Anker Publishing, Bolton, MA 1999.

Section 3.4 of the Faculty Handbook¹ requires that each department prepare a faculty performance evaluation plan consistent with University-wide guidelines established for regular performance, promotion, pre-tenure review, tenure and annual appointment.

I. Introduction and Philosophy

It is the mission of the Department of Kinesiology to sustain its role of preparing professionals, conducting research (or scholarly activity) and service, in teacher education, in allied health and other health-related professions, and in human service professions through academic programs that encompass professional education, public health, health promotion and wellness management, exercise science, physical and social rehabilitation, therapeutic and adaptive programming for disadvantaged populations and those of special needs, perceptual motor development, leisure services (governmental, nonprofit and commercial), and allied health. To support and promote this mission, the tenured faculty of the Department of Kinesiology believes it is the purpose of the faculty evaluation process to promote and encourage the success of all faculty within the tenure and promotion processes. It is also the responsibility of all tenured faculty within the Department

¹ *Faculty Handbook*, Missouri State University, version 8.15.11.1.

of Kinesiology to maintain compliance with the guidelines as well as serve in a companion role by communicating expectations regarding teaching, research, and service for the non-tenured faculty. These expectations should be fair, reasonable, and consistent with University policies, and should reflect the individual workload assigned to the non-tenured faculty member. These expectations reflect the common beliefs of collegiality, which includes both supporting and respecting the individual growth and development of all faculty in the three areas common to all faculty assignments: teaching, research, and service. It is the responsibility of all faculty to meet the minimum criteria of this evaluation process, while supporting the departmental philosophy of collegiality as defined in the Faculty Handbook. It should be clearly understood that successful completion of the tenure and promotion process are solely the responsibility of the individual seeking either tenure or promotion.

II. Faculty Roles, Responsibilities, and Professional Activities

The Kinesiology faculty follow the expectation as stated in the Faculty Handbook 3.3 regarding professional activity. “Across their academic careers, and consistent with the mission of the University, faculty are expected to be active professionally beyond those activities directly associated with teaching. For example, faculty are expected to demonstrate professional productivity in scholarship, research, or creative activity; to participate in departmental meetings; to serve on departmental, college, and University committees; and to serve the academic, professional, and civic communities.” It further states, “Faculty’s professional activities encompass three areas: teaching, scholar-ship/research/creative activity, and service. To fulfill these time-consuming and diverse responsibilities requires flexibility in assignment. So that all faculty are provided time for expected levels of scholarship and various involvements in University and community affairs, variations in assignments, negotiated at the departmental level and consistent with the missions of the University, college, and department, should be made”.

The Kinesiology faculty specifically recognizes the importance and required active participation in: departmental meetings; service on department, college, and University committees; student recruitment and retention; activities supporting students (i.e., graduation, receptions, presentation, awards, etc.); and activities necessary for general operation of the department, program, individual course offerings, and accreditation processes.

The Kinesiology faculty also endorses the Kinesiology Department Mentor Policy and recognizes the need and value of the mentoring process. Please refer to Department Mentor Policy for details.

III. Procedures for Faculty Evaluation Process

The guidelines for the faculty evaluation process can be found in section 3.4 of the Faculty Handbook, *Requirements for Appointment, Tenure, and Promotion of Tenure-Track Faculty* version 8.15.11.1. The Kinesiology reappointment, tenure, and promotion plan relies on the terminology and requirements regarding rank, appointment, tenure, and promotion of ranked faculty listed in section 3.4 of the Faculty Handbook. The areas of evaluation for reappointment, tenure, and promotion include teaching, research, and service. University guidelines for teaching, research, and service may be found in section 3.4 of the Faculty Handbook.

Distribution & Review of Tenure & Promotion Guidelines

- A. This document is hereafter referred to as the Kinesiology Tenure and Promotion Guidelines.
 1. A hard copy of the current guidelines will be made available to each prospective Kinesiology ranked faculty member prior to, or no later than his/her on-campus interview. The department head is to insure that the document has been provided to and discussed with the candidate.
 2. It is the responsibility of the department head to schedule a meeting with all new ranked faculty within one month of the first contract date to review the tenure and promotion guidelines as to ensure understanding of expectations and governing procedures.

