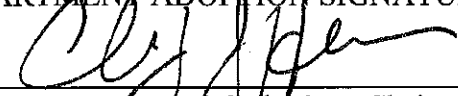
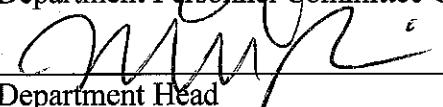


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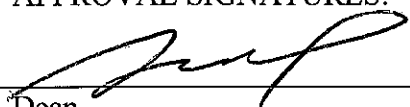
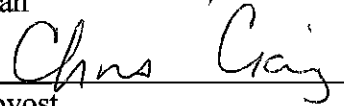
PERIODIC REVIEW OF REAPPOINTMENT (OR RENEWAL OF CONTRACT),
TENURE, PROMOTION GUIDELINES

DEPARTMENT: Theatre & Dance
COLLEGE: Arts & Letters
SEMESTER/YEAR OF CURRENT REVIEW: Summer 2018
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Summer 2021

DEPARTMENT ADOPTION SIGNATURES:


Department Personnel Committee Chair Date 10/15/18

Department Head Date 10/15/18

APPROVAL SIGNATURES:


Dean Date 10/17/18

Provost Date 10/26/18

THIS PLAN IS IN EFFECT FROM 2018 THROUGH 2021

Department of Theatre and Dance

Guidelines for Tenure, Promotion and Annual Appointment Personnel Committee Procedure Manual

1.0 The Personnel Committee: Its Structure, Functions, and Membership

The Missouri State University *Faculty Handbook* specifies that each full-time faculty member will be evaluated by the Personnel committee and the Department Head. Every ranked faculty member will receive an annual performance review from the Department Head, and probationary faculty will receive annual evaluations from both Personnel Committee and Department Head. There must be a systematic evaluation of eligible faculty for continuation of appointment, tenure, and promotion. In addition, all ranked faculty will receive a written annual evaluation by the Department Head. (see Appendix E).

Detailed information about the University's procedures for annual appointment, tenure and promotion are contained in the *Faculty Handbook*. In this department, both the procedures used in processing an application for personnel action (i.e., continuation of appointment, tenure, or promotion) and the guidelines or criteria used in evaluating such an appointment shall be those procedures and guidelines stipulated in this document.

1.1 The Charge of the Personnel Committee

The Personnel Committee has two major purposes. First, it makes written recommendations to the Department Head regarding continuation of appointment, tenure and promotion, and may make recommendations regarding merit for individual faculty members. Any written recommendations are given both to the faculty member and the Department Head, where they become part of the formal performance evaluation process. Second, the Personnel Committee establishes and employs departmental policies, procedures, and guidelines relevant to personnel actions and may recommend changes to the full faculty. All personnel policies in the department are established in accordance with the faculty evaluation and personnel policies of the college and the university. Any full-time faculty member may initiate a request for a particular department policy to be created or reviewed by the committee.

The Department of Theatre and Dance tenure and promotion decisions will be based on annual appointment reviews and a comprehensive assessment of the candidate's record of achievements in teaching, scholarly and creative accomplishments, and service for the period under review.

For tenure, this period will include all years of service since being hired as a ranked faculty member at Missouri State University, as well as any work done before that time and negotiated at the time of hire. For promotion, this period will focus upon the activities accomplished since the candidate's last promotion at MSU, but can also include consideration of the total record of accomplishments since joining the ranked faculty at MSU, especially in areas involving on-going research, service, and teaching efforts.

1.2 Membership

The Personnel Committee is composed of all tenured members of the Department of Theatre and Dance, and operates in accordance with the *Faculty Handbook* section "Departmental Personnel Committees".

1.3 Leadership

1.3.1 Chair

The Personnel Committee is headed by the chair, who is responsible for organizing and conducting meetings, organizing and conducting orientation sessions, assigning mentors, obtaining and circulating information and materials reviewed by the committee, and producing either the majority or minority

written recommendations of the committee. The chair serves as a coordinator, and is free to participate and vote on all matters. The chair position for the next academic year is voted on by the tenured faculty at the end of the spring semester. The acting chair will organize the voting procedure utilizing paper ballots. The chair will serve for one year. A chair may serve only for two successive terms. After one term out of office an individual may be reelected as chair.

1.4 Actions and Votes of the Personnel Committee

1.4.1 Absentee Votes

Absentee votes are permitted at Committee meetings ONLY when members are required to be absent as a consequence of either academic leave or performing another academic assignment. The Committee chair will accept and count absentee votes submitted prior to the vote of the Personnel Committee. Absentee votes on proposed changes in Committee procedures or guidelines will be counted if submitted to the Chair prior to the vote of the Personnel Committee.

1.4.2.2 Proxy Votes

Proxy votes are not permitted.

1.4.2.3 Abstentions

It is expected that all members of the personnel committee participate fully in the process of evaluating and recommending candidates for annual appointment and tenure/promotion. Abstentions are not votes and are not recorded as such, nor are they counted in the number of people voting for the purposes of determining a majority vote.

1.4.3 Reporting Procedures

Personnel Committee members vote on and correspondingly report or recommend regarding two categories of business: personnel actions and personnel policies (i.e. procedures and evaluation guidelines).

1.4.3.1 Reporting on Policy Issues

Proposed changes to this document or changes in procedure will be reported to the department faculty in writing. See Section 1.4.5.1 below.

1.4.3.2 Reporting Personnel Actions

The *Faculty Handbook* calls for yearly evaluation of all untenured ranked (i.e., probationary) faculty. In the Department of Theatre and Dance, the Personnel Committee also provides untenured ranked faculty with its own annual written evaluation during the annual appointment process. In addition, the committee provides written evaluations of faculty who apply for tenure and promotion.

In accordance with the *Faculty Handbook* section “Annual Reviews for Probationary Faculty the personnel committee will annually assess the probationary faculty member’s cumulative record as he or she progresses toward the tenure decision year, and will specify in writing for each of the three areas (teaching, research, and service) and overall, whether:

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

In matters of continuing appointment, tenure, and promotion, two reports are produced: the majority report and the minority report. In the absence of a unanimous vote, the chair of the committee drafts the report for whichever side they voted; a committee member from the other group shall produce the other

report. Each report shall detail a rationale for the vote. Per the Faculty Handbook, copies of all reports go to the individual faculty member and to the Department Head, and accompany all subsequent evaluation letters through the evaluation process to the President.

1.4.4 Violations of Personnel Procedures

A member of the Personnel Committee may be subject to limitations on voting privileges on all personnel actions before the Committee if, through university grievance procedures, administrative hearing, Board action, or litigation, he or she has been found to have violated department faculty rights regarding privacy, due process, sexual harassment, or a hostile work environment.

1.4.5 Submitting Items for Committee Consideration

The Personnel Committee encourages tenured and non-tenured faculty to submit items to be considered by the committee. Such items shall be submitted in writing to the chair of the Personnel Committee for inclusion on the agenda.

