

MISSOURI STATE UNIVERSITY

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

DEPARTMENT:

Political Science

COLLEGE:

CHAPA

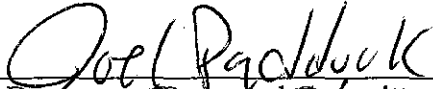
SEMESTER/YEAR OF CURRENT REVIEW:

Fall 2016


SEMESTER/YEAR OF NEXT REQUIRED REVIEW:

Summer 2019

DEPARTMENT ADOPTION SIGNATURES:

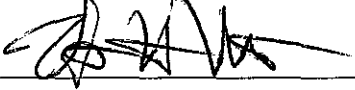

Department Personnel Committee Chair

4/11/16
Date

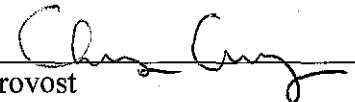

Department Head

4/11/16
Date

APPROVAL SIGNATURES:


Dean

4-11-16
Date


Provost

5-19-16
Date

THIS PLAN IS IN EFFECT FROM 2016, THROUGH 2019.

POLITICAL SCIENCE DEPARTMENT

TENURE POLICY (As accepted October 2012)

The tenure policy at MSU is established by the University Board of Governors with the general guidelines set forth in the MSU Faculty Handbook. For a more detailed description of the university's expectations, process of evaluation and recommendations, and procedure for appeal of evaluation and recommendations you should consult the relevant sections of the Faculty Handbook.

Each department sets its own specific standards of expectations for tenure that are consistent with college and university's standards. The departmental committee and the department head, in making their recommendations for tenure, will rely on departmental policy regarding expected standards of performance. Candidates applying for tenure in the Department of Political Science will be expected to meet the following minimal requirements.

At the time of the application for tenure the candidate should be able to document that

1. He/she has performed at, at least level II (good) in the areas of teaching and research, according to the department's performance evaluation standards, during a majority of the years in which she/he is untenured.
2. He/she has performed at, at least level III (satisfactory) in all three areas of teaching, research and service, according to the department's performance evaluation standards every year in which he/she is untenured.
3. Over the entire untenured period, the candidate must demonstrate a *sustained record of scholarship* appropriate to the discipline. Normally, in order to meet the department's minimal qualifications for tenure, a candidate will be expected to have the equivalent of five refereed articles or the publication of a scholarly book. If negotiated at the time of appointment, a faculty member may count up to two previous publications to satisfy the department's publication requirements for tenure.

While publication in refereed journals and in books is the most significant measure of research productivity, Section 4.2.2.3 of the Faculty Handbook states:

Public scholarship supports the University's Public Affairs mission. It is scholarly or creative activity integral to a faculty member's academic discipline. It encompasses different forms of constructing knowledge about, for, and with diverse publics and communities. Through a coherent, purposeful sequence of activities, it contributes to the public good and yields artifacts of public and intellectual value.

The University recognizes that engaged public scholarship is research and may be included in a department's tenure and promotion policy if a department so chooses. If included in a department's policy, this scholarly activity should involve a partnership with the public and/or private sector that enriches knowledge, addresses and helps solve critical societal issues, and contributes to the public good. Engaged public scholarship includes research focused on civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects

that advance engaged public scholarship must be subjected to critical academic peer review and should include input from a rigorous review conducted by involved community partners who collaborated with the public scholar. This input must assess the significance of the project, the quality of the relationship, and the impact on public good.

Evidence of applied research production can take several forms. Examples include published reports, published research protocols, technical reports, and successful grant applications. There are many factors involved in the assessment of applied research, including the scope of the project, the prestige of the sponsoring organization, and the primary audience for which the research is intended, among others. Naturally, projects reflecting a greater degree of scope and significance will be accorded more importance than those having a more limited scope. In addition, the research to be considered must have been conducted under the auspices of the University. In any case, applied research may comprise no more than the equivalent two refereed articles.