Clarifications of expectations emanating from the meeting shall be noted on the guidelines document. Both the faculty member and department head shall initial the guidelines document discussed and place a copy in the faculty members' personnel file. A copy shall also be provided for the faculty member's personal records.

3. In the event that the department's tenure and promotion guidelines change during the time period of a faculty member pursuing tenure and promotion, the faculty member has the right to remain within the domain of the guidelines under which he or she was hired or elect to comply with the new document. The faculty member must remain on the document in effect during that review. If it is the desire of the faculty member to comply with the new guidelines the same procedure for discussion of guidelines at hire will be followed.
4. Faculty members have the right to adopt the most recently approved set of tenure and promotion guidelines at any time. If it is the desire of the faculty member to adopt the new set of guidelines the same procedure for discussion of guidelines at hire will be followed.
5. At all levels of the evaluation process the criteria for evaluation shall be appropriate to the disciplinary area of the faculty, achievable, and not based upon comparisons to the performance of other faculty members in other disciplines within the department.

B. Department Head Annual Reviews

In accordance with the "Academic Work Calendar" issued by the Office of the Provost, every faculty member will discuss with the department head (1) the results of prior performance in teaching, scholarly work and service and (2) objectives for forthcoming performance. The results will be summarized in writing and placed in the departmental personnel file with a copy to the faculty member. These summaries will form a basis for subsequent annual reviews and reviews regarding progress toward promotion or tenure. The goal of these annual reviews is to commend, maintain, and/or improve a faculty member's productivity commensurate with that in the department.

C. Untenured Faculty Reappointments

Annual reviews and recommendations of appointment for untenured ranked faculty will be conducted according to the "Academic Work Calendar" issued by the Office of the Provost and in compliance with the Faculty Handbook and the Kinesiology Tenure and Promotion Guidelines. The candidate shall initiate the annual appointment process by submitting documented materials to the departmental office on a date specified by the department head.

The candidate shall make available all required documentation for review in accordance with Kinesiology department requirements. This documentation shall be made available solely in McDonald Arena 103. All tenured faculty members should review this documentation.

A departmental committee of all tenured faculty members will elect a committee chair for each candidate. Each committee member will review applicant documentation and provide evaluation comments to the chair of the committee. The chair will have the responsibility of collecting the candidate evaluation sheets, summarizing the evaluation comments, calling a committee meeting to review candidates, soliciting the departmental vote and writing the recommendation letter. The chair of the committee shall retain all evaluation forms. The recommendation letter will be placed in McDonald Arena 103 for review and signature of committee members

The department head shall not be a participant in the voting or deliberations of the departmental committee. The head will make a separate and independent recommendation. Copies of the committee and department head recommendations shall be provided to the candidate. The candidate signs the recommendation form as stated on the form "I have

received a copy of and have read the above statement,” and the recommendation is forwarded to the Dean by the head. Candidate signature does not indicate agreement with the content of the evaluation.

If there is a negative recommendation or decision at any level of evaluation, the faculty member has the right to attach a letter of rebuttal and/or to consult with the Provost’s Committee on Tenure and Promotion and/or pursue other procedures as outlined in the Faculty Handbook section 13.2. If the faculty member believes there is a need to formally address aspects of the recommendation he/she may write and attach a letter of editorial comments. It is also the right of members of the departmental committee to file a minority report if so desired.

D. Application for Tenure

This application shall not preclude the regular yearly review. The tenure review is based on the department promotion and tenure document provided at date of hire, or in effect at that time (per provision provided in section III.A. of this document). The candidate is evaluated on performance in assignments since employment and must be able to demonstrate sustained and cumulative performance in accordance with the Tenure and Promotion Guidelines in effect for the candidate’s tenure timeline.