1.4.5.1 Consideration of Proposed Changes to Policies

All proposed changes to these guidelines must be submitted to the Personnel Committee in writing. The Committee shall consider and vote on all proposed changes, which must be approved by a simple majority of those voting. All changes approved by the Personnel Committee must be presented by the committee chair to a meeting of the ranked faculty within thirty days after being approved by the Committee. The ranked faculty will consider and debate the changes during one or more meetings, but may not vote on the changes at any meeting where the changes are debated. Voting on the proposed changes will be done by secret ballot at a subsequent meeting. A majority vote of the ranked faculty is required to pass any changes to these guidelines. Unless otherwise stipulated in the motion presenting them to the faculty, approved changes will take effect immediately.

1.5 Definition of Terms

The University uses a number of terms that pertain to matters of personnel. Those used most often by the Personnel Committee are as follows. Please refer to the *Faculty Handbook* for more detailed information about these and other categories.

1.5.1 Appointment Categories

1.5.1.1 Renewable Term Appointment

An appointment made for a specified maximum period and renewable each year to the end of that period, if the individual holding the appointment is reappointed. In this department, these positions are often referred to as Guest Artists and renewable through a second year of service.

1.5.1.2 Ranked

A faculty member holding the rank of assistant professor, associate professor, professor, or distinguished professor. Faculty hired as instructors prior to January 1, 2007 also hold academic rank.

1.5.1.3 Unranked

A faculty member who holds the rank of non-tenure-track instructor (i.e., hired after January 1, 2007), per course, visiting professor, adjunct, emeritus, or artist in residence.

1.5.1.4 Tenure Track

This term refers to faculty members appointed to tenure track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure.

1.5.1.5 Terminal Year

Faculty members who are not granted tenure and faculty members in their third or fourth year of service whose appointments are not continued are given the upcoming academic as the terminal year, or final year of employment at MSU. Faculty members in their first or second year of service who are not reappointed do not return for the upcoming academic year. “Terminal” year also refers to the final year of a term appointment. See Handbook section 4.6.1

1.5.2 Types of Personnel Actions

All the following actions and procedures for accomplishing them are described in detail in the following sections and are merely defined here. In addition, details may be found in the *Faculty Handbook*.

1.5.2.1 Promotion

Refers to a progression within an appointment series (e.g., tenure-track) following fulfillment of criteria and review as specified in departmental promotion documents and the *Faculty Handbook*. Promotion is accompanied by an increase in base salary.

1.5.2.2 Continued Appointment

The invitation to a faculty member to teach during the following academic year and to apply for continued appointment during that year, the procedure by which this is accomplished.

1.5.2.3 Tenure

The status granted (after a probationary period, except as specified in Section 3.8.2) to a ranked faculty member protecting him or her from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until he or she resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or is unable to perform the duties of the position or dies.

1.5.2.4 Non-Renewal of Contract

Nonrenewal of contract refers to a decision (a) not to offer Instructors and other non-tenured faculty or part-time faculty members a contract for a subsequent term, semester or year, or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members.

1.5.3 Types of Materials Used in Decision Making

In general, the Personnel Committee may use only material supplied by the candidate, and departmental data including course evaluations and peer evaluations. Other appropriate information will be made available by the Department Head.

1.5.3.1 Materials Supplied by the Faculty Member for Personnel Decisions

The materials to be supplied by the faculty member are outlined in Appendix C. The faculty member is responsible for preparing his or her materials with care and for submitting materials according to established format and deadlines so that the strongest possible case may be presented. The faculty member's mentor and members of the personnel Committee will be ready to help the faculty member prepare convincing materials. While the materials submitted will only leave the college for applications of tenure or promotion, the faculty member is required to compile a dossier that reflects his/her current work for every application. The Personnel Committee will comment on the dossier in order to have the best possible document to send forward at the appropriate time.

1.5.3.2 Departmental Data

There are four categories of departmental data: 1) student evaluations, including numeric student evaluation of teaching and written comments of students on the student evaluation forms 2) results of departmental peer reviews and classroom observations, 3) reports from external reviewers, and 4) any conditions or contingencies of employment as stated in the original letter of appointment that are relevant

to personnel decisions. No other data are automatically available for Personnel Committee perusal. If other information is needed by the committee, it may be obtained in one of two ways: 1) it may be released by the faculty member for use in the particular personnel decision being made, or 2) the Personnel Committee chair may request it of the Department Head after the committee has requested it. Certain information may be confidential and the Department Head may not have the authority to release it; if so, the Personnel Committee is bound by any such additional restrictions.

1.5.4 Help Available to the applicant

Both formal and informal channels are available to assist the applicant throughout the application process. First, the Personnel Committee Chair and/or the Department Head notify the faculty of the deadline dates for applying and submitting materials. The Provost's office and the Dean normally organize and preside over orientation sessions during which the processes of reappointment, tenure, and promotion and accompanying documentation will be covered. The Chair will assign mentors. (Please refer to Appendix B for a more detailed explanation of the mentoring process). All members of the Personnel Committee are available to explain the process and help individual applicants prepare materials, and the applicant's mentor is encouraged to provide whatever assistance is sought by the applicant.

Applicants are urged to let the Department Head and the Personnel Committee Chair know as soon as possible that they plan to apply for tenure and/or promotion so that the help needed may be provided in a timely fashion.

2.0 Committee Procedures Regarding Personnel Actions

Committee procedures are in accordance with the *Faculty Handbook* section "Academic Personnel Policies". The following sections describe in detail the major tasks to be undertaken by the Personnel Committee and the procedures that are followed. In all cases, the Personnel Committee makes recommendations to the Department Head but is not the final decision maker. The Personnel Committee's recommendations are forwarded through the channels along with subsequent recommendations from the Department Head, Dean, and Provost.

2.1 Continued Appointment

Continued appointment is an invitation to teach during the following academic year. Probationary appointment will generally be renewed unless timely notice of non-appointment is given (see section 2.1.1 below). For tenure-track faculty, continued appointment will be recommended or denied during the annual review process, as specified in the *Faculty Handbook*.

2.1.1 Generic Calendar

The Personnel Committee's dates for considering faculty members for continued appointment are based on the individual faculty member's current year of appointment and the dates are established in the *Faculty Handbook*:

First-year faculty: continuation of appointment to a second year or notified of non-reappointment by March 1 of the first year.

Second-year faculty: continuation of appointment to a third year or notified of non-reappointment by December 15 of the second year of service.

Third-year faculty: continuation of appointment to a fourth year or notified of non-reappointment 12 months before expiration of the appointment.

Fourth-year faculty: continuation of appointment to a fifth year or notified of non-reappointment 12 months before expiration of the appointment.

Fifth-year faculty: continuation of appointment to a sixth year or notified of non-reappointment 12 months before expiration of the appointment.

Sixth-year faculty: tenured or notified of non-reappointment 12 months before expiration of the appointment.

2.1.2 Procedures

The Chair of the Personnel Committee, with the help of the Department Head, determines what the specific deadlines are and notifies each faculty member of both the University deadlines and the Personnel Committee date for deliberation. The committee meets at the appointed time, deliberates, and votes. A copy of the recommendations of the majority and (in the absence of a unanimous vote) the minority, including the names of the members voting for each, is given to the faculty member and to the Department Head. Both written recommendations, which are part of the formal evaluation required for all ranked faculty, are included with all subsequent recommendations regarding the candidate and for continued appointment. The Department Head makes his/her own recommendation, a copy of which is provided to the candidate and the Chair of the Personnel Committee, and forwards it to the Dean, who makes his/her own and forwards it to the Provost. A copy of the Dean's recommendation will be given to the candidate and to the Chair of the Personnel Committee. The Provost gives his/her recommendation to the President.

