

MISSOURI STATE UNIVERSITY

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

DEPARTMENT: Public Health and Sp
COLLEGE: MCHHS
SEMESTER/YEAR OF CURRENT REVIEW: Spring 2021
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Spring 2024

DEPARTMENT ADOPTION SIGNATURES:

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A787DEE543DB4EF... David Carr 8/2/2021
Department Personnel Committee Chair Date

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THIS PLAN IS IN EFFECT FROM 08/01/20 THROUGH 07/31/20

MISSOURI STATE UNIVERSITY
MCQUEARY COLLEGE OF HEALTH AND HUMAN SERVICES
DEPARTMENT OF PUBLIC HEALTH AND SPORTS
MEDICINE

FACULTY EVALUATION PLAN:

**REAPPOINTMENT, TENURE, PROMOTION, AND
ANNUAL REVIEW**

Approved Spring 2021

Department of Public Health and Sports Medicine ***Reappointment, Tenure, and Promotion Plan***

PHSM Mission

Guided by the public affairs mission of the University, the mission of the Department of Public Health and Sports Medicine (PHSM) is to develop highly educated individuals as well as proficient health care professionals in the fields of public health, health promotion, health services, and athletic training. Faculty, students, and staff of the department support this mission by engaging in culturally rich educational experiences that foster responsibility and ethical leadership; pursuing new knowledge via professional and scholarly activities; providing community engagement through service to the University and Springfield community; and engaging in lifelong learning.

PHSM Guiding Philosophy for Faculty Roles with Tenure, Reappointment, and Promotion

The PHSM Department values and supports the academic freedom of its faculty and students. As described in the Missouri State University *Faculty Handbook (FH)*, tenure is a means of securing this academic freedom (*FH* 3.7.1). Only members of the tenure-track faculty (i.e., ranked faculty) are eligible for tenure (*FH* 3.7.2). Tenured faculty members are responsible for upholding the academic freedom rights of the non-tenured faculty and students. Excluding promotion from assistant to associate professor, promotion is separate from tenure and both ranked and clinical faculty (*FH* 3.5.11) are eligible for promotion.

The PHSM faculty view the reappointment, tenure, and promotion (RTP) processes as collaborative efforts. Being a collaborative effort, the PHSM Department expects an appropriate level of collegiality among its faculty. This does not mean senior faculty (i.e., tenured ranked associate/full professors and clinical associate/full professors) will ensure the success of junior faculty (i.e., assistant professor, clinical instructor, clinical assistant professor, and visiting faculty) regarding reappointment (clinical and probationary ranked faculty), tenure (ranked faculty), and/or promotion (clinical and ranked faculty). It does mean, however, the PHSM faculty will encourage and support each other as they work towards earning reappointment, tenure, and promotion. Senior faculty will be responsible for guiding and mentoring junior faculty through the processes of reappointment, tenure, and promotion. This guidance and mentoring include, but is not limited to, the following:

1. Communicating departmental expectations of the faculty;
2. Helping to develop appropriate professional goals; and
3. Providing critical feedback and/or collaborating on teaching (i.e., the process of developing the educated person; see 4.2.1.1 of the *FH*), research (i.e., the dissemination and critical peer review of scholarly projects in the areas of discovery, application, synthesis, criticism, and creation; see section 4.2.2.1 of the *FH*), and

service (i.e., faculty providing service to manage university/college/department activities; faculty providing service to manage athletic training, sports medicine, and/or health care associations/societies/organizations; and faculty providing their time, energy, and/or expertise to the general public; see section 4.2.3.1 of the *FH*).

Junior ranked and clinical faculty will be responsible for meeting the respective expectations of reappointment, tenure, and/or promotion outlined in this policy and the *Faculty Handbook*. Junior ranked and clinical faculty can satisfy these expectations by developing professional goals in line with the mission of the PHSM Department and being self-directed in their teaching, scholarship/research, and service activities. For evaluation purposes within the department, PHSM visiting faculty are not eligible for tenure and promotion; however, a visiting faculty member may request an internal departmental evaluation (i.e., PHSM Personnel Committee and/or Department Head) of his/her teaching, scholarship/research, and service activities. In such cases, the visiting faculty member should submit a dossier as described for junior faculty in this RTP plan.

Outside guiding junior ranked and clinical faculty through reappointment, tenure, and/or promotion, senior faculty will satisfy additional roles regarding their promotion and/or reappointment. Faculty tenured at the associate professor rank will be responsible for completing annual reviews and working towards completing expectations for promotion to full professor. Faculty with the position of clinical associate professor will be responsible for meeting reappointment expectations and working towards completing expectations for promotion to clinical full professor. Faculty tenured at the rank of full professor will be responsible for completing annual reviews and guiding the advancement of the PHSM Department. In addition, they are encouraged to satisfy expectations for promotion to the rank of Distinguished Professor. Faculty with the position of clinical full professor will be responsible for meeting reappointment expectations and guiding the advancement of the PHSM Department.

Overview and Guiding Policies and Procedures

The PHSM Personnel Committee will initiate PHSM faculty evaluations for reappointment, tenure, and promotion and is recognized as an integral part of the faculty performance evaluation process at Missouri State University (MSU). The PHSM Reappointment, Tenure, and Promotion (RTP) Plan relies on the terminology and requirements regarding rank, appointment, tenure, and promotion of ranked faculty listed in Section 3 of the *Faculty Handbook*. The university's policies for the entire evaluation process of all faculty can be found in Section 4 of the *Faculty Handbook*.