Candidates are reminded that meeting the department's minimal qualifications does not necessarily guarantee a positive tenure decision. Indeed, candidates are encouraged to exceed the minimal requirements in teaching, scholarly activity and service. **In exceptional circumstances, individuals whose scholarly productivity substantially exceeds these minimum requirements may apply for tenure in their fourth or fifth year.**

4. Candidates for tenure also should consult the following university documents: (1) The Faculty Handbook, (2) Faculty Roles and Rewards Policy, and (3) Promotion, Tenure, and Annual Appointment Guidelines regarding university-wide guidelines for tenure. Some important statements in these documents include the following:

"Professionalism and collegiality are essential to teaching, research/creative, and service activity, and are evidenced in at least two important ways: maintaining high standards of professional ethics and performing as a responsible member of the university community."

From the Faculty Handbook, Section 3.3.3.

"Tenure is based on a thorough evaluation of the candidate's total contribution to the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, research, and service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit."

From the Faculty Handbook, Section 3.8.2

"All Academic departments/schools must have a written policy statement which specifies the procedures and criteria for annual reappointment, tenure, and promotion. The policy must contain a progression of criteria; i.e., minimal expectations for annual appointment are not sufficient for tenure and promotion."

From the Promotion, Tenure, and Annual Appointment Guidelines document

"Awarding of Tenure is a performance-based decision.For a positive tenure decision, the quality of contribution in all areas--teaching, research/creative activity, and service is of significance, and the record should reflect a commitment to both the goals of the academic unit and the mission of the university."

From the Faculty Roles and Rewards document

POLITICAL SCIENCE DEPARTMENT

PROMOTION POLICY (As accepted October 2012)

The promotion policy at MSU is established by the University Board of Governors with the general guidelines set forth in the MSU Faculty Handbook. The process for evaluation and recommendation on application for promotion and appeal of evaluation and recommendation is outlined in sections 3.4 through 3.4.4 of the Faculty Handbook.

Each department sets its own specific standards of expectations for promotion that are consistent with college and university standards. The departmental committee and the department head in making their recommendations for promotion will rely on the department's policy regarding expected standards of performance. Candidates applying for promotion in the Department of Political Science will be expected to meet the following minimal requirements.

Annual appointment:

For the purpose of annual appointment, untenured rank faculty should be able to document that he/she

1. has performed at satisfactory or higher level in all three areas of teaching, research, and service.
2. is engaged in research and scholarly activity.

Instructor to Senior Instructor

It is expected that all instructors applying for promotion will consistently receive a rating of "above average," i.e. level 4 or higher, in the area of teaching by the Department Head as part of the yearly performance merit reviews for a period of five years or more. The expectation for promotion at this rank is based on a 12-hour teaching load per semester and at least five years full-time teaching experience.

a. Teaching

- i. Student evaluations for each semester taught must indicate sustained excellence in teaching over the prior five or more academic years
- ii. Peer review for each semester must indicate effective teaching in subject area
- iii. Teaching portfolio must be submitted containing:
 - a) Syllabi for all courses taught
 - b) Statement of Philosophy of Teaching
 - c) Class handouts and other curricular-related materials (e.g., exams, course assignments, etc.)
 - d) Summary report of student evaluations and all student evaluations
 - e) List of courses taught/enrollments
 - f) Peer reviews of classroom teaching if provided

iv. Course and curricular development, as professional opportunities allow

- ii. Other factors that may indicate leadership in the area of teaching may be included.

Candidates may wish to include, for example, artifacts of curricular development, student learning outcomes, documentation of excellence in advising, utilization of new teaching techniques and delivery methods, attendance at faculty development workshops to improve pedagogy, unsolicited letters or notes from past students, etc.

b. Service

- i. Service to the University in the form of consistent, active service on departmental, college, and university committees, as professional opportunities allow.
- ii. Statement on service record/goals
- iii. 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, or other activities that contribute to the Missouri State University community, community service related to the mission of the University, etc.

Research is not expected of Instructors or Senior Instructors. However, when present it may indicate engagement in the field in support of teaching excellence. However, research will not supersede the above requirements for teaching and service.

Applications for Senior Instructor are considered under rules stipulated in the department's procedures for tenure and promotion and will be recommended by the Tenure and Promotion Committee.