The candidate is responsible for submitting the Application for Tenure and Promotion according to the “Academic Work Calendar” prepared by the Office of the Provost. Upon approval of the application, the candidate is responsible for assembling a dossier of documentation materials and submitting the dossier to the departmental office on a date specified by the department head.

The candidate shall make available all required documentation for review in accordance with Kinesiology department requirements. This documentation shall be made available solely in McDonald Arena 103. All tenured faculty members should review the provided documents.

A departmental committee of all tenured faculty members will elect a committee chair for each candidate. Each committee member will review applicant documentation and provide evaluation comments to the chair of the committee. The chair will have the responsibility of collecting the candidate evaluation sheets, summarizing the evaluation comments, calling a committee meeting to review candidates, soliciting the departmental vote and writing the recommendation letter. The chair of the committee shall retain all evaluation forms. The recommendation letter will be placed in McDonald Arena 103 for review and signature of committee members.

The department head shall not be a participant in the voting or deliberations of the departmental committee. The head will make a separate and independent recommendation. Copies of the committee and department head recommendations shall be provided to the candidate. The candidate signs the recommendation as stated on the form “I have received a copy of and have read the above statement,” and the recommendation is forwarded to the Dean by the head. Candidate signature does not indicate agreement with the content of the evaluation.

If there is a negative recommendation or decision at any level of evaluation, the faculty member has the right to attach a letter of rebuttal and/or to consult the Provost’s Committee on Tenure and Promotion and/or pursue other procedures as outlined in the Faculty Handbook. It is also the right of members on the departmental committee to file a minority report if so desired.

If there are not enough tenured faculty in the department, the dean will appoint other faculty in the college to sit on the committee. At each stage of the evaluation, the candidate will be given a copy of the recommendation and the written rationale for recommendation.

E. Application for Promotion

This application shall not preclude the regular yearly review. The promotion review is based on the department promotion and tenure document provided at date of hire or in effect at that time (per provision provided in section III.A). The applicant is evaluated on performance in assignments since employment and/or the last promotion and must be able to demonstrate sustained and cumulative performance.

The candidate is responsible for submitting the application for promotion according to the “Academic Work Calendar” prepared by the Office of the Provost. Upon approval of the application, the candidate is responsible for assembling a dossier of documentation materials and submitting the dossier to the departmental office on a date specified by the department head.

The promotion committee will be comprised of all tenured departmental faculty at the rank or above that which the candidate is seeking. The chair of the committee will be elected by all faculty at or above the respective rank. If enough faculty at or above the rank being pursued are not available at the department level, the dean will appoint others in the college to sit on the committee.

The review process for promotion will be the same as that of a tenure review. A vote for promotion will be taken.

F. Application for Tenure and Promotion

Faculty Handbook 3.4.1. It is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion. Each decision is based on sustained effective base performance and activity beyond the base performance as evidenced and demonstrated by the professional growth indicators.

The following is the process to be observed:

1. The chair of the departmental committee will be selected following the guidelines described in the Application for Promotion section,
2. The departmental committee for tenure must first discuss and vote on a tenure decision and then those faculty members at the rank or above that which the candidate is seeking shall discuss and vote on promotion.
3. The chair of the departmental committee will be responsible drafting the recommendation moving forward. Signatures of the personnel committee members will approve the draft before moving forward.
4. The same the same recommendation letter will be used for both tenure and promotion, unless the decision for promotion was not favorable in which case two letters will be sent forward.
5. If there is a negative recommendation or decision, the applicant has the right to attach a rebuttal and/or to consult the Provost’s Committee on Tenure and Promotion and/or pursue other procedures as outlined in the Faculty Handbook. It is also the right of members on the departmental committee to file a minority report if so desired,
6. The role of the department head is that described in both the Application for Tenure and Application for Promotion sections

G. Rotation of Committee Chairs and Duties

There should be a rotation of committee chairs so that no faculty member is continuously responsible for the recommendations of the same candidate. However, it is recognized that due to the number of faculty members meeting the criteria of serving as chair of a committee that the same faculty member, over time, may be required to write for the same candidate more than once.