Missouri State University and the McQueary College of Health and Human Services (MCHHS) assist the PHSM Personnel Committee via faculty development workshops and other policies and procedures regarding annual review, tenure, promotion, and reappointment. In addition, the Provost's Office provides faculty members with forms and timelines regarding reappointment, tenure, and promotion. Faculty undergoing evaluation should ensure they are thoroughly familiar with these forms and timelines for each academic year as the PHSM Department will use these documents to guide its work.

No later than the first month of full-time employment, the PHSM Department Head shall supply all new PHSM faculty with a current copy of the PHSM RTP Plan. Following a thorough discussion of the PHSM RTP Plan, the PHSM Department Head and faculty member will provide in writing all clarifications needed for the faculty member to understand his/her expectations with the plan, and this signed document will be placed in the faculty member's personnel file (*FH 4.8.7*). Faculty applying for reappointment, tenure, and/or promotion will be evaluated according to their performance in accumulated assignments since employment at MSU, and in some cases, their performance with prior service as negotiated at the time of hire (*FH 3.8*). Visiting faculty applying for appointment to a tenure-track faculty position may count completed teaching, scholarship/research, and service activities as well as time spent in the visiting faculty role at MSU to tenure and promotion (*FH 3.5.3*). Clinical faculty appointed to a tenure-track position, however, may not count their time spent in the clinical faculty role at Missouri State University to the probationary period for tenure and promotion (*FH 3.5.11*). Faculty will be evaluated according to the plan in place at the time of hire; however, if there is a more recent plan available, the faculty member has the option of using that plan instead. Tenured ranked faculty applying for promotion will be evaluated according to performance in their present rank (typically at MSU) based on guidelines in place for no more than 5 years prior to application to promotion.

Each faculty member (i.e., ranked and clinical) applying for reappointment, tenure, and/or promotion is responsible for assembling evidentiary documentation, for making the case in support of his/her application, and for submitting materials according to established deadlines. Recommendations at each level of the evaluation process will be based upon data organized and provided by the applicant, which may include departmental data provided to the applicant by the PHSM Department. Faculty are not expected to fulfill all required and encouraged PHSM teaching, scholarship/research/professional productivity, and service activities each year of employment (see appendices for these activities). The PHSM Personnel Committee and PHSM Department Head evaluations will examine the applicant's cumulative work towards meeting required and encouraged activities.

In cases of reappointment, recommendations for reappointment will be based on the applicant's completed required and encouraged teaching, scholarship/research/professional productivity, and service activities as well as the applicant's potential to complete all required and some encouraged activities in each area of teaching, scholarship/research/professional productivity, and service by the dates specified per the applicant's employment. In cases of tenure and promotion, the applicant must satisfy all required teaching, scholarship/research, and service activities as well as some encouraged activities in each area to be minimally eligible (i.e., not guaranteed) for tenure and promotion by the dates specified per the applicant's employment. A probationary ranked faculty member who has not satisfied this condition of employment will not receive a recommendation for tenure from the PHSM Department Personnel Committee or Department Head, and any clinical or tenured ranked faculty member cannot be considered for promotion until this condition is satisfied (*FH 3.7.2*).

The PHSM Personnel Committee will conduct a thorough review of the Reappointment, Promotion & Tenure Plan every three years (*FH 3.2.3*). The reviewed PHSM RTP Plan will be submitted to the PHSM Department Head, the Dean of the MCHHS and the MSU Office of the Provost for approval. The plan will be in effect upon approval by the faculty, the Department

Head, the College Dean, and the Provost. This approval will ensure the plan adequately addresses the needs for each academic unit and represents the expectations of each administrative level involved. The RTP plan and all subsequent revisions will govern reappointment, tenure, and promotion for everyone currently on faculty as well as persons hired in the future.

PHSM Personnel Committee Structure and Responsibilities

The PHSM Department has both ranked and clinical faculty; consequently, the PHSM Department will maintain a personnel committee for its ranked faculty and its clinical faculty. The membership of both committees shall adhere to the policies as described in the *Faculty Handbook* (sections 4.8.3-4.8.3.2). At the beginning of each fall semester, the PHSM faculty will convene a short meeting during or surrounding a regularly scheduled department meeting to identify the committee members and select a chair for both personnel committees for the academic year. Each committee will consist of 3-5 members. The chair of both committees may be the same tenured faculty member in the PHSM Department. If additional faculty outside the department are needed to achieve committee membership per MSU policy, the MCHHS Dean will select additional faculty, based on recommendations by the Department Head and the faculty member (*FH 4.8.3.2*). Confidentiality of information (whether verbal or written) shall be observed by all members of each personnel committee.

As noted in section 4.6.1 of the *Faculty Handbook*, the PHSM Personnel Committee is the first entity in the PHSM Department to evaluate the materials department faculty submit for review (excluding those situations noted below), reappointment, tenure, and/or promotion. The PHSM Personnel Committee will review submitted materials, make appropriate recommendations, and provide feedback regarding the faculty member's application for reappointment, tenure and/or promotion. Feedback will specify whether the faculty member's progress toward reappointment, tenure, and/or promotion, is satisfactory, questionable, or unsatisfactory (or other criteria established by MSU policy; *FH 4.6.3*).