The faculty member is informed of all recommendations, even if they are in agreement with the previous recommendation. In all cases where a recommendation differs from that of the Personnel Committee, the administrator who differs is required to notify in writing the faculty member, the Personnel Committee, and any affected administrator of the reasons for the disagreement. At each step along the way, the faculty member may submit additional information to challenge a recommendation. If the faculty member chooses to submit additional information, he/she must so inform the Personnel Committee Chair.

2.1.3 What Happens Next

Though faculty members are strongly urged to prepare the strongest possible dossier for initial submission, the faculty member has the right to submit additional information on his/her behalf at any step of the process in order to challenge recommendations made at any level. A candidate may withdraw his or her application at any point in the process. A formal appeal of a recommendation may be made through the procedures described in the *Faculty Handbook*.

The final decision on a non-reappointment is made by the Board of Governors. The faculty member receives a letter indicating the results of the Board's vote, which is binding.

2.2 Tenure

Tenure provides continuing employment for the faculty member, until he/she resigns, retires, dies is terminated for cause, or is separated pursuant to a reduction in force. Only members of the ranked faculty whose appointments are tenure track are eligible to apply for tenure, which attests that a faculty member has achieved a particular standard of performance in teaching, research, and service which is more demanding than the standard for annual appointment. Since tenure represents a lifetime professional commitment to a faculty member it is based on a thorough evaluation of that faculty member's work over a period of years and the assumption that such work will continue. According to the *Faculty Handbook*, "Faculty applying for tenure will be evaluated according to their performance in accumulated assignments since employment at MSU unless otherwise negotiated at the time of initial employment. Faculty applying for promotion will be evaluated according to performance in present rank"

An Assistant Professor desiring tenure is eligible after three full years of service at Missouri State University, and will normally apply during his/her sixth year of service to MSU; in exceptional circumstances, a candidate may apply in the fourth or fifth year. The initial letter of appointment specifies the last semester during which the faculty member can apply for tenure.

The *Faculty Handbook* states that "it is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion." Tenure does not occur de facto. The candidate must make formal application for tenure, and must compile a dossier of materials in support of his/her application.

For details about the tenure procedure, see the *Faculty Handbook*. For details about the criteria for tenure, see the pertinent section of this document.

2.2.1 Generic Calendar

The Personnel Committee's dates for considering faculty members for tenure are based on the University established deadlines.

2.2.2 Procedures

Once the Personnel Committee has established the departmental deadlines, the chair notifies each eligible faculty member of both the University deadlines and the Personnel Committee date for deliberation. The committee meets at the appointed time, deliberates, and votes. A copy of the recommendations of the majority and (in the absence of a unanimous vote) the minority, including the names of the members voting for each, is given to the faculty member and to the Department Head. Both written recommendations, which are part of the formal evaluation required for all ranked faculty, are included with all subsequent recommendations regarding the candidate and for continued appointment. The Department Head's and Dean's recommendations will be given to the candidate and the Personnel Committee Chair. The Provost forwards his/her recommendation to the President.

The faculty member is informed of all recommendations, even if they are in agreement with the previous recommendation. In all cases where a recommendation differs from that of the Personnel Committee, the administrator who differs is required to notify in writing the faculty member, the Personnel Committee, and any affected administrator of the reasons for the disagreement. At each step along the way, the faculty member may submit additional information to challenge a recommendation. If the faculty member chooses to submit additional information, he/she must so inform the Personnel Committee Chair.

2.2.3 Materials Used

Materials used for tenure include materials supplied by the faculty member and departmental data. Faculty members are required to submit a dossier summarizing their activities in teaching, research and service and should take great care in preparing the dossier. Part of the Personnel Committee's role is to help faculty members submit the best possible dossiers in support of their applications. See Appendix C for contents of the dossier.

2.2.4 What Happens Next

The faculty member has the right to submit additional information on his/her behalf at any step of the tenure process in order to challenge recommendations made at any level. A formal appeal of a tenure recommendation may be made through the procedures described in the *Faculty Handbook*.

The final decision on tenure is made by the Board of Governors. The faculty member receives a letter indicating the results of the Board's vote, which is binding.

If the faculty member in his/her final year of eligibility is not granted tenure, he/she receives a letter of non-appointment and a terminal year appointment is tendered for the following academic year.

Candidates who apply for early tenure (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply.

2.3 Promotion

Promotion, as with tenure, attests that a faculty member has achieved a particular standard of performance in teaching, research, and service.

A faculty member is minimally eligible for promotion from Assistant Professor to Associate Professor after three years in rank. An Associate Professor is eligible for promotion to Professor after five years in rank, though in exceptional circumstances, individuals may be granted early promotion. A faculty member is minimally eligible for promotion to the Distinguished Professor rank after a minimum of five years in the Professor rank, with at least three years at the rank at Missouri State University. The candidate must make formal application for promotion, and must compile a dossier of materials in support of his/her application.

Specific criteria for promotion to assistant, associate, or full professor are contained in the *Faculty Handbook*. As with tenure, promotion is based on a thorough evaluation of a promotion application.

2.3.1 Generic Calendar

The Personnel Committee dates for considering faculty members for promotion are the same as those for tenure and are based on the University's established deadlines.

2.3.2 Procedures

Procedures for promotion are nearly identical to tenure procedures. Once the Personnel committee establishes the department deadlines, the chair notifies each eligible faculty member of both the university deadlines and the Personnel Committee date for deliberation. The committee meets at the appointed time, deliberates, and votes.

A copy of the recommendations of the majority and (in the absence of a unanimous vote) the minority, including the names of the members voting for each, is given to the faculty member and to the Department Head. Both written recommendations, which are part of the formal evaluation required for all ranked faculty, are included with all subsequent recommendations regarding the candidate and for continued appointment. The Department Head makes his/ her recommendation and forwards it to the Dean, who makes his/her own and forwards it to the Provost. A copy of the Dean's recommendation will be given to the candidate and the Chair of the Personnel Committee. The Provost gives his/her recommendation to the President.

The faculty member is informed of all recommendations, even if they are in agreement with the previous recommendation. In all cases where a recommendation differs from that of the Personnel Committee, the administrator who differs is required to notify in writing the faculty member, the Personnel Committee, and any affected administrators of the reasons for the disagreement. At each step along the way, the faculty member may submit additional information to challenge a recommendation. If the faculty member chooses to submit additional information, he/she must inform the Personnel Committee Chair.

2.3.3 Materials Used

Materials used for promotion include information supplied by the faculty member and departmental data. Faculty members are required to submit a dossier summarizing their activities in teaching, research, and service and should take great care in preparing the dossier. Significant research/creative, teaching, and service activity must be documented in the dossier. Part of the Personnel Committee's role is to help faculty members submit the best possible dossiers in support of their applications. See the College of Arts and Letters *Tenure, Promotion, and Annual Appointment Guidelines* for ranked faculty available in the Office of the Dean and also Appendix C of this document.

2.3.4 What Happens Next

The faculty member has the right to submit additional information on his/her behalf at any step of the promotion process to challenge recommendations made at any level. A formal appeal of a recommendation against promotion may be made through the procedures described in the *Faculty Handbook*.