Assistant Professor to Associate Professor

At the time of application for promotion to the rank of associate professor, the candidate should be able to document that he/she

1. has performed at, at least level II (good) in the area of teaching and research according to the department's performance evaluation standards during a majority of years in the rank of assistant professor.
2. has performed at, at least level III (satisfactory) in all three areas of teaching, research and service during every year he/she has served in the rank of assistant professor. In case of extraordinary circumstances, a candidate may petition the Tenure and Promotion Committee to make an exception to this rule.
3. during the candidate's term as Assistant Professor, s/he must demonstrate refereed scholarship appropriate to the discipline. Normally a candidate should have five refereed articles or the equivalent, in order to demonstrate scholarly achievement.

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The University recognizes that engaged public scholarship is research and may be included in a department's tenure and promotion policy if a department so chooses. If included in a department's policy, this scholarly activity should involve a partnership with the public and/or private sector that enriches knowledge, addresses and helps solve critical societal issues, and contributes to the public good. Engaged public scholarship includes research focused on civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects that advance engaged public scholarship must be subjected to critical academic peer review and should include input from a rigorous review conducted by involved community partners who collaborated with the public scholar. This input must assess

the significance of the project, the quality of the relationship, and the impact on public good.

Evidence of applied research production can take several forms. Examples include published reports, published research protocols, technical reports, and successful grant applications. There are many factors involved in the assessment of applied research, including the scope of the project, the prestige of the sponsoring organization, and the primary audience for which the research is intended, among others. Naturally, projects reflecting a greater degree of scope and significance will be accorded more importance than those having a more limited scope. In addition, the research to be considered must have been conducted under the auspices of the University. In any case, applied research may comprise no more than the equivalent of two refereed articles. Under no circumstances shall a faculty member be tenured or promoted solely on the basis of applied research.

Candidates are reminded that meeting the department's minimal qualifications does not necessarily guarantee a positive promotion decision. Indeed, candidates are encouraged to exceed the minimal requirements in teaching, scholarly activity and service. **In exceptional circumstances, individuals whose scholarly productivity substantially exceeds these minimum requirements may apply for tenure in their fourth or fifth year.**

4. Candidates for promotion to the rank of associate professor should also consult the following university documents: (1) The Faculty Handbook, (2) Faculty Roles and Rewards policy, and (3) Promotion, Tenure, and Annual Appointment Guidelines regarding university-wide guidelines for promotion. Some of the important statements in these documents include the following:

"The (department's written) policy must contain a progression of criteria; i.e., minimal expectations for annual appointment are not sufficient for tenure or promotion."

From: Promotion, Tenure, and Annual Appointment Guidelines.

"In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching, research, and service as defined in the Assistant Professor rank."

From: The Faculty Handbook, section. 3.4.1

"Promotion is not an automatic right. It is a reward that follows from meeting teaching, research/creative activity, and service performance expectations.....The decision for promotion should be based on the individual's cumulative record with particular emphasis being placed upon accomplishments since appointment to the last rank." From: Faculty Roles and Reward policy.

Associate Professor to Professor

At the time of application for promotion to the rank of professor, the candidate should be able to document that he/she

1. has performed at, at least level II (good) in all three areas of teaching, research, and service, according to the department's performance evaluation standards during a majority of years in

- the rank of associate professor.
2. has performed at, at least level III (satisfactory) in all three areas of teaching, research and service during every year he/she has served in the rank of associate professor. In case of extraordinary circumstances, a candidate may petition the Tenure and Promotion Committee to make an exception to this rule.
 3. during the candidate's term as Associate Professor, s/he must demonstrate refereed scholarship appropriate to the discipline. Normally, the candidate should have five refereed articles or the equivalent during one's term as associate professor in order to demonstrate scholarly achievement.

Public scholarship supports the University's Public Affairs mission. It is scholarly or creative activity integral to a faculty member's academic discipline. It encompasses different forms of constructing knowledge about, for, and with diverse publics and communities. Through a coherent, purposeful sequence of activities, it contributes to the public good and yields artifacts of public and intellectual value.

The University recognizes that engaged public scholarship is research and may be included in a department's tenure and promotion policy if a department so chooses. If included in a department's policy, this scholarly activity should involve a partnership with the public and/or private sector that enriches knowledge, addresses and helps solve critical societal issues, and contributes to the public good. Engaged public scholarship includes research focused on civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects that advance engaged public scholarship must be subjected to critical academic peer review and should include input from a rigorous review conducted by involved community partners who collaborated with the public scholar. This input must assess the significance of the project, the quality of the relationship, and the impact on public good.