Process for Department Personnel Committee with Annual Review of Probationary Faculty (*FH 4.6.3*)

For annual reviews, tenure-track probationary (ranked) faculty shall submit a dossier containing the following items:

1. PHSM Department Reappointment, Tenure, and Promotion Plan;
2. Personal summary statement for activities completed during the calendar year being evaluated;
3. Professional goals for the upcoming calendar year;
4. Current curriculum vitae – Digital Measures format;
5. Previous annual performance reviews; and
6. Applicant accomplishments via a completed matrix of accomplished teaching, scholarship/research, and service activities for the evaluated calendar year (added to the accomplishments from previous calendar years) that reflect the PHSM Departmental RTP criteria (see appendices)

This dossier is delivered to the Chair of the PHSM Personnel Committee, who will communicate to the committee members its readiness for their review. PHSM Personnel Committee members will provide a typewritten review to the Chair of the PHSM Personnel Committee, which will outline their perceived strengths and concerns of the probationary faculty member's teaching, scholarship/research, and service performance. The PHSM Personnel Committee will discuss their respective reviews and come to consensus on their recommendations (i.e., satisfactory, questionable, or unsatisfactory progress) and feedback regarding the probationary faculty member's teaching, scholarship/research, service, and overall performance. In all cases the committee will provide clear feedback, identifying areas for improvement, making specific suggestions or recommendations regarding continued appointment or non-renewal, and provide appropriate rationale in the event the committee recommends non-renewal. (FH 4.6.3).

During an annual review, if a majority of the PHSM Personnel Committee members agree they require additional information or clarification of materials submitted by the faculty member in his/her dossier, the Chair of the PHSM Personnel Committee will contact the faculty member to request the additional information and/or clarification of materials. The faculty member will provide only those materials or clarification requested by the Personnel Committee, and the materials/clarification must be received in an appropriate amount of time for the Personnel Committee to finish its work. The PHSM Personnel Committee's final evaluation will consider only the final materials/clarification submitted in the dossier.

Subsequent to its review, the PHSM Personnel Committee will submit its evaluation to the PHSM Department Head, who will then share the evaluation with the respective faculty member. The faculty member must sign the evaluation form from the PHSM Personnel Committee. The faculty member's signature only acknowledges receipt of the evaluation form. It does not convey the faculty member's endorsement of the evaluation, and the faculty member may append a response to the evaluation (*FH* 4.6.2). (As described in section 4.6.2 of the *FH*, this procedure of signing and attaching a response to the evaluation form will occur at each step in the evaluation process.)

Process for Department Head with Annual Reviews

Following review by the PHSM Personnel Committee, tenure-track probationary faculty working toward reappointment, tenure, and/or promotion are evaluated by the Department Head. The Department Head will also provide recommendations and feedback as well as specify whether the faculty member's progress toward reappointment, tenure, and/or promotion is satisfactory, questionable, or unsatisfactory (or other criteria established by MSU; *FH* 4.6.3). In cases where the PHSM Personnel Committee and the Department Head disagree in their evaluations, they will make a good faith effort to discuss their disagreement in order to resolve the differences with their evaluations (*FH* 4.6.1). The results of this meeting will be summarized in writing and placed in the departmental personnel file, with copies provided to the faculty member and to the PHSM Personnel Committee. These evaluations and any resolved disagreements between the PHSM Personnel Committee and the PHSM Department Head will form a basis for subsequent reviews, including recommendations concerning reappointment, tenure, and promotion.

Tenured ranked faculty and clinical faculty are required to be reviewed annually by only the Department Head (*FH 4.6.6.1*); however, these faculty may elect to receive annual reviews by the PHSM Personnel Committee (see the Special Considerations policy below). The dossier for this review will include the following: (1) the faculty member's goals for the upcoming calendar year; (2) a current curriculum vitae; and (3) a completed matrix of accomplished teaching, scholarship/research, and service activities for the previous calendar year. These annual reviews by the PHSM Department Head are also used with performance-based salary adjustments in years when merit pay compensation is available (*FH 4.6.6.1*).

Process for Final Recommendations on Reappointment, Tenure, and/or Promotion

For final reviews of all PHSM faculty regarding reappointment, tenure, and/or promotion, the faculty member develops a dossier provided by the Provost office (*FH 4.6.4.2*). It is the faculty member's responsibility to maintain and assemble all required evidentiary documentation and for submitting materials according to the established format and deadlines (*FH 4.8.2.1*)

At each stage of evaluation (i.e., the PHSM Personnel Committee, Department Head, Dean), the candidate will be given a copy of the respective group's recommendation and the group's written rationale for the recommendation. At each subsequent stage, a copy of the recommendation and a rationale will also be furnished to the PHSM Personnel Committee for its information and records. The candidate may choose to withdraw the application from consideration at any stage of the process.

The PHSM faculty will consider clinical and probationary ranked faculty for early tenure and/or promotion in rare cases and when the applicant has demonstrated exceptional accomplishments in the areas of teaching, scholarship/research/professional productivity, and service. The exceptional accomplishments are minimally required in the areas of teaching and scholarship/research (*FH 4.8.5*). Consequently, the applicant must satisfy all required teaching, scholarship/research/professional productivity, and service activities to be considered for early tenure and/or promotion, as well as demonstrate exceptional accomplishments in all 3 areas of faculty performance, and all of these accomplishments must occur while the clinical or probationary faculty member is a full-time employee at MSU. In the area of teaching, the faculty member must demonstrate consistently high student and peer evaluations of teaching performance. In addition, the applicant must demonstrate success in other areas of teaching, such as externally recognized expertise with high impact teaching strategies, ongoing increased teaching loads (may be compensated for additional loads but must exceed minimum teaching load requirements), and/or awards for teaching. In the area of scholarship/research/professional productivity, the faculty member must demonstrate annual success with research publications in peer-reviewed professional or academic journals, as well as annual success with approved presentations at the district, national, or international levels. In addition, the faculty member must mentor students through the research process that includes approved presentations and peer-reviewed publications of student-involved research, receive external grants for conducting research projects, and/or earn awards for scholarship/research work. In the area of service, the faculty member must hold leadership positions for both department- college- university-level committees/councils/associations and local- state- district- or national-level committees/councils/associations. Applicants who receive service awards at the university-level

and/or the district- or national-level committees/councils/associations may also be considered for exceptional accomplishments in the area of service for the PHSM Department.