The final decision on tenure is made by the Board of Governors. The faculty member receives a letter indicating the result of the board's vote, which is binding. Faculty members who are not promoted may re-apply in subsequent years.

3.0 Guidelines for Faculty evaluation: Annual appointment, Tenure, Promotion, and Pre-tenure review

3.1 General Philosophy

Because of the diverse nature of the Department of Theatre and Dance, the department affirms the value of effective teaching, artistic endeavors and/or research, collegiality, collaboration, and service that contribute to (1) the visibility of the program, (2) curricular development, and (3) the exploration and development of theory, practice, and knowledge through a focused body of work and activity. In addition, the Department recognizes the fact that the value of any project should be evaluated based on criteria appropriate to that project.

3.1.1 Introduction

The general policy of the department of Theatre and Dance is that faculty performance evaluation is guided by two overriding standards: academic achievement and professionalism.

3.1.2 Academic Achievement

Like all members of the faculty at Missouri State University, the Theatre and Dance faculty is charged with demonstrating academic achievement in teaching, research (including creative work), and service. However, given the nature and mission of the University and this department, demonstrating achievement in the areas can and will be significantly different for different faculty members.

3.1.2.1 Teaching

Demonstrating competence in teaching is primary. Because the first mission of the department of Theatre and Dance is to provide an excellent educational experience for its major and non-major undergraduate students as well as to graduate candidates, faculty contributions to this goal carry the greatest significance.

3.1.2.2 Research (including Creative Work)

Scholarship/creativity is central to teaching excellence. Department faculty are members of a larger intellectual and artistic community. In this respect, their contributions in basic and applied research involving each faculty member's respective discipline are important, and central to performing as genuine teachers/scholars/artists. Involvement in the professional arena is highly valued.

3.1.2.3 Service

Because Theatre and Dance faculty are members of an academic department within a publicly supported institution, their contributions in the service of departmental, college, and university governance, community relations and the goals of professional associations in the field are also important.

3.1.3 Professionalism

Achieving the goals of the Department depends both on academic competence of its faculty and the professionalism exhibited by its members. Like all faculty members at Missouri State University, the Theatre and Dance faculty is a body of professional colleagues and co-workers. The contributions members make to the department both in maintaining high standards of professional behavior and sustaining working relationships which support the educational, scholarly/artistic and service effectiveness of the department are valued.

3.2 Policies and Standards for Annual Appointment, Tenure, Promotion, and Pre-Tenure Review

3.2.1 Introduction

This section describes the guidelines which apply to continuing appointment, tenure, and promotion in the Department of Theatre and Dance. It also stipulates the standards important to these actions. The criteria used in assessing the achievement of these standards are listed in section.

3.2.2 Faculty Continuing Appointment

3.2.2.1 Policies on Continuing Appointment

Guidelines on continuing appointment differ for ranked and unranked faculty.

3.2.2.1.1 Ranked Faculty

Per the *Faculty Handbook*, all untenured, ranked members of this department are evaluated annually. Repeated notice of appointment does not assure tenure or promotion; the standards for tenure or promotion are more stringent than those for continuing appointment. Special conditions of appointment may be established at the time of initial appointment (*Faculty Handbook* 3.3.2).

3.2.2.1.2 Unranked Faculty

Members of the Department who serve as non-tenure-track instructors, visiting professors, artists-in-residence, adjunct or per course faculty are given term contracts, which automatically conclude after a semester or a year.. Instructors may be reappointed upon successful performance. The Personnel Committee will review their work each spring.

3.2.2.2 Policies on Non-Appointment

The policies and conditions associated with the non-appointment of ranked faculty are described in the *Faculty Handbook*.

3.2.2.3 Standards for Continuing Appointment

The minimum University requirements for continued appointment are stipulated in the *Faculty Handbook* for each rank under “Academic Personnel policies”. The faculty member should exhibit evidence of ongoing success in teaching, research, and professional service. For continuing appointment, evaluation of performance in teaching, scholarship/creative activity, and service is based on the procedures and criteria stipulated in the *Faculty Handbook*.

3.2.3 Tenure

3.2.3.1 Policies on Tenure

Theatre and Dance faculty members who wish tenure in the department must make application. The *Faculty Handbook* states the University guidelines, which govern tenure application, eligibility, procedures, and the appeal of tenure decisions. These policies apply to ranked members of the Theatre and Dance faculty.

3.2.3.2 Standards for Tenure

The general criteria described in the *Faculty Handbook* apply to tenure decisions in this department. Candidates for tenure normally must demonstrate sustained *strong* performance in two of the categories (teaching, research/creative activity, and service) and *satisfactory* performance in the third, based on departmental expectations in that area. Except in rare cases, it is expected that the candidate seeking tenure will be “strong” in the areas of teaching and research/creative activity.

3.2.3.3 Standards for Early Tenure

Candidates who have met the university's minimum requirements for tenure may apply for tenure at any time up to the final year indicated in the letter of hire. Candidates for early tenure must demonstrate performance that exceeds the regular expectations for tenure in the following ways: Candidates applying in their third or fourth year of probationary status must normally demonstrate sustained *exceptional* performance in teaching and research, and sustained *strong* performance in service. Candidates applying in their fifth year of probationary status must demonstrate sustained *exceptional* service in either teaching or research and sustained *strong* performance in the other, and sustained *strong* performance in service.

3.2.4 Promotion

3.2.4.1 Policies on Promotion

Members of the Theatre and Dance faculty who wish promotion must formally apply. Though the decisions on tenure and promotion are made separately, it is expected that Assistant Professors applying for tenure will apply for promotion to Associate Professor at the same time. The *Faculty Handbook* reports University guidelines, which govern eligibility application, and the appeal of promotion decisions. These policies apply to applications for promotions in the Theatre and Dance faculty.

3.2.4.2 Standards for Promotion

The general criteria presented in the *Faculty Handbook* apply to promotions decisions in this department. More specifically, the following standards apply to applications for promotion in Theatre and Dance to the following ranks.

3.2.4.2.1 Senior Instructor

For eligible Instructors of the Theatre and Dance faculty (*Faculty Handbook*, "Non-Tenure Track Academic Positions"), promotion to the rank of Senior Instructor must show leadership in teaching, contribute to course and curriculum development, and provide appropriate university service at Missouri State University for at least five years (see College of Arts and Letters *Tenure, Promotion, and Annual Evaluation Guidelines*). More specifically, University and College criteria for promotion to Senior Instructor include: (1) evidence of successful student learning outcomes; (2) use of effective teaching modalities; and (3) leadership in curriculum development, advising, and/or other areas of service.

1. Student learning outcomes include the abilities, knowledge, values, and attitudes students who complete a course or graduate from a program are expected to have. Evidence of successful learning outcomes requires articulation of what these expectations are as well as measurement of the extent to which expectations are met.
2. Effective teaching includes the abilities to adapt teaching methods to the needs of students' to incorporate feedback into teaching methods; to make appropriate use of instructional tools and technologies; to address multiple learning styles; to address cognitive, behavioral, and affective learning goals; and to facilitate students' understanding and application of the university's public affairs mission
3. Leadership in teaching and other areas of service includes the willingness and ability to make significant contributions to one's courses and to the department, college, university, and community.