H. Retention of Documentation

It is the responsibility of the faculty member to maintain complete documentation (as described below) for all aspects of the promotion, tenure and annual appointment reviews. All documentation should be present in the Tenure and/or Promotion dossier at the time of review.

The department head shall maintain documentation of all evaluation reviews/recommendations, copy of faculty member vita, and tenure and promotion guidelines relevant to the faculty member under review.

I. Documentation

Documentation shall include, but not be limited to: a copy of the guidelines for which the candidate is responsible; copies of all evaluation reviews (department head and faculty committees); letters of understanding at the time of hire; any negotiated and documented modifications in his/her annual assignment; current vita; summaries of all original teaching evaluations; and additional documentation identified by the Kinesiology faculty to be included in the dossier.

J. Kinesiology Dossier Outline

The following documentation should be provided in the faculty dossier and this listing should serve as a table of contents.

Table of Contents

Application form
 Copy of tenure and promotion guidelines which candidate is under
 Copy of all department head, dean, and committee evaluation letters
 Curriculum vitae
 Documentation for teaching
 Documentation for research
 Documentation for service

Documentation should be presented in a three-ring binder with sections clearly defined by label dividers. At the beginning of sections 5, 6, and 7 the faculty member should include a table of contents and a narrative addressing how the requirements in this section have been met.

The information and order of the documents that comprise the dossier are subject to change. Applicants should refer to the Provost's website for procedures at the time of application.

IV. Required Criteria & Quality Indicators

In accordance with the MSU Faculty Handbook 3.4.1 it is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion. Each decision is based on sustained effective base performance and activity beyond the base performance as evidenced and demonstrated by the professional growth indicators. These guidelines reflect three general areas of professional growth.

1. Teaching,
2. Research, and
3. Service.

The guidelines for tenure and promotion are provided in Table 1. Specific details delineating tenure and promotion criteria are provided within the table and a list of quality indicators are provided under each respective section of teaching, research and service. Faculty productivity in each area should be viewed holistically and should represent sustained and cumulative effort throughout the duration of the evaluation period. Due to unusual or unique faculty assignments or responsibilities, expectations may be negotiated to create parity among faculty workloads.

A. Teaching

Teaching effectiveness can be demonstrated in a variety of ways, and consideration should be given to both the teaching techniques and strategies by which information is communicated as well as the process of teaching leading to student achievement both inside and outside the classroom. An essential part of instruction is the clear identification of course outcomes, and assessment of those outcomes to determine whether or not curricular goals are being met. The course syllabi should contain clear identifiable outcomes goals as well as ways to assess those outcomes. Assessment can help make content connections clear. Examples of assessment of outcomes:

1. Pre-post testing
2. Observation of students performing tasks
3. Analysis of student work products
4. Class Portfolios
5. Artifacts
6. Research projects

I. Required Quality Indicators of Teaching for Tenure and Promotion:

1. Student Evaluation of Teaching.

Faculty candidate members provide a summative narrative specifically addressing positive aspects of teaching, areas in need of improvement, how the results of student evaluation have enhanced teaching and/or any relevant information deemed important for documenting and supporting teaching effectiveness.

Faculty candidates must maintain all student evaluations organized by semester in a separate binder to be available to the promotion and tenure review committee upon request.

Consideration must be given to level of course and enrollment number in courses being evaluated.

Student evaluations of teaching for non-tenured faculty will be required for all courses taught. Non-tenured faculty and faculty pursuing promotion will arrange for a tenured faculty member to administer the evaluations. Tenured faculty members shall collect student evaluation for classes during the fall semester; however, may

elect to collect evaluations from classes taught during spring, summer or intersession. Tenured faculty will follow department directions for collecting evaluations found on evaluation envelop.