Special Considerations

Probationary ranked faculty are the only faculty who are required to be evaluated annually by both the PHSM Personnel Committee and the PHSM Department Head. Tenured ranked faculty and clinical faculty may elect to be reviewed annually by the PHSM Personnel Committee per the processes and rules noted above. Tenured ranked faculty may pursue annual reviews from the PHSM Personnel Committee to seek peer feedback on their performance, and these faculty may request a pre-promotion review 1-2 years prior to their plan to apply for promotion (*FH 4.6.5.1*). Clinical faculty may also elect to receive annual reviews from the PHSM Personnel Committee to seek peer feedback on their performance. The tenured ranked faculty and the clinical faculty may choose to include or not include these annual reviews by the PHSM Personnel Committee in their personnel documentation.

An individual may be involved with one area (teaching, scholarship or service) to such an extent that it could decrease contributions in the other areas. Faculty must meet all required criteria in each area. However, in this event, tenure and/or promotion consideration may take into account the special circumstances of that individual. Likewise, credit for work performed prior to an individual's arrival at MSU will be reviewed on a case-by-case basis (*FH 3.8*). Such credit will be determined by prorating prior performance by the criteria appropriate to PHSM. Evidence to support work in progress also will be reviewed on a case-by-case basis.

Scholarship as defined by the PHSM Faculty

The PHSM Department defines scholarship broadly, as activities encompassing, original research, or creative endeavors, (scholarship of discovery), review and integration of prior research, (scholarship of integration), applying current knowledge and innovations to practice (scholarship of application) and activities that involve students in the process of inquiry and discovery (scholarship of teaching).

Faculty members are expected to be engaged in a variety of research activities (publications, presentations, grantsmanship, and student involvement) commensurate with rank and tenure.

MISSOURI STATE UNIVERSITY
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MEDICINE

FACULTY EVALUATION PLAN:

APPENDICES

Appendix A: Goals and Criteria for Ranked Faculty

- Teaching Criteria
- Research (Scholarship) Criteria
- Service Criteria

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
<i>4.2.1.2.1 Knowledge</i>	Evidence of up-to-date content and materials (content to the specific profession)	Required: Courses reflect current best practices and up-to-date content and materials (as appropriate for profession and content area)	Required: Courses reflect current best practices and up-to-date content and materials (as appropriate for profession and content area)	Required: Courses reflect current best practices and up-to-date content and materials (as appropriate for profession and content area)
	Evidence of continued development to enhance teaching	Required: Participates in ongoing development activities to enhance teaching	Required: Participates in ongoing development activities to enhance teaching	Required: Participates in ongoing development activities to enhance teaching
	Documentation of contributing to the general education or public affairs mission of the University	Required: Provides supporting documentation of meeting general education or public affairs mission of university.	Required: Provides supporting documentation of meeting general education or public affairs mission of university.	Required: Provides supporting documentation of meeting general education or public affairs mission of university.
	Evidence of effective advising of majors (after 1st year of employment) that ensures advisees make appropriate progress toward a degree	Required: Serves as an academic advisor for the department and program. For those with undergraduate advisees maintains	Required: Serves as an academic advisor for the department and program. For those with undergraduate advisees, maintains master advisor status after year one (1).	Required: Serves as an academic advisor for the department and program. For those with undergraduate advisees maintains master advisor status after year one (1).

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
		master advisor status after year one (1).		
<i>4.2.1.2.2 Teaching Strategies</i>	Develops, communicates, revises, and consistently applies clearly defined standards of performance, best practices, and course policies in teaching and learning activities.	<p>Required: course syllabi reflects sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Revises syllabi to reflect current best practices annually.</p>	<p>Required: course syllabi reflects sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Revises syllabi to reflect current best practices annually.</p>	<p>Required: course syllabi reflects sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Revises syllabi to reflect current best practices annually.</p>
	Evidence of sustained accessibility via multiple avenues for student consultation	<p>Required: maintain at least 5 office hours per week to meet with students</p> <p>Required: Maintain electronic accessibility for student consultations</p>	<p>Required: maintain at least 5 office hours per week to meet with students</p> <p>Required: Maintain electronic accessibility for student consultations</p>	<p>Required: maintain at least 5 office hours per week to meet with students</p> <p>Required: Maintain electronic accessibility for student consultations</p>

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
	Evaluates student performance based on the course objectives	Required: Evidence that student performance evaluations are based on course objectives	Required: Evidence that student performance evaluations are based on course objectives	Required: Evidence that student performance evaluations are based on course objectives
	Uses a variety of instructional strategies	<p>Required: Utilizes teaching methods to meet diverse and different learning styles.</p> <p>Encouraged: Incorporates a variety of high impact practices (i.e., community engagement, problem-based, experiential, and collaborative).</p>	<p>Required: Utilizes teaching methods to meet diverse and different learning styles.</p> <p>Encouraged: Incorporates a variety of high impact practices (i.e., community engagement, problem-based, experiential, and collaborative).</p>	<p>Required: Utilizes teaching methods to meet diverse and different learning styles.</p> <p>Encouraged: Incorporates a variety of high impact practices (i.e., community engagement, problem-based, experiential, and collaborative).</p>