Evidence of applied research production can take several forms. Examples include published reports, published research protocols, technical reports, and successful grant applications. There are many factors involved in the assessment of applied research, including the scope of the project, the prestige of the sponsoring organization, and the primary audience for which the research is intended, among others. Naturally, projects reflecting a greater degree of scope and significance will be accorded more importance than those having a more limited scope. In addition, the research to be considered must have been conducted under the auspices of the University. In any case, applied research should generally comprise no more than the equivalent of one refereed article. Under no circumstances shall a faculty member be tenured or promoted solely on the basis of applied research.

Candidates are reminded that meeting the department's minimal qualifications does not necessarily guarantee a positive promotion decision. Indeed, candidates are encouraged to exceed the minimal requirements in teaching, scholarly activity and service.

Professor to Distinguished Professor

Distinguished Professor is a rank beyond Professor which recognizes extraordinary accomplishment in research. The year of appointment to the rank of Distinguished Professor will include an addition to base salary greater than the amount given for promotion to Professor.

To be eligible for Distinguished Professor rank an individual must have Professor rank for a minimum of five years, with at least three years in the rank at Missouri State University; have a record of extraordinary performance in research with a national or international reputation; have a sustained record of excellence in both teaching and service.

POLITICAL SCIENCE DEPARTMENT

PERFORMANCE EVALUATION STANDARDS

(As accepted October 2012)

GENERAL POLICIES AND PROCEDURES

Section I: All Ranked Faculty

Each year in late spring or early summer, each faculty member will meet with the department head and negotiate his/her role(s) or goal(s) in the areas of teaching, scholarship/research, and service. Each faculty member's performance evaluation will be based on previously agreed upon goals between the faculty member and the department head. If the individual faculty member and the department head are unable to agree on the faculty member's goals, the matter will be resolved by the dean of the college.

Also, at the above mentioned meeting, each faculty member and the department head will discuss successes and failures in accomplishing the previous year's goals. The department head will prepare a summary record of the individual faculty member's annual performance and place this in his/her personnel file and provide a copy of the same to the faculty member.

When a faculty member applies for tenure and/or promotion, the department head will provide the chair of the Tenure and Promotion Committee with a copy of the annual summary records of goals, accomplishments and failures for that faculty member along with any other pertinent information such as grade discrimination, etc.

In order to make his/her case for a favorable recommendation regarding a tenure and/or promotion decision by the Tenure and Promotion Committee and the department head, the faculty member must provide both with all pertinent information and documentation related to teaching, research and service for all prior and relevant years.

Section II: All Tenure-Track Faculty

In addition to the above, each year by the previously announced deadline, all non-tenured faculty members of the department will submit to the chair of the department's Tenure and Promotion Committee a portfolio of their activities in the areas of teaching, research, and service. The Tenure and Promotion Committee will make its recommendation on annual reappointment(s). The material will be forwarded to the department head who will also make his/her recommendation on annual reappointment(s). Once a faculty member has been granted tenure, she/he is evaluated every year.

PERFORMANCE EVALUATION STANDARDS

CATEGORY I: TEACHING

Unless otherwise stated, one item in each level will place an individual in that level. All claims are subject to review by the department head. Teaching evaluation consists of two major evaluations: student evaluation and peer evaluation. Student evaluation shall count no more than 40% in the overall teaching evaluation. Open-ended written comments are to be submitted to students by all faculty in the department. As part of their performance evaluation, all answers from a particular class must be included.

Student evaluation will be based on student perceptions of faculty teaching as measured by the evaluation instrument established by the department. Faculty rating will be based on the following distribution of the mean scores:

- 1.00 - 1.50 = Well Above Average Teaching;
- 1.51 - 1.75 = Above Average Teaching;
- 1.76 - 2.00 = Average Teaching;
- 2.01 - 2.50 = Below Average;
- 2.51 - 5.00 = Well Below Average Teaching.