2. Master Advisor Status
3. Peer Evaluation of Teaching.
(Minimum of 1 per year)

Evaluations should be elicited from colleagues who have taught with the candidate or have frequently observed the candidate in the teaching environment. It is permissible for colleagues from across campus or other institutions to provide documentation of teaching expertise of the candidate if the individual providing critique has adequate and relevant experience and opportunity to observe and critique the candidate. However, external review is not mandatory or expected, nor will it be assigned any more weight in the evaluation process. This evaluation shall be a compilation of observations and interactions with more than one faculty member. It is expected that the evaluator shall use the departmental Peer Evaluation Form available in the departmental office. The faculty member has the right to select the individual providing critique. Faculty members providing a critique should not do so in consecutive reviews.

4. Professional Education Unit 5 year Plan (only for PETE faculty)

Maintain a current 5 year plan and evaluation of goals should address in narrative form how the goals have been met.

5. Letters of Support

Required for tenure and an optional quality indicator category for promotion. Student letters of support – cannot be currently in class. It is permissible for colleagues from across campus or other institutions, organizations to provide documentation of support. Any author of a letter of support should have adequate knowledge to critique the candidate; however, it is not mandatory or expected, nor will it be assigned any more weight in the evaluation process.

II. Quality growth indicators for teaching: a faculty member may select activity in which to demonstrate sustained and cumulative activity. This is a non-exhaustive list of examples; other potential growth indicators must be presented to the department personnel committee for review in advance of including the indicators in the candidate's portfolio. This is intended to provide the candidate with appropriate guidance on what indicators will be considered for tenure and promotion.

1. Incorporation of diversity in course offerings.
2. Recognition of Teaching Expertise.

Honors or awards, recognition by student groups or professional organizations.

3. Curriculum Development.

Participation in course development or revision; participation in accreditation and program review.

4. University Initiatives.

Implementation of service learning course.

Delivery of Capstone course.
 Delivery of Distance learning course.
 Public Affairs Activities involving:
 A. Cultural competence
 B. Ethical Leadership
 C. Community Engagement

5. Teaching Materials & Assessments.

Includes the following applicable materials but not limited to development of new learning activities and assessments; evaluation rubrics; report forms for portfolio artifacts, use of technology in teaching, etc.

6. Indirect Teaching Activities.

Includes activities to improve teaching and learning; development of new teaching methods and techniques; delivery of guest lectures, workshops or seminars.

7. Supervision of student teachers, internships, practicums and/or individualized majors.

8. Students receive external recognition for work or research done in a class.

9. Supervision of graduate thesis or research project.

The faculty member may at their discretion use thesis/research projects as a quality indicator in teaching or research but not in both. Whichever they choose it must be used throughout the tenure timeline.

10. Student advisement.

Provide documented evidence of student advisement and consultation.

11. Pursuit of Professional Growth.

Attendance of professional meetings and conferences; participation in professional development workshops/seminars; activities related to the enhancement of teaching content (e.g., visit museum, athletic/recreational facilities, guest lectures, coursework, certifications etc.)

12. Technology.

The faculty member presents material that is indicative of current practices and effective use of innovative teaching technology. i.e. the use of the iPad, GPS or other such technology in the classroom.

B. Research

Research productivity in the Department of Kinesiology can be demonstrated in a variety of ways, including the scholarship of application, integration teaching and/or discovery as defined (Scholarship Reconsidered: Priorities of the Professoriate, 1990). Programmatic Research productivity is strongly encouraged as the Kinesiology faculty recognizes not only the valuable contributions to the profession but how participation in the research processes can enhance teaching and student learning in the classroom. Quality growth indicators of research may be documented in any professional category chosen by an individual ranked faculty member.

I. Required Quality Indicators of Research for Tenure and Promotion:

1. Peer-Reviewed Publication.
 - Articles, chapters, books, monographs, technical reports or other materials published as a result of original investigation. For compliance with this category the publication must be in print or the candidate must provide documented evidence that the work is accepted or in press at the time of review.
 - Publication of dissertation or publication in a state journal will not satisfy requirement for tenure or promotion; however, either will count as a quality indicator.
 - Publication in predatory journals will not satisfy requirement for tenure or promotion. Potential predatory journals can be identified at <http://thinkchecksubmit.org/check>.