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
4.2.1.2.3 <i>Accessibility</i>	Extend the availability of education beyond the traditional classroom setting through activities that include - distance learning, online courses, public lectures or workshops, community or public school, developing educational materials that address accessibility issues	<p>Encouraged: Provide distance education, online courses, public lectures or workshops, community or public school educational opportunities</p> <p>Encouraged: Participation in student clinical and/or field experience skill evaluations outside of teaching load</p> <p>Encouraged: Guest lecturing in other courses/department</p>	<p>Encouraged: Provide distance education, online courses, public lectures or workshops, community or public school educational opportunities</p> <p>Encouraged: Participation in student clinical and/or field experience skill evaluations outside of teaching load</p> <p>Encouraged: Guest lecturing in other courses/department</p>	<p>Encouraged: Provide distance education, online courses, public lectures or workshops, community or public school educational opportunities</p> <p>Encouraged: Participation in student clinical skills and/or field experience skill evaluations outside of teaching load</p> <p>Encouraged: Guest lecturing in other courses/department</p>
	Contributes to student projects	Encouraged: For example, (including but not limited to) serves as a chair, committee member, advisor, or consultant to student projects.	Encouraged: For example, (including but not limited to) serves as a chair, committee member, advisor, or consultant to student projects.	Encouraged: For example, (including but not limited to) serves as a chair, committee member, advisor, or consultant to student projects.

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
<i>4.2.1.2.4 Diversity</i>	Utilizes a variety of methods to bring diversity to student's educational experiences (might include: invited guest speakers who offer diverse viewpoints, taking students to locations where they will be exposed to an unfamiliar environment, or requiring students to seek out diversity as part of their course requirements).	Required: Utilizes teaching methods that bring diversity (professional, economic, etc.) to student's educational experiences.	Required: Utilizes teaching methods that bring diversity (professional, economic, etc.) to student's educational experiences.	Required: Utilizes teaching methods that bring diversity (professional, economic, etc.) to student's educational experiences.

Teaching

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
4.2.1.2.5 <i>Evaluation and response to feedback</i>	Demonstrates a pattern of soliciting and incorporating peer and student evaluation of teaching.	<p>Required: Evidence of annual peer review of teaching conducted and incorporation of feedback from reviews (as appropriate).</p> <p>Required: Student evaluations of faculty member and course with documentation that shows incorporation of feedback from reviews (as appropriate).</p> <p>Encouraged: External validation of teaching (e.g., nomination or receipt of teaching award, positive external to the department review of teaching, etc.)</p>	<p>Required: Evidence of annual peer review of teaching conducted and incorporation of feedback from reviews (as appropriate).</p> <p>Required: Student evaluations of faculty member and course with documentation that shows incorporation of feedback from reviews (as appropriate).</p> <p>Encouraged: External validation of teaching (e.g., nomination or receipt of teaching award, positive external to the department review of teaching, etc.)</p>	<p>Required: Evidence of annual peer review of teaching conducted and incorporation of feedback from reviews (as appropriate).</p> <p>Required: Student evaluations of faculty member and course with documentation that shows incorporation of feedback from reviews (as appropriate).</p> <p>Required: External validation of teaching (e.g., nomination or receipt of teaching award, positive external to the department review of teaching, etc.)</p>

Research

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
<i>4.2.2.2.1 Expand Knowledge and/or Demonstrate Growth in Area of Expertise</i>	The criterion for this goal is that faculty have engaged in sufficient quantity and quality of peer-reviewed Research	Total of 4 products from the Expand Knowledge and/or Demonstrate Growth in Area of Expertise section	Total of 4 products from the Expand Knowledge and/or Demonstrate Growth in Area of Expertise section	Total of 5 products from the Expand Knowledge and/or Demonstrate Growth in Area of Expertise section
	Peer reviewed publications: a publication in an academic journal that has been sent out for review to an expert or panel of experts in the field. The journal must identify itself as a peer-reviewed journal. Open source/access journals that follow this process are acceptable.	Required: minimum of 2	Required: minimum of 2 products since previous promotion	Required: minimum of 2 additional products since previous promotion
	Editor-reviewed or edited publication: a publication that is reviewed by the editor or staff of the publication but is NOT sent out to a panel of experts for peer-review.	Encouraged	Encouraged	Encouraged
	Approved presentations: a presentation at a local/ state/regional/national/international meeting that was reviewed by an expert or panel of experts in the field and approved for presentation.	Required: minimum of 1	Required: minimum of 1 product since previous promotion	Required: minimum of 1 additional product since previous promotion

Research

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
	Books or chapters in edited books that are published by national or international publishers.	Encouraged	Encouraged	Encouraged
	Book reviews	Encouraged	Encouraged	Encouraged
	Research honors and awards	Encouraged	Encouraged	Encouraged
<i>Application of Research, Transmission, and Student Involvement</i>		Total 5 products from 4.2.2.2.2, 4.2.2.2.3, and 4.2.2.2.4	Total 5 products from 4.2.2.2.2, 4.2.2.2.3, and 4.2.2.2.4	Total 6 products from 4.2.2.2.2, 4.2.2.2.3, and 4.2.2.2.4
<i>4.2.2.2.2 Application of Research to Benefit University Constituents</i>	The criterion for this goal refers to the application of Research to solving problems or addressing situations significant to the public			

Research

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
	Submission of internal and/or external proposals for grants, contracts, or other funded projects	Required: submission of at least 1 external proposal.	Required: submission of at least 1 external proposal since previous promotion.	Required: submission of at least 1 additional external proposal since previous promotion.
	Funding of internal and/or external proposals for grants, contracts, or other funded projects	Encouraged	Encouraged	Required: funding of at least 1 external proposal since previous promotion.
4.2.2.2.3 <i>Transmission</i>	The criterion for this goal refers to transmission of Research product beyond that required for peer review in one's field.			
	Other publications: A trade or technical journal, reports on research to funding or collaborating organizations, letters to the editor, columns in newspapers, media exposure, etc...	Encouraged	Encouraged	Encouraged

Research

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
	Invited presentations: a presentation at a state/regional/national/international meeting that was NOT reviewed by an expert or panel of experts in the field but was invited by the planning committee based upon the authors reputation in the field.	Encouraged	Encouraged	Encouraged
	Non-peer reviewed presentations: a presentation at a state/regional/national/international meeting that was NOT invited or reviewed by a panel of experts in the field.	Encouraged	Encouraged	Encouraged
4.2.2.2.4 <i>Involvement of Students</i>	The criterion for this goal is work involves students, either undergraduate or graduate, as active participants in the research process.			
	Undergraduate or graduate students involved with research activities	Encouraged	Encouraged	Required: at least 1 project since previous promotion.