Peer evaluation will be based on basic questions such as the following:

- Is the grade discrimination reasonable compared to similar courses?
- Do the course syllabi articulate the public affairs mission of the university?
- Does the course syllabus for the general education course articulate the goals of the general education curriculum?
- How many student advisees does a faculty member have? Does the faculty member play a significant role as an advisor/mentor to undergraduate and/or graduate students?
- Does the faculty member hold regular office hours and is available to students for consultation?
- Is the content of courses scholarly and up-to-date?
- Are the subjects treated comprehensively and in-depth?
- Are the courses well organized?
- Does the instructor use teaching methods (e.g., lectures, discussions, student presentations, audio visual, media, computers, outside speakers, field trips) that are suitable to course objectives and enhance learning?
- Are the examinations and other graded assignments carefully designed, and do they provide a fair assessment of student learning?
- Are the examinations, assignments, and papers such that they foster analytical/critical thinking skills?
- Are the courses intellectually demanding but appropriate to the course level?
- Do the course syllabi discuss topics specified in the Faculty Handbook?

Course requirements will also be evaluated, taking into consideration class level and class size.

Note: Evidence of unsatisfactory teaching as outlined in Level IV shall adversely affect eligibility for Level I through Level III in teaching.

Level I: Excellent Teaching

Excellent student perceptions of teaching performance (well above average) and excellent peer evaluation of teaching and teaching materials.

Major award for teaching excellence.

Publication of well-reviewed textbook, pedagogically oriented publications or other teaching material, and satisfactory peer and student evaluation.

Publication of an instructor's manual and general good peer and student evaluation.

Initiation of an online and or mixed delivery method course with general good peer and student evaluations

Level II: Good Teaching

Above average student perception of teaching performance and good peer evaluation of teaching and teaching materials (syllabi, tests, handouts, teaching a new course, substantial improvement in a course involving content or methodology, evidence of effective advising and tutoring).

Initiation of service learning and/or new instructional technology in the classroom and satisfactory student and peer evaluation.

Receiving a university grant for curriculum development, funding for result, faculty development related to teaching, etc. and satisfactory student and peer evaluation.

Level III: Satisfactory Teaching

Satisfactory student perception of teaching performance (average) and satisfactory peer evaluation of teaching and teaching materials (syllabi, tests, handouts, teaching a new course, substantial improvement in a course involving content or methodology, evidence of effective advising and tutoring).

Attendance at workshop(s) related to teaching, advising, instructional technology, short computer courses. **May not be used in consecutive years.**

Level IV: Unsatisfactory Teaching

Demonstrated pattern in one or a combination of the following categories.

Unsatisfactory student evaluations (below average or well below average) and substantiated complaints.

Unsatisfactory grade discrimination.

Unsatisfactory peer evaluation of teaching and teaching materials.

Evidence of unsatisfactory advising and tutoring.

Failure to keep office hours.

Habitual absences or tardiness in classes.

Failure to keep accurate class records.

Failure to revise and update courses.

Failure to fulfill teaching responsibilities as outlined in the Faculty Handbook.

CATEGORY II: RESEARCH AND SCHOLARLY ACTIVITY

Unless otherwise stated, one item in each level will place an individual in that level. All claims are subject to review by the department head.

Level I: Excellent Scholarship

Publication of a scholarly book (including some textbooks) by a reputable press or equivalent scholarly article(s).

Receipt of a major grant or external funding for research from a major foundation/agency such as the National Science Foundation, The Ford Foundation, The MacArthur Foundation, and other organizations of similar stature.

Level II: Good Scholarship

Publication of an article in a refereed professional journal. A research note in a major journal may place a faculty member in level II.

Editor of a book or national professional journal.

Publication of a chapter in an edited work published by a reputable refereed university or commercial press.

Significant (documented) progress on manuscript for a book.

Published applied research, e.g., reports, research protocols, technical reports, and successful grant applications (See Tenure and Promotion Policies).

Level III: Satisfactory Scholarship

Acceptance for publication of a research note in a refereed scholarly journal.

Recipient of a major internal award for research or scholarly activity such as a Summer Faculty fellowship, university research grant, international research development grant, faculty development grant related to research, etc.

Referee for professional publication or funding agencies.