More specifically, the applicant's record in teaching and service will be evaluated by the criteria stipulated in the *Faculty Handbook*.

3.2.4.2.2 Associate Professor

For eligible members of the Theatre and Dance faculty (*Faculty Handbook*, "Requirements for Appointment, Tenure, and Promotion of Tenure-Track Faculty") candidates for promotion to the rank of Associate Professor should have demonstrated sustained *strong* achievement within teaching and research/creative activity, which goes beyond departmental expectations and a *satisfactory* level of

achievement in service that meets departmental expectations. In short, the expectations for promotion to Associate Professor are the same as those for the granting of tenure.

3.2.4.2.3 Standards for Early Promotion to Associate Professor

Candidates who have met the university's minimum requirements for promotion to Associate Professor may apply for promotion at any time up to the final year indicated in the letter of hire. Candidates for early promotion must demonstrate performance that exceeds the regular expectations for promotion in the following ways: Candidates applying in their third or fourth year of probationary status must normally demonstrate sustained *exceptional* performance in teaching and research, and sustained *strong* performance in service. Candidates applying in their fifth year of probationary status must demonstrate sustained *exceptional* service in either teaching or research and sustained *strong* performance in the other, and sustained *strong* performance in service.

3.2.4.2.4 Professor

For eligible members of the Theatre and Dance faculty (*Faculty Handbook*, "Requirements for Appointment, Tenure, and Promotion of Tenure-Track Faculty") candidates for promotion to the rank of Professor should have demonstrated either:

1. A sustained level of *strong* performance in teaching, research/creative activity and service, going beyond departmental expectations or:
2. A sustained level of *exceptional* performance going well beyond departmental expectations in teaching *or* research/creative activity, and *strong* and *satisfactory* performance within the remaining two categories respectively.

3.2.4.2.5 Standards for Early Promotion to Professor

Candidates who wish to be considered for early promotion to Professor must demonstrate performance that exceeds the regular expectations for promotion to Professor in the following ways: Candidates applying for promotion to Professor before their fifth year at the rank of Associate Professor must normally demonstrate sustained *exceptional* performance in teaching and research in that rank, and sustained *strong* performance in service.

3.3 Criteria: Teaching, Research/Creative Activity, and Service

There is a close link between annual reviews and long-term decisions such as tenure and promotion. Accordingly, the criteria used for annual review and merit compensation are the same as those used for tenure and promotion decisions (see Appendix D). However, merit evaluations reflect performance over relatively short periods of time, whereas tenure and promotion decisions are based on a faculty member's cumulative performance over an extended period of time. Annual achievement may be sufficient to attain merit evaluations of "Satisfactory" (3) or perhaps even "Strong" (4) without, over the extended period, meeting expectations for tenure and promotion.

3.3.1 Exceptional Level of Performance

The criteria to be used as *guidelines* to determine an exceptional **level** of performance are listed in Appendix D of this document under the guidelines for the merit compensation ranking of "5."

3.3.2 Strong Level of Performance

The criteria to be used as *guidelines* to determine a **strong level** of performance are listed in Appendix D of this document under the guidelines for the merit compensation ranking of "4." A consistent level of strong performance is expected in at least two of the three areas to achieve tenure and promotion.

3.3.3. Satisfactory Level of Performance

The criteria to be used as *guidelines* to determine a **satisfactory level** of performance are listed in Appendix D of this document under the guidelines for the merit compensation ranking of “3.” A consistent level of satisfactory performance may be enough for continued appointment of tenure-track faculty, but it does not meet the level of sustained achievement necessary for tenure and/or promotion.

3.3.4 Unsatisfactory Levels of Performance

The criteria to be used as *guidelines* to determine an **unsatisfactory levels** of performance are listed in Appendix D of this document under the guidelines for the merit compensation rankings of “2.” And “1.”

3.4 Procedures for Annual Appointment, Tenure, Promotion, and Pre-Tenure Review

3.4.1 Introduction

This section reports the procedures used in annual appointment, tenure, promotion, and pre-tenure applications.

3.4.2 Procedures

Decision-making and recommendations regarding both reappointment and applications for tenure or promotion shall be consistent with the procedures stipulated in the *Faculty Handbook*. The procedures used to appeal evaluation recommendations are also described by the *Faculty Handbook*.

3.4.2.1 Evidence of Teaching Effectiveness

Because teaching is by nature an interactive process, it is often difficult to assess. The Department requires each faculty member to administer departmental and/or student course/teacher evaluations for each course/section he or she teaches. The results of these evaluations must be employed as evidence of teaching effectiveness. It is also advised that the faculty member include the students’ written commentary. These evaluations are stored in secure files within the Departmental office with electronic copies made available to individual faculty, the Personnel Committee, and Department Head during periods of evaluation.

Because effective teaching is critical to achieving the Department’s primary mission, and because the evaluation of teaching is presumed to be instrumental in sustaining quality instruction, combinations of the following may serve as evidence of teaching effectiveness:

- The results of peer evaluation and self-evaluation of teaching.
- Letters from former students, colleagues in the Department, in other University departments, from colleagues at other universities, and other professional associates able to comment objectively on teaching effectiveness.
- Textbooks, workbooks, anthologies, and other teaching resources produced for use in courses taught by this Department.
- Evidence of new-course development, instructional innovations, and contribution to curricula or program change.
- Evidence of effective indirect instruction resulting in superior student work, including such activities as advising student organizations, supervising student productions and laboratories such as costume shop, scene shop, lighting hangs, student performance or research/creative projects, portfolios, directing theses and seminar papers/presentations, serving on thesis committees, and directing independent study projects.

- Descriptions of student advisement activities, of special departmental assignments related to student advisement, of special services to advises, (petitions, letters of support, etc.), of contributions toward improved advisement.
- Descriptions/evaluations of invited lectures in other than assigned Departmental courses, in courses offered through other departments.
- Recognition of teaching effectiveness through awards or other forms of professional recognition.
- Other forms of evidence of teaching effectiveness acceptable to the Department.

3.4.2.2 Evidence of Effective Research/Creative Activity.

Missouri State University recognizes five broad categories of research/creative activity, which are considered of equal weight in the review process: discovery, application, synthesis, criticism, and creation. Any work must be peer reviewed and disseminated to qualify as research. **The committee recognizes that there are quality online journals and avenues of disseminating research, but self-published work or work published in presses requiring payment to publish do not qualify as peer-reviewed work.**

The Faculty Handbook describes the criteria for evaluating research/creative activity as follows, recognizing that area 1 is the most important and is required for all faculty members at Missouri State:

Success in one or more of these areas is required to attain tenure and promotion from assistant to Associate Professor. Sustained success in one or more of these areas is required for promotion to full Professor.

1. Expand Knowledge and/or Demonstrate Growth in Area of Expertise: *Includes all five categories of research at equal weight.* Faculty members meet this goal if they have engaged in sufficient quantity and quality of peer-reviewed research in any of the five modes of scholarship appropriate to their field (as defined by department). The scholarship of teaching and learning is included here because any department may have faculty members who either specialize in education within their discipline, or who do research in this area because it is important to their academic field or part of their assignment by the department. This research content area should be fully recognized and evaluated according to the standards of one of the five modes of research.
2. Application of Research to Benefit University Constituents: The criterion for this goal refers to the application of research to solving problems or addressing situations significant to the public that require professional expertise.
3. Transmission: The criterion for this goal refers to transmission of scholarly product beyond that required for peer review in one's field. Faculty members meet this goal if they make a special effort to share knowledge and creative work with a broader audience.
4. Involvement of Students: Research is of added value in the University mission if the work involves students, either undergraduate or graduate, as active participants in the research process.