Service

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
4.2.3.2.1 <i>University Citizenship</i>	University/College Service	Required: Faculty member shows growth in shared governance in university and/or college committees/activities in order to assist the department with meeting service requirements.	Required: Faculty member shows growth in shared governance in university and/or college committees/activities in order to assist the department with meeting service requirements.	Required: Faculty member shows growth in shared governance in university and/or college committees/activities in order to assist the department with meeting service requirements.
	Departmental Service	Required: Faculty member is actively engaged in activities directed toward the development, promotion, and advancement of the PHSM department (committees, marketing events, recruitment, etc.)	Required: Faculty member is actively engaged in activities directed toward the development, promotion, and advancement of the PHSM department (committees, marketing events, recruitment, etc.)	Required: Faculty member takes a leadership role in activities directed toward the development, promotion, and advancement of the PHSM department (committees, marketing events, recruitment, etc.)
4.2.3.2.2 <i>Professional Service</i>	Maintains professional membership	Required	Required	Required
	Maintains professional licensure (as appropriate)	Required	Required	Required

Service

Minimal Criteria for Those with Majority of Responsibility Being Academic

Faculty Handbook Goals and Criteria	Departmental Criteria	Tenure	Assistant to Associate	Associate to Full
	Provides service to professional organizations	Required: Faculty member is actively engaged in professional organizations, professional committees, etc.	Required: Faculty member is actively engaged in professional organizations, professional committees, etc.	Required: Faculty member shows growth in involvement in professional organizations, professional committees, etc.
<i>4.2.3.2.3 Public Service</i>	Providing services to community entities	Required: Faculty member provides community service to entities consistent with the University's Public Affairs Mission	Required: Faculty member provides community service to entities consistent with the University's Public Affairs Mission	Required: Faculty member provides community service to entities consistent with the University's Public Affairs Mission
<i>4.2.3.2.4 Professional Consultation</i>	Provides consultation services to the university, community, or profession	Encouraged: Examples might include manuscript reviewer, grant reviewer, journal editor, etc.	Encouraged: Examples might include manuscript reviewer, grant reviewer, journal editor, etc.	Required: Examples might include manuscript reviewer, grant reviewer, journal editor, etc.

**Appendix B: Overall Criteria for Clinical Faculty Reappointment
and Promotion**

APPOINTMENT	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
	Minimum of master's degree in appropriate field, exhibit qualifications of the specified job description, and /or professional experience as appropriate for discipline.	Meet requirement of lower rank, plus 3 years of post-professional experience.	Meet requirement of lower ranks plus: 6 years of post-professional experience. Must demonstrate high degree of professional skill; demonstrate evidence of transmission of knowledge, and involvement at the national level.	Meet requirement of lower ranks plus 11 years of post-professional experience. Must show strong evidence of national recognition and leadership as an authority and or/leader in his/her field of endeavor.
REAPPOINTMENT	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
Clinical faculty will be evaluated on the same schedule as tenure earning faculty. For the first two years annual evaluation will be by the Department Head and the promotion and tenure committee. Clinical faculty will undergo comprehensive review prior to the end of the individual's appointment period. The review will consist of self-evaluation, evaluation by the department promotion and tenure committee, evaluation by the Department Head, the College Dean and the Provost.	Faculty must maintain or exceed requirements for the rank of clinical instructor and receive positive annual evaluations.	Faculty must maintain or exceed requirements for the rank of clinical assistant professor and receive positive annual evaluation	Faculty must maintain or exceed requirements for the rank of clinical associate professor and receive positive annual evaluations.	Faculty must maintain or exceed requirements for the rank of clinical full professor and receive positive annual evaluations.

PROMOTION	Clinical Instructor to Clinical Assistant Professor	Clinical Assistant Professor to Clinical Associate Professor	Clinical Associate Professor to Clinical Professor	
	<p>Applicant must meet all reappointment criteria and demonstrate continued professional development and application of knowledge and skill.</p> <p>Applicant is minimally eligible for promotion to Clinical Assistant Professor after three years of service to Missouri State University as a Clinical Instructor.</p>	<p>Applicant must satisfy requirements of the lower ranks and must show evidence of a high degree of skill and continued productivity, evidence of excellence in teaching, evidence of clinical research or innovations, or other scholarly activities, as well as national involvement.</p> <p>Applicant is minimally eligible for promotion to Clinical Associate Professor after six years of service to Missouri State University, including three years in the rank of Clinical Assistant Professor at Missouri State University.</p>	<p>Applicant must satisfy the requirements of the lower ranks, must show continued excellence in clinical education, must show strong evidence of national recognition and leadership as an authority and or/leader in his/her field of endeavor, and demonstrate continuing professional productivity.</p> <p>Applicant is minimally eligible for Clinical Professor after five years of service at the rank of Clinical Associate Professor.</p>	
<p>Promotion for Individuals with Administrative Responsibilities:</p>	<p>Clinical faculty members who have administrative responsibilities will be evaluated on their administrative responsibilities as well as clinical education, service, and professional productivity. The criteria will be weighted according to the actual assignment as determined by the Department Head. Evaluation of administrative duties will be undertaken by the Department Head and Dean.</p>			