2. Professional Presentations.
 - Papers, posters, or activity sessions presented at state, regional, national, or international professional meetings. Documentation of presentations (and evaluation of presentation if available) should be provided.

II. Quality Indicator Categories from which a faculty member may select activity in which to demonstrate sustained and cumulative activity. Non-inclusive list of examples:

1. Peer-reviewed publication in non-predatory journals.
2. Professional review and/or editorship in non-predatory journals.
Book reviews, serving as an article reviewer, reviewing grants for local/state/national funding agencies.
3. Grantsmanship
The writing and submitting of grant applications for peer-reviewed funding.
4. Accreditation, program review reports, departmental reports, self-study research or technical reports
5. Professional/scholarly writing completed as part of a professional accreditation process or self-study.
6. Research honors or awards
7. Other activities indicating professional growth as a scholar.
8. Supervision of graduate thesis or research project

The faculty member may at their discretion use thesis/research projects as a quality indicator in teaching or research but not in both. Whichever they choose the must use it that way from year to year.

9. Conducting ongoing research that may lead to publication.
10. Other

C. Service.

Service may be demonstrated in a variety of ways to the university, the community, or the profession. Quality growth indicators of service may be documented in any professional category chosen by an individual ranked faculty member.

I. Required Quality Indicators of Service for Tenure and Promotion:

1. Membership and/or leadership in program, department, committees or task forces.
2. Professional membership in discipline specific and/or related organizations. Required for tenure.

II. Quality Indicator Categories from which a faculty member may select activity in which to demonstrate sustained and cumulative activity. Non-inclusive list of examples:

1. Membership and/or leadership in program, department, college or university committees and/or task forces.
2. Membership and service on community committees and/or task forces.
3. Professional membership in discipline specific and/or related organizations.
4. Leadership roles in professional organizations.

Service organizations at the state/local/national, or international level; may be internal or external to the university.

5. Special assignments for the department/college/university.
6. Paid / Unpaid Consultant.
7. Sponsor of recognized student organization
Club sponsor, student activity sponsorship.
8. Service honors & awards.
9. Faculty governance.
10. Support of diversity activities.
11. Service as a new faculty mentor.
12. Conducting a peer review.
13. Other.

V. Compliance Review Request of Proposed Activity or Outlet

A faculty member who has the opportunity to pursue or wishes to pursue an activity or publication outlet that is not listed or described in these guidelines may request a value and compliance review. The faculty member must make the request by brief presentation describing the activity or outlet at a general faculty meeting. The ranked faculty (and department head) will briefly discuss and then indicate whether such activity or outlet would be deemed in compliance with the guidelines. This decision should be reflected in the faculty meeting minutes so to serve as documentation for the requesting faculty member.

Recognizing that the Tenure and Promotion Guideline document is a living document it only seems reasonable that in rare instances considerations must be made in an effort to facilitate the professional growth of faculty. This process also provides opportunity to continually refresh the guidelines to reflect current practices and professional development avenues. In that no request would be considered required this process would not necessitate a change in the document. However, each request could, if approved, then be added to the document during its next review process.

VI. Early Tenure and Promotion Consideration

In most cases probationary faculty are considered for tenure and promotion at the same time. Meeting the criteria for tenure and promotion prior to your appointed year of eligibility does not indicate automatic consideration for early tenure and promotion. The standard for early tenure is “demonstrated meritorious performance in each of three areas teaching, research and service as well as demonstrated excellence in one of the areas of teaching, research or service for minimum of three consecutive review cycles”.

The following expectations should be met in order for probationary faculty to be considered for early Tenure and Promotion:

- Criteria for promotion and tenure in teaching , research, and service have been achieved
- Two additional quality growth indicators are documented for teaching
- Three additional quality growth indicators are documented for research
- Two additional quality growth indicators are documented for service

The applicant desiring early advancement is expected to seek the advice of their chair, mentors, and the personnel committee. It would not be advisable to proceed if the applicant does not have the backing of their unit.