3.4.2.3 Evidence of Effective Service

Missouri State University recognizes four broad modes of service: university citizenship, professional service, public service, and professional consultation. *The Faculty Handbook* describes in detail the criteria for evaluating service; success in the area of university citizenship is deemed the most important and is required for all faculty members to gain tenure and promotion at Missouri State, while sustained success in one or more of the four areas is required to gain promotion to Professor.

3.4.2.4 Professionalism

It is understood that professionalism is evidenced in at least two important ways: practicing/maintaining high standards of professional ethics and performing as a responsible member of the Theatre and Dance faculty. The following guidelines will govern faculty evaluation with respect to professionalism.

3.4.2.4.1 Professional ethics

The Department endorses the standards of professional ethics stipulated in the *Faculty Handbook*.

3.4.2.4.2 Responsible Membership

As colleagues in an academic department, members of the Theatre and Dance faculty must strive to be objective, fair-minded, and open-handed in their assessment of colleagues and in their association with students. Members of the Theatre and Dance faculty are not just academic colleagues; they are also co-workers in a mutually dependent endeavor. Hence, they must consistently accept their appropriate share of responsibilities in student advisement, teaching loads, group decision making and Departmental administration; they need to share and acknowledge limited resources, be dependably available to students, and assist one another in creative or scholarly pursuits when possible. Goals of this department are achieved by dedicated academic colleagues and responsible and respectful co-workers.

4.0 Procedures and Deliberations of the Personnel Committee

4.1 Introduction

These guidelines supplement those established by the University and articulated in the *Faculty Handbook*. The Department Personnel Committee is charged with recommending to the Department Head on faculty continuing appointment, tenure, promotion, and pre-tenure review. The Personnel Committee is composed of all tenured members of the faculty.

4.2 Work Calendar

By September 1st of each year or when the calendar received from the Provost's Office indicates, the Personnel Committee will announce to all faculty members the dates on which they should submit material in support of annual appointment action, or in support of applications for tenure, promotion, or pre-tenure review. These dates will be consistent with the Academic Work Calendar prepared and distributed by the Provost. Each faculty member to be considered for annual appointment will be notified individually of the date he/she will be considered by the committee.

4.3 Submitted Information

Faculty members under evaluation for continuing appointment, merit, tenure, or promotion should submit to the Committee information about their work in the areas of teaching, scholarship/creativity, and service. Significant research/creative activity, teaching, and service must be documented in the dossier. The types of information relevant to annual review/continuing appointment, tenure, promotion are described in section 2.3.3 above. Documentation should be arranged in the order prescribed by the College of Arts & Letters. See Appendix C of this document also.

4.4 Confidentiality

Because they focus on personnel actions, the deliberations of the Committee are necessarily confidential. Material which must remain confidential by law, University regulation, or sound personnel procedure includes that information contained in documents submitted by individuals under evaluation, departmental data (such as student/teacher evaluations results), and what is said in Committee meetings about applications for personnel actions. (The full text of "Statement of Confidentiality" is included in these guidelines as Appendix A).

4.5 Reviews by Colleagues and Letters of External Review

Applications for tenure and/or promotion will include evaluations by external reviewers (of which no fewer than three will be selected) will be identified collaboratively by the faculty member and the Department Head working with the personnel committee. An external reviewer should possess a terminal degree, typically hold academic appointments and be employed at institutions at or above the level of Missouri State University. When appropriate, reviewers holding terminal degrees may be drawn from research/creative institutes, foundations, organizations, or the private sector.

Conflicts of interest may disqualify reviewers. Individuals with whom the candidate has collaborated with or studied under are generally ineligible. Individuals with whom the candidate has a personal relationship are generally ineligible. Candidates should disclose any relationship or association with a potential reviewer prior to their selection, so as to avoid any potential conflict of interest. Reviews are solicited by and returned to the Department Head, and the Department Head is responsible for ensuring that an adequate number of external reviews are returned for each candidate. It should be noted that the absence of review will not be allowed to prejudice the tenure or promotion candidacy of the faculty member.

Access to reviews will be strictly confidential. A candidate may only see the reviews from external reviewers after the tenure/promotion process is complete (a formal request must be made to the Dean, and the letters may not be removed from the files or copied), or during an appeal of a tenure/promotion decision. All returned external reviews are to be included in the candidate's file.

4.6 Committee Voting

Members of the Personnel Committee possess the right to vote on matters of non-appointment, tenure, and promotion. 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. The results of the balloting on personnel actions made by the committee shall be announced to its members as soon as possible, but never later than the next Personnel Committee meeting.

4.7 Committee Reports/Recommendations

The personnel recommendations of the Committee to the Department Head shall consist of a consensus or majority report and (except in cases of a unanimous vote), a minority report. The number of those who voted in the majority and the number who voted in the minority shall be included in the reports. All members of the personnel committee will sign the majority report. All members of the minority will sign the minority report. Faculty who do not vote, including abstentions, shall not sign either report.

The Committee will forward both reports to the Department Head, who shall forward their recommendation, along with the Committee's reports, to the college dean. Simultaneous with its recommendation to the Department Head, the Committee will convey a copy of its recommendation to the faculty member under evaluation. Should an applicant wish to file comments or objections regarding the Committee's recommendation, he/she may do so with the Department Head. For further description of appeal procedures, see the "Faculty Evaluation" section of the *Faculty Handbook*.

Appendix A

Statement on Confidentiality

The Department of Theatre and Dance places a high value on integrity and confidentiality regarding personnel decisions. It recognizes the dignity and professionalism invested by each individual who contributes to the mutual good and growth of the department. Through all processes, confidentiality of information must be maintained. Faculty members at every level of decision making and applicants seeking continuing appointment, promotion, and tenure must assume personal responsibility to ensure that confidentiality is never violated.

The Personnel Committee will make public only as much information about procedures, proceedings, and recommendations as is consistent with University regulations, the rights of individuals, and sound personnel policy.

Specifically, the Personnel Committee will announce through both written statement and oral report its procedures for making recommendations. The main elements of these procedures and criteria are published in the *Faculty Handbook*. Changes or additions to these policies will be made public as soon as they are agreed to and properly ratified. The Personnel Committee is also committed to fulfill the requirement imposed upon it to transmit immediately its recommendations with supporting reasons to the individual faculty members concerned.

Information which must remain confidential by law, university regulation, or sound personnel procedure include information contained in documents submitted by individuals under consideration, departmental data, (e.g.), student evaluation results about such individuals, and what is said in committee meetings about those individuals. Consequently, members of the Personnel Committee should not discuss with a third party an individual's record of professional performance as it relates to personnel decisions or discuss with a nonmember of the Committee what was said during meetings.

Appendix B

Mentoring Document Department of Theatre and Dance

Faculty Mentoring Program

1. Establishment of Faculty Mentoring Program

The department of Theatre and Dance has in place a Faculty Mentoring Program for all non-tenured, ranked faculty and for all faculty seeking promotion.