Appendix C: Specific Criteria for Clinical Faculty Promotion

- Clinical Education Criteria
- Service Criteria
- Professional Productivity/Research Criteria

Teaching

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
4.3.2.1 Developing educated persons who are competent clinical professionals.	Documentation of student progression, knowledge, and skills.	<p>Required: course syllabi reflect sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Peer review of teaching /clinical instruction documents a positive learning environment that develops critical thinking and improves student's written and oral communication</p>	<p>Required: course syllabi reflect sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Peer review of teaching /clinical instruction documents a positive learning environment that develops critical thinking and improves student's written and oral communication</p>	<p>Required: course syllabi reflect sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Peer review of teaching /clinical instruction documents a positive learning environment that develops critical thinking and improves student's written and oral communication</p>	<p>Required: course syllabi reflect sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Peer review of teaching /clinical instruction documents a positive learning environment that develops critical thinking and improves student's written and oral communication</p>	<p>Required: course syllabi reflect sufficient depth and breadth of content, required accreditation standards, and department and university policies.</p> <p>Required: Peer review of teaching /clinical instruction documents a positive learning environment that develops critical thinking and improves student's written and oral communication</p>
	Documentation of contributing to the general education or	Required: Documentation of discipline-specific student acquisition	Required: Documentation of discipline-specific student	Required: Documentation of discipline-specific student	Required: Documentation of discipline-specific student	Required: Documentation of discipline-specific student acquisition

Teaching

Minimal Criteria for Those in a Clinical Faculty Role

	public affairs mission of the University.	of knowledge and skills; evidence of student use of critical thinking, problem solving, and appropriate communication skills	acquisition of knowledge and skills; evidence of student use of critical thinking, problem solving, and appropriate communication skills	acquisition of knowledge and skills; evidence of student use of critical thinking, problem solving, and appropriate communication skills	acquisition of knowledge and skills; evidence of student use of critical thinking, problem solving, and appropriate communication skills	of knowledge and skills; evidence of student use of critical thinking, problem solving, and appropriate communication skills
	Appropriate professional credentials	Required: Maintenance of professional credentials and evidence of continuing professional development (as appropriate).	Required: Maintenance of professional credentials and evidence of continuing professional development (as appropriate).	Required: Maintenance of professional credentials and evidence of continuing professional development (as appropriate).	Required: Maintenance of professional credentials and evidence of continuing professional development (as appropriate).	Required: Maintenance of professional credentials and evidence of continuing professional development (as appropriate).
	Evidence of ongoing professional development to meet this goal.	Required: Evidence of ongoing professional development to meet this goal.	Required: Evidence of ongoing professional development to meet this goal	Required: Evidence of ongoing professional development to meet this goal	Required: Evidence of ongoing professional development to meet this goal	Required: Evidence of ongoing professional development to meet this goal
4.3.2.2 Exceptional modes or Qualities of Clinical Education	Outstanding performance as a clinical educator	Dependent on rank: Evidence of soliciting student and/or peer feedback. Additional evidence may include external recognition for student	Required: Evidence of soliciting student and/or peer feedback. Additional evidence may include external recognition for student preparation,	Required: Evidence of soliciting student and/or peer feedback. Additional evidence may include external recognition for student preparation,	Required: Evidence of soliciting student and/or peer feedback. Additional evidence may include external recognition for student preparation,	Required: Evidence of soliciting student and/or peer feedback. Additional evidence may include external recognition for student preparation, student

Teaching

Minimal Criteria for Those in a Clinical Faculty Role

		preparation, student recognition, clinical outcomes, etc.	student recognition, clinical outcomes, etc.	student recognition, clinical outcomes, etc.	student recognition, clinical outcomes, etc.	recognition, clinical outcomes, etc.
	Experiential learning	Encouraged: Evidence of service-learning components, internships, and other outreach activities	Encouraged: Evidence of service-learning components, internships, and other outreach activities	Encouraged: Evidence of service-learning components, internships, and other outreach activities	Encouraged: Evidence of service-learning components, internships, and other outreach activities	Encouraged: Evidence of service-learning components, internships, and other outreach activities
	Accessibility	Dependent on rank: Additional clinical opportunities such as online learning, professional education opportunities, public lectures, working with community, etc.	Encouraged: additional clinical opportunities such as online learning, professional education opportunities, public lectures, working with community, etc.	Required: additional clinical opportunities such as online learning, professional education opportunities, public lectures, working with community, etc.	Required: additional clinical opportunities such as online learning, professional education opportunities, public lectures, working with community, etc.	Required: additional clinical opportunities such as online learning, professional education opportunities, public lectures, working with community, etc.
	Diversity	Required: Evidence of broadening student perspective and develop cultural sensitivity through activities such as guest speakers, clinical experiences, etc.	Required: Evidence of broadening student perspective and develop cultural sensitivity through activities such as guest speakers, clinical experiences, etc.	Required: Evidence of broadening student perspective and develop cultural sensitivity through activities such as guest speakers, clinical experiences, etc.	Required: Evidence of broadening student perspective and develop cultural sensitivity through activities such as guest speakers, clinical experiences, etc.	Required: Evidence of broadening student perspective and develop cultural sensitivity through activities such as guest speakers, clinical experiences, etc.