Paper presented at national or international level.

Discussant or panel chair at a national or international conference.

Recipient of an award for a publication from a state or national source.

Publishing a book review in a scholarly publication or a discipline related article in a popular publication.

Evidence of applied research in progress.

Any two of the following items earns a level III.

Presentations of paper at local or state professional meetings or meetings on campus.

Reception of sabbatical leave, including submission to department of a report on the leave.

Attendance at a professional meeting that draws nationally.

Receipt of an SMSU faculty research grant or small off-campus grant or foundation support.

Acceptance for publication of a short research note in a scholarly publication.

Major panelist at a non-academic professional meeting.

Attending a workshop on research grants, grant writing, etc.

Level IV: Unsatisfactory Scholarship

No evidence of research or scholarly activity as described in levels I, II, and III above.

CATEGORY III: SERVICE

Unless otherwise stated, one item in each level will place an individual in that level. All claims are subject to review by the department head.

Level I: Excellent Service

Service as a major officer in a national or state professional organization and/or in a public sector agency.

Service as any faculty senate officer. e.g. Chairperson, Chairperson-Elect, etc.

Principal contributor to a major accomplishment of the department, the university, or the community, e.g., being the major organizer of a professional conference.

Serving as chair of a major university committee or college council (Teacher Education, Graduate Council, etc.).

Making a significant contribution that helps enhance the public affairs mission of the university, i.e., receiving a public affairs grant, planning/organizing a major public affairs event.

LEVEL II: Good Service

Active member of major university committee (Teacher Education Committee, Graduate Council, College Council, Faculty Senate, Budget and Priorities Committee, etc.).

Coordinating workshops, Model UN, Moot Court, Post-Election Conference, serving as a department's web master, etc.).

Making a significant contribution in a professional capacity in a community, state or regional activity.

Chairing an extra-departmental committee within the university.

Professional consulting activities (must document nature and extent of activities).

Service as a director/coordinator of a graduate program in the department. The department head may up-grade or down-grade rating based on his/her evaluation of quality of service provided by director/coordinator.

Level III: Satisfactory Service

Service on departmental, college and university committees.

Advisor to university student organizations.

Giving two different and new presentations to community organizations within the same year.

Active professional participation in and/or contribution to a campus or community organization or institution.

Active participation with media in area of expertise, including acceptance for publication of an article or book review in the local newspaper.

Volunteering one's service to community organization(s).

Attending department and college sponsored events and activities.

To participate in commencement ceremonies at least once a year.

LEVEL IV: Unsatisfactory Service

Demonstrated pattern in one or a combination of the following categories:

Refusal to serve on departmental, college or university committees without good reason.

Evidence of poor performance in service activities (failure to attend committee meetings, lack of attention to responsibilities, etc.). Refusal, when asked, to represent the department at senior banquets, graduation, etc.

No evidence of activity in professional organizations.

Note: Evidence of unsatisfactory service as outlined in Level IV shall adversely affect eligibility for Level I through Level III in service.

POLITICAL SCIENCE DEPARTMENT

**PROCEDURES FOR
EVALUATION OF APPLICATION FOR TENURE AND PROMOTION
(As accepted October 2012)**

Evaluation of Application for Tenure and Promotion

For a detailed description of evaluation of application tenure and promotion recommendations, and the appeal process, faculty should consult Sections 3.4, 3.8, 4.0, 4.6, and 4.7 of the Faculty Handbook.

The Faculty stipulate that

Evaluation of application for tenure and promotion shall not preclude the regular yearly review. Evaluation will be based upon the departmental statement of expectations provided to the faculty upon employment and upon the regular yearly review, as well as documentation presented by the candidate.

Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at SMSU.

Faculty applying for promotion will be evaluated according to performance in present rank.

Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of application, and for submitting materials according to established deadlines.

Recommendation at each level will be based upon data supplied by the candidate, as well as departmental data.

Procedure for Tenure, and Promotion Recommendations:

1. Departmental Committee:

When an applicant is being considered for tenure, all tenured faculty members in the department shall participate in the decision making process. When an applicant is being considered for promotion, only those tenured faculty who hold a rank equal to or above the rank for which the candidate is being considered shall participate in the decision-making process.