Non-tenured faculty members will have a mentor assigned by the chair of the Personnel Committee at the beginning of each fall semester. The mentor will be normally be assigned to the mentored until the tenure decision has been made. When possible, the mentor will be assigned from the area most closely related to the mentored. Faculty applying for promotion will inform the chair of the Personnel Committee at the beginning of the fall semester in order to have a mentor assigned for that year.

Faculty mentors are to be appointed from the tenured faculty of the department. If a ranked faculty member feels that he/she will be unable to perform the role of mentor, it is his/her responsibility to inform the chair of the Personnel Committee. If the faculty mentor is to be unavailable due to sabbatical or leave, it is the faculty mentor's responsibility to inform the chair of the tenured faculty who will then ensure that temporary assistance is made available to the mentored. The Chair of the Personnel Committee may act as a mentor while holding that position. While the assigned mentor will be primarily responsible for the mentored, the non-tenured faculty member is encouraged to seek additional assistance from whomever he/she deems appropriate.

1. Responsibilities of the faculty mentor and the tenured faculty:

- The faculty mentor is appointed to assist his/her mentored development in the areas of teaching, research, and service to the University. The faculty mentor will collect any documents from colleagues, students, etc. pertaining to the mentored and will make the contents of those documents available to the rest of the tenured faculty. The faculty mentor is responsible for making sure that the mentored is informed of all pertinent deadlines and has current copies of all departmental, college, and university guidelines for tenure and promotion.
- The faculty mentor observes at least one class of the mentored and responds to that class in a written form to be included in the mentored's departmental file. The Personnel Committee is responsible for procuring at least one other class observation and written response from a second departmental/tenured faculty member to be included in the mentored departmental file.
- The faculty mentor will assist with the compilation of the mentored dossier as needed.
- The faculty mentor will identify with the mentored any professional concerns and discuss these before and after the reappointment interview.
- Members of the tenured faculty besides the faculty mentor are expected to be familiar with the contents of the mentored dossier and participate fully in the process of review of the mentored application. Each tenured faculty member should make him/herself available to any mentored faculty member for assistance.

2. Rights and Responsibilities of the Mentored

- The mentored faculty member is expected to be familiar with the deadlines, interview dates, and guidelines set for the reappointment, tenure, and promotion process.
- The mentored will seek the assistance of the faculty mentor and any other persons deemed suitable for help and input during the processes of reappointment, tenure, and promotion.
- The mentored may solicit additional letters of support, comments on activities, and/or classroom observations from faculty, staff, and professional colleagues.

3. Follow-up of the Faculty Mentoring Process

At the meeting held each spring between each faculty member and the head of the department to discuss intentions for the next year, the department head will inquire as to how the mentoring process has progressed. If necessary, the department head will discuss any concerns brought up at these meetings with the chair of the tenured faculty.

The mentored can at any time discuss the mentoring process with the chair of the tenured faculty and may exercise the option to request change of mentor if so desired.

Any concerns about a specific mentor will be addressed by the chair of the tenured faculty directly to the mentor in question.

The chair of the Personnel Committee will write the personnel committee's response to the reappointment, tenure, or promotion application and submit required documentation to the rest of the tenured faculty for approval and signatures.

Appendix C

Department of Theatre and Dance Dossier Guide and Format for Annual Review

- a. **Letter of Application** stating clearly the actions(s) for which the faculty member is applying – merit / annual appointment, etc. This letter (maximum of three pages) should provide an overview of professional endeavors for the past year and detail how s/he has integrated teaching, scholarly and service activities into a focused effort that supports the missions of the department, College, and University. This statement might also include a career assessment at the point of application and a projection of plans for the coming year. **This letter should essentially highlight the qualities of the application, conveying what the applicant has accomplished during the previous calendar year.** For probationary faculty members, the letter also should indicate how the year's work builds on the previous years' accomplishments.
- b. **Table of Contents**
- c. **Current Curriculum Vitae** (comprehensive for all sections, including dates in reverse chronological order, and in a college format):
 - A. Name
 - B. Education -- Begin with most recent degree or program of study
Include title of dissertation, if applicable
 - C. Teaching experience, beginning with most recent
 - D. Courses taught
 - E. Listing (in chronological order with most recent first) of scholarly and creative activity as deemed appropriate by the department
 - F. Grants funded, honors, awards, etc.
 - G. Departmental, College, and University service assignments
 - H. Service in professional organizations. Indicate whether service is local, regional, or national
 - I. Professional and community activities relevant to the candidate's discipline or research agenda.
 - J. Other service activities

Supporting materials should not exceed 20 pages (front/back counts as 2 pages, however, a multipage article, for example, placed in a sleeve counts as 1 page)

Period considered for applications:

Annual Review: reflective of the calendar year under consideration; reflective of the activity since hire at Missouri State for probationary faculty members so that progress toward tenure and/or promotion can be evaluated

Tenure: reflective of activity since hire at Missouri State

Promotion: reflective of activity since last promotion

A one-page list should be included for each section of supporting materials. Include clarifying statements if necessary:

- c. **Evaluation of Teaching Effectiveness** (one-page maximum) along with Appropriate Supporting Materials. Candidates must include a table showing their teaching evaluations (and department means), in addition to individual class evaluations, for the calendar year. Documentation should not provide an exhaustive compilation of all existing materials but should provide convincing evidence of one's teaching effectiveness. Examples of appropriate materials might include: a

statement of teaching philosophy, examples of one’s use of assessment, examples of curricular development, examples of the integration of teaching and research, sample syllabi for a new course or significantly revised course, examples of student projects which were successful, peer evaluations, etc.

- d. **Evaluation of Scholarly and Creative Accomplishments** (one-page maximum) plus appropriate Supporting Materials. Again, select documentation that provides clear and convincing evidence of one’s success in the arena of scholarship and creative activity. Examples of appropriate materials may include abstracts of published works, renderings or photos of your creative efforts, evidence of curricular development based on research, or reviews of scholarly and creative activity, etc.
- e. **Evaluation and Interpretation of Professional Service Activities** (one-page maximum) plus appropriate Supporting Materials. Documentation should provide convincing evidence of the significance and relevance of one’s service activities.
- f. **Discussion of Work in Progress** supported by relevant materials such as project description; outline; timetable; work already completed; letters from publishers, editors, a signed book contract, a chapter in an edited compilation, letter of agreement to speak on a panel at a national or regional professional meeting, etc.
- g. **Previous Letters of Evaluation** from Personnel Committee and Department Head – include all previous evaluation letters available.

Faculty should place these materials in a sturdy three-ring binder and make sure all parts of the dossier are clearly labeled with their name. The dossier will be a minimum 5 pages and a maximum of 27 pages + vitae and a table of contents for any given year.

Tenure track faculty members are expected to keep all these materials together from one year to the next in one notebook, **with up to two previous years’ worth of materials.**

Probationary track faculty members are expected to keep all these materials together from one year to the next in one notebook. In the case of the fifth or sixth year dossier for tenure evaluation, candidates should merge and edit their materials and re-write all statements to create a comprehensive presentation.