Service

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
4.2.3.2.1 University Citizenship	University and College Service	Dependent on rank: Engaged in University and College committees and/or activities	Encouraged: Engaged in University and College committees and/or activities	Required: Engaged in University and College committees and/or activities	Required: Engaged in University and College committees and/or activities. Evidence of growth in areas such as leadership, amount of involvement, etc.	Required: Engaged in University and College committees and/or activities: Evidence of growth in areas such as leadership, amount of involvement, etc.
	Departmental Service activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc.	Dependent on Rank: activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc.	Required: activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc.	Required: activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc.	Required: activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc. Evidence of growth in areas such as leadership, amount of involvement, etc.	Required: activities directed toward development, promotion, and advancement of PHSM department such as committees, marketing, recruitment, etc. Evidence of growth in areas such as leadership, amount of involvement, etc.

Service

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
4.2.3.2.2 Professional Service	Provides service to professional organizations	Dependent on rank: contributions to professional organizations within faculty members field such as officer, reviewer, editor, committee member, student organization advising, student experiences outside of teaching expectations, etc.	Encouraged: contributions to professional organizations within faculty members field such as officer, reviewer, editor, committee member, student organization advising, student experiences outside of teaching expectations, etc.	Required: contributions to professional organizations within faculty members field such as officer, reviewer, editor, committee member, student organization advising, student experiences outside of teaching expectations, etc.	Required: contributions to professional organizations within faculty members field such as officer, reviewer, editor, committee member, student organization advising, student experiences outside of teaching expectations, etc. Evidence of growth in areas such as leadership, amount of involvement, etc.	Required: contributions to professional organizations within faculty members field such as officer, reviewer, editor, committee member, student organization advising, student experiences outside of teaching expectations, etc. Evidence of growth in areas such as leadership, amount of involvement, etc.
4.2.3.2.3 Public Service	Evidence of using professional skills and expertise.	Dependent on rank: Service to community, state, national, or international public constituents such as officer,	Encouraged: Service to community, state, national, or international public constituents such as officer,	Encouraged: Service to community, state, national, or international public constituents such as officer,	Required: Service to community, state, national, or international public constituents such as officer,	Required: Service to community, state, national, or international public constituents such as officer, reviewer,

Service

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
		reviewer, editor, committee, media, etc.	reviewer, editor, committee, media, etc.	reviewer, editor, committee, media, etc.	reviewer, editor, committee, media, etc.	editor, committee, media, etc.
4.2.3.2.4 Professional Consultation	Evidence of professional expertise.	Encouraged: Service to business, industry, schools, community organizations, University colleagues in other programs, etc.	Encouraged: Service to business, industry, schools, community organizations, University colleagues in other programs, etc.	Encouraged: Service to business, industry, schools, community organizations, University colleagues in other programs, etc.	Encouraged: Service to business, industry, schools, community organizations, University colleagues in other programs, etc.	Encouraged: Service to business, industry, schools, community organizations, University colleagues in other programs, etc.

Professional Productivity/Research

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
4.3.4.2.1 Contributes Knowledge to Discipline	Translates new knowledge in discipline into improvements in clinical practice and outcomes or translates clinical practice into new knowledge	Required: Evidence of communication of outcomes or new knowledge to peers. Encouraged: Evidence of publications or conference presentations and workshops since last promotion.	Required: Evidence of communication of outcomes or new knowledge to peers. Encouraged: Evidence of publications or conference presentations and workshops since last promotion.	Required: Evidence of communication of outcomes or new knowledge to peers. Encouraged: Evidence of publications or conference presentations and workshops since last promotion.	Required: Evidence of communication of outcomes or new knowledge to peers. Encouraged: Evidence of publications or conference presentations and workshops since last promotion. Encouraged: Participation on thesis committees and/or co-direct student research projects.	Required: Evidence of communication of outcomes or new knowledge to peers. Required: Evidence of publication or presentations and workshops since last promotion. Encouraged: Participation on thesis committees and/or co-direct student research projects since last promotion.
4.3.4.2.2 Application of clinical expertise to provide expert service to the local and professional community	Provide expert service to the local and professional community	Dependent on rank: Evidence of expert service to the local and professional community	Encouraged: Evidence of expert service to the local and professional community	Encouraged: Evidence of expert service to the local and professional community since last promotion.	Required: Evidence of expert service to the local and professional community since last promotion.	Required: Evidence of expert service to the local and professional community since last promotion.
4.3.4.2.3 Transmission	Documentation of special	Dependent on rank: submission	Encouraged: submission of	Encouraged: submission of	Encouraged: submission of	Required: submission of

Professional Productivity/Research

Minimal Criteria for Those in a Clinical Faculty Role

Faculty Handbook Guiding Principles	Departmental Criteria	Renewal of Contract	Clinical Instructor	Clinical Assistant Professor	Clinical Associate Professor	Clinical Full Professor
	accomplishments in sharing clinical expertise or research with a broad audience. (ex: submitting grant, sharing knowledge outside of faculty member's discipline, etc.)	of internal or external grant (may be collaborative)	internal or external grant (may be collaborative)	internal or external grant (may be collaborative) since last promotion.	internal or external grant (may be collaborative) since last promotion.	internal or external grant (may be collaborative) since last promotion.
4.3.4.2.4 Involvement of Students	Professional practice and/or scholarly activities which involve students.	Dependent on rank: Undergraduate or graduate students involved with scholarly activities.	Encouraged: Undergraduate or graduate students involved with scholarly activities.	Encouraged: Undergraduate or graduate students involved with scholarly activities since last promotion.	Required: Undergraduate or graduate students involved with scholarly activities since last promotion.	Required: Undergraduate or graduate students involved with scholarly activities since last promotion.