Candidates for tenure and/or promotion will provide to the chair of the department's Tenure and Promotion Committee, by the previously announced date, all relevant documents and materials on behalf of his/her application.

The department head will provide to the chair of the Tenure and Promotion Committee copies of the annual performance review summaries by the department head, data on grade discrimination, and other pertinent material.

The candidate will provide the chair of the Tenure and Promotion Committee with all necessary documents and materials that he/she feels is relevant to support his/her application for tenure and/or promotion. The departmental committee may request any additional information it needs from the candidate.

Department's faculty recommendation along with all the supportive material will be forwarded to the department head by the date established in the academic work calendar published by the Provost's office. A majority vote of the tenured faculty will be necessary for a positive decision. If there is a split vote among tenured faculty, the minority may file a report, signed by each member of the minority, which will be forwarded with the majority decision to the department head.

2. Department Head:

The department head will make an independent evaluation and recommendation regarding the candidate's application for tenure.

3. College Committee (If it exists):

If a college committee has been granted the authority by the college dean to make personnel recommendations, the departmental committee and departmental head's recommendations will be forwarded to the college committee for its evaluation and recommendation. The college committee will forward all three recommendations to the college dean.

4. College Dean:

The college dean will evaluate the application and all lower level recommendations, make his or her own recommendation, and will forward all recommendations along with a current vita of each applicant to the Provost for final decision.

NOTE: At each stage of the evaluation - i.e., department committee, head, dean, Provost- the candidate will be given a copy of the recommendation and the written rationale for the recommendation. At each subsequent stage, a copy of the recommendation and a probative rationale will also be furnished to the departmental committee for its information and record.

Candidate may choose to withdraw the application from consideration at any stage of the process.

Throughout the entire process, confidentiality of information must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure that confidentiality is not violated.

Application Dossier for Tenure and Promotion:

Application dossier of candidates for annual appointment, tenure and promotion should include, at a minimum, the following materials:

Up-to-date Curriculum Vita (list refereed publications separately). If you have manuscripts submitted to journals, etc, include acknowledgement letter; If you have a forthcoming publication, include acceptance letter; If you have a contract for a book, include copy of the contract).

Teaching Portfolio should include the following:

- Statement of teaching philosophy (goals, methods, grades, etc)
- Student evaluation ratings broken down by semester and year
- Sample of student exams (answers) that received A, B,C, D, F grades.
- Teaching award received
- Copies of syllabi for all courses taught
- Copies of exams for all courses taught
- Copies of handouts used in the classes
- Copies/reprints of pedagogical publications
- Service learning material (if applicable)
- Evidence of incorporation of new instructional technology
- Grants received for teaching purposes, i.e., for curriculum development, funding for results, etc
- Teaching or instructional technology workshops attended

Research and Scholarship Portfolio should include the following: (If you have manuscripts submitted to journals, etc, include acknowledgement letter. If you have a forthcoming publication, include acceptance letter; If you have a contract for a book, include copy of the contract).

- Statement of Research Agenda
- Reprints of Articles published (Copies when reprints unavailable)
- Copies of Books
- Forthcoming article(s) or book(s) include letters of acceptance/contract
- For "revise and resubmit" on manuscripts, include copy of editor's letter and reviews
- Copies of papers presented at the conference
- Research grants received
- Award received for research
- Workshop(s) attended related to research, research grants
- Evidence of applied research (see Performance Evaluation Standards)

Service Portfolio should include the following:

- Statement of Service activities, contribution (1-2 pages)
- List of committees served on (identify department, college, university committees and discuss the nature of work, frequency of meetings, etc)
- Discuss special services provided to the department/college (such as director/coordinator of graduate program, service provided as Web Master for the department/college, Planning and organizing Model U.N, Moot Court, etc)
- Discuss volunteer work done for the service or non-for-profit agencies
- Discuss service provided in professional capacity (consultation, serving on advisory boards of local/state agencies, etc
- Award(s) received for community service
- Include copies of reports, studies, etc., produced by the committee(s) you served on

NOTE:

- * **Dossier for application for tenure should include cumulative material for all untenured years at Missouri State University**
- ** Dossier for application for promotion should include all material for years in the present rank.