Table 1. Department of Kinesiology Guidelines for documented evidence toward tenure and promotion to Associate Professor simultaneously.

Tenure and promotion decisions are separate and should not be viewed as linked together. It is possible to gain tenure but not be promoted in rank. Each promotion decision is based on sustained effective base performance and activity beyond the base performance as evidenced and demonstrated by the professional growth indicators. For promotion in rank, sustained effective base performance is defined as work and activity accomplished since the faculty members last promotion. It is the intent of this process to allow the faculty member to become more productive in their area of expertise and exhibit a focused and cumulative record of professional endeavor. Due to unusual or unique faculty assignments or responsibilities, expectations may be negotiated to create parity among faculty workloads.

	Tenure	Promotion
Teaching	Student evaluations < 2.2 average (Range 1 high to 5 low) Master Advisor Status Peer Evaluation of Teaching (min. 1 per yr.) Maintain current PEU 5 yr. Plan (PETE faculty) Letters of support	Student evaluations < 2.2 average (Range 1 high to 5 low) Master Advisor Status Maintain current PEU 5 yr. Plan (PETE faculty) Two documented quality growth indicators of teaching of the faculty member's choice
Research	Two <u>documented</u> peer-reviewed publication AND <u>Documented</u> evidence of one of the following quality growth indicators 1- Evidence of one international or national professional research presentation 2-Evidence of two state or regional professional presentations 3- Evidence of a combination of state & regional/district presentations 4- Evidence of an additional peer-reviewed publication	One <u>documented</u> peer-reviewed publication AND <u>Documented</u> evidence of one of the following: 1- Evidence of one international or national professional research presentation 2-Evidence of two state or regional professional presentations 3- Evidence of a combination of state & regional/district presentations 4- Evidence of an additional peer-reviewed publication PLUS <u>Documented</u> evidence of any two quality growth from the research growth indicators listed
Service	Membership and/or leadership in departmental committees or task forces Professional membership in discipline specific and/or related organizations Documented evidence of one quality growth indicator	Membership and/or leadership in departmental committees or task forces AND Documented evidence of three quality growth indicators

Note:

- Assuming Pre-Tenure is 9 hr teaching per semester average.
- Publication in predatory journals will not satisfy requirement for tenure or promotion.
- Publication of dissertation or publication in a state journal will not satisfy requirement for tenure or promotion; however, either will count as a quality indicator.
- Contributions of each author in citations are to be outlined in research documentation.

Table 2. Applicable for faculty seeking promotion to Full Professor.

Faculty Handbook 3.4.3. Professors are recognized leaders who have a cumulative record of teaching, peer-reviewed scholarship, research or creative activity and service appropriate to the discipline. Promotion from the Associate Professor rank usually requires a minimum of five years of experience equivalent to academic service to Missouri State University. It is the intent of this process to allow the faculty member to become more productive in their area of expertise and exhibit a focused and cumulative record of professional endeavor. Due to unusual or unique faculty assignments or responsibilities, expectations may be negotiated to create parity among faculty workloads.

	Promotion
Teaching	<p>Student evaluations < 2.2 average (Range 1 high to 5 low)</p> <p>Master Advisor Status</p> <p>Maintain current PEU 5 yr. Plan (PETE faculty)</p> <p>Two documented quality growth indicators of teaching of the faculty member’s choice</p>
Research	<p>Two <u>documented</u> peer-reviewed publications or one documented peer-review publication and 1 externally funded grant.</p> <p>AND</p> <p><u>Documented</u> evidence of one of the following:</p> <p>1- Evidence of one international or national professional research presentation</p> <p>2- Evidence of two state or regional professional presentations</p> <p>3- Evidence of a combination of state & regional/district presentations</p> <p>PLUS</p> <p><u>Documented</u> evidence of any two quality growth from the research growth indicators listed</p>
Service	<p>Membership and/or leadership in departmental committees or task forces</p> <p>Plus</p> <p>Documented evidence of three quality growth indicators</p>

Note:

- Assuming Pre-Tenure is 9 hr teaching per semester average.
- If instructor with 12 hr load for tenure only one documented peer-reviewed publication is required.
- Publication of dissertation or publication in a state journal will not satisfy requirement for tenure or promotion; however, either will count as a quality indicator.
- Publication in predatory journals will not satisfy requirement for tenure or promotion.
- Contributions of each author in citations are to be outlined in research documentation.

Kinesiology
Criteria for Promotion to Senior Instructor

The standards for promotion to Senior Instructor are set forth in The *Faculty Handbook*, Section 3.6.2 Senior Instructor, which states the following:

An Instructor who has demonstrated excellence in teaching and service at Missouri State University for at least five years may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. Although not an expectation a Senior Instructors may also participate in research or creative activities as opportunities arise. 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.

In the Department of Kinesiology it is expected that all instructors applying for promotion will consistently receive a rating of “commendable,” i.e. level 4 or higher, in their PFP evaluations and/or a satisfactory or better review by the Department Head as part of the yearly performance reviews for a period of five years or more. The expectation for promotion at this rank is based on a 12-hour teaching load or equivalence per semester and at least five years full-time teaching experience. The following represent the types of evidence reviewed when a promotion to the rank of senior instructor is considered:

- 1) Evidence of student success on learning outcomes may include:
 - a) Pre-post or applicable evaluations to demonstrate an increase in knowledge and skills taught in the specific content area
 - b) Student evaluations for each semester taught must indicate sustained excellence in teaching over the prior five or more academic years by maintaining a 2.2 average on a 5 point scale, with one being the highest score.
 - c) Explanation of learning outcomes and successful student assignments or portfolios that are connected to the course goals
 - d) Peer reviews documenting student learning outcomes
 - e) Perform advisement duties
- 2) Demonstration of the use of effective modalities such as experiential learning, collaborative learning, etc.
 - a) Assignments such as hands-on practice with class demonstrations
 - b) Peer group work
 - c) Self-analysis of writings and projects in class
 - d) Lecture and discussion techniques
 - e) Online course materials and design
 - f) Use of other instructional technologies to present concepts and to facilitate class organization and discussion
 - g) Micro-teaching
 - h) Delivery of Service Learning course
- 3) Leadership in curriculum development, advising, and/or other areas of service
 - a) Demonstrate leadership in student development i.e. clubs, LLC
 - b) Manage or coordinate grants or programs

- c) Service to the University in the form of consistent, active service on departmental, college, university committees, and demonstration of community engagement as professional opportunities allow.
 - d) Other factors in the area of service that may indicate commitment and leadership may be included. Candidates may wish to include, for example evidence of advising to student organizations, engagement in organizing events, conferences, active participation/engagement in professional organizations, or other activities that contribute to the Missouri State University community, community service related to the mission of the University, etc.
- 4) Documenting Evidence
- The following documentation should be provided in the faculty dossier and this listing should serve as an outline.
- 1. Application of faculty
 - 2. Copy of guidelines
 - 3. Copy of all evaluation letters
 - 4. Curriculum vitae
 - 5. Documentation for teaching
 - 6. Documentation for service
 - 7. If the applicant is involved in research then documentation of such of the research can be included.

Documentation should be presented in a three-ring binder with sections clearly defined by dividers. At the beginning of sections 5, 6, and 7 the faculty member should include a table of contents and a narrative addressing how the requirements in this section have been met.

Table 3. Applicable for faculty seeking promotion to Senior Instructor

3.6.2. SENIOR INSTRUCTOR

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

	Promotion
Teaching	<p>Student evaluations < 2.2 average on a 5 point scale with 1 being the highest</p> <p>Master Advisor Status</p> <p>Positive Peer reviews documenting student learning outcomes</p> <p><u>Documented</u> evidence of three quality growth indicators</p>
Service	<p>Membership departmental committees or task forces</p> <p><u>Documented</u> evidence of three quality growth indicators in service</p>