.....
Tenured faculty applying for annual merit compensation shall submit the following:

- a. **Letter of Application (maximum of three pages)**
- b. **Current Curriculum Vitae** (comprehensive, including dates, and in a standard format)
- c. **Evaluation of Teaching Effectiveness** (one-page maximum)
Supporting materials
- d. **Evaluation of Research and Creative Activity** (one-page maximum)
Supporting materials
- e. **Evaluation and Interpretation of Professional Service Activities** (one-page maximum)
Supporting materials
- f. **Discussion of Work in Progress**

Supporting materials should not exceed 20 pages (front/back counts as 2 pages; however, a multipage article, for example, placed in a sleeve counts as 1 page)

.....

The Department of Theatre and Dance tenure and promotion decisions will be based on annual appointment reviews, yearly merit evaluations, and a comprehensive assessment of the candidate's record of achievements in teaching, scholarly and creative accomplishments, and service for the period under review.

For tenure, this period will include all years of service since being hired as a ranked faculty member at Missouri State University. For promotion, this period will focus upon the activity accomplished since the candidate's last promotion at MSU, but can also include consideration of the total record of accomplishment since joining the ranked faculty at MSU, especially in areas involving on-going research, service, and teaching efforts.

Appendix D

Department of Theatre and Dance Continuing Appointment, Tenure, Promotion, and Merit/Compensation Categories

General Guidelines:

The Department of Theatre and Dance recognizes that a wide variety of activities should be seen as meritorious and therefore adopts a broad view of meritorious achievement. Because the fields in which we work and the kind of work we do shift constantly, the examples of activities listed in the categories below are not to be seen as exclusionary; rather, they should be viewed as strong guidelines for the kind of work expected to achieve each level of merit. In order to fully recognize the range and strength of faculty achievement, committees should be willing to recognize particularly exceptional achievement by awarding such achievement additional weight in any ranking. For example, in the area of service, work on departmental committees (such as, researching and writing departmental self-studies, reworking of important departmental documents and chairing search committees) may involve in certain years more work and be of greater importance than work on college or university committees, even though the latter ostensibly involve greater recognition. Thus, the evaluation committee should take into account not only the level of service, but also the amount of work involved, its overall importance to the department and to the university's mission, and the candidate's level of contribution.

We firmly believe that it is necessary to maintain distinctions between exceptional, strong, and satisfactory levels of merit. However, at the same time, it is also important to recognize that each faculty member has particular strengths and interests, all of which can serve the department's mission. Therefore, before every merit evaluation period, each candidate will develop, in conjunction with the Department Head and in keeping with College guidelines, a written "merit plan" as well as a relative weighting for each area (teaching, artistic/research, and service), which will then serve as the standard by which to evaluate the faculty member's performance for that period. It remains the candidate's responsibility to demonstrate that his/her activity for the period under consideration is worthy of merit at a particular level, just as it is the committee's responsibility to carefully consider not only the activities themselves, but the candidate's "merit plan" and the candidate's argument about the merit of her/his activities. It should also be understood by candidates and committees that activities being evaluated should logically pertain to the area(s) that the candidate is assigned to teach.

Consistency with Tenure and Promotion Policies:

Merit plans must be consistent with tenure and promotion policies at both the university and department level. Activities that are required and/or encouraged for tenure and promotion should be recognized as such in merit policies. Likewise, merit policies should not have any specific requirements for merit evaluations that are not tied to tenure and promotion guidelines.

Nonetheless, the tie-in between merit evaluations and tenure promotion decisions is, of necessity, only qualitative. Merit evaluations reflect performance over relatively short periods of time, whereas tenure and promotion decisions are based on a faculty member's cumulative performance over an extended period of time. Low to moderate levels of achievement may be sufficient to attain merit evaluations of "Satisfactory" (3) or perhaps even "Strong" (4) without, over the extended period, meeting requirements and expectations for tenure and promotion.

Overall, the applications of faculty members should be evaluated by the following general levels of merit (which are explained more fully, with examples of what might constitute such merit, below. The following guidelines are descriptive and not meant to be prescriptive:

Five: demonstrates exceptional achievement during the period under consideration, going well beyond departmental expectations in that area.

Four: demonstrates strong achievement during the period under consideration, going beyond departmental expectations in that area.

Three: demonstrates satisfactory achievement during the period under consideration, meeting departmental expectations in that area.

Two: demonstrates inadequate achievement during the period under consideration, failing to meet department expectations in that area (*as outlined by the Faculty Handbook and Departmental policies*) but demonstrating promise for future achievement.

One: demonstrates unsatisfactory achievement during the period under consideration, failing to meet department expectations in that area (*according to the Faculty Handbook and Departmental policies*) and demonstrating little promise for future achievement.

Furthermore, we recognize that many of the activities pursued by members of the faculty can easily fit in more than one of the three categories recognized by the university (for example, creative work developed in conjunction with students and performed as part of a community project could logically be included under any of the three categories: research/artistic, teaching, and service). Therefore, the examples of activities placed in each of the categories below should be seen as a guideline. Candidates decide how to categorize their work. Peer Review defines the quality of all activities (but particularly of creative and research work). For the purposes of this document Peer Review is defined as follows:

Peer review may take many forms as recognized by the Department of Theatre and Dance. Examples may include, but are not limited to, reviews published in media outlets such as newspapers, television, or radio, written comments from directors, choreographers, producers, etc. (either from within or outside of the university community), written comments of external evaluators such as accreditation teams, or awards given by organizations such as American College Theater Festival (ACTF) or American College Dance Festival (ACDF) for activities relevant to the candidate's area of expertise. Regardless of the form, any peer review must provide analysis of the performance or the contribution by an academic and/or professional whose field of expertise includes the area of interest. This analysis may be solicited or otherwise given and may be of the original production/project (preferred) or of artifacts from the production/project. In all cases the review is intended to subject the performance, scholarship, or contribution to the kind of scrutiny, which will be appropriate in determining the assignment of extraordinary, strong or satisfactory designation to the overall artistic merits of the contribution/project.

For a ranking of "5"

Teaching: The following criteria are to be used as guidelines to determine a candidate's level of merit. To achieve a merit rating of "5" for teaching, candidates should have exceptional contributions in the following area, demonstrating superior teaching effectiveness that is for the period under consideration. Added weight may be given for particularly exceptional achievement. *The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive*

Teaching Performance:

Exceptional teaching evaluations from Peers and Department Head

Exceptional scores from student evaluations, well above departmental average—(must use evaluations from all classes taught by the candidate in the period under consideration)*

Receiving an advising or teaching award at the university, regional, or national level.
Evidence of significant accomplishments of students in the areas of Scholarship, Creative /Research Activities, and Service
Evidence of significant mentoring of student creative or scholarly projects (multiple)
Renewal or achievement of relevant certifications (Alexander, Combat, etc., provided that these certifications pertain to the areas in which the candidate teaches)
Teaching Residencies at major training institutions (such as North Carolina School of the Arts)

* Total evaluative weight given to student evaluations should not exceed 50%

Creativity or Innovation in Teaching:

Design and Implementation of distance format delivery course (e.g. on-line, telecourse)
Development of new programs/majors
Re-design of an existing program
Receipt of an external grant for teaching
Creation, writing, and teaching of interdisciplinary, interdepartmental courses
Chair of MA Thesis Committee resulting in successful completion of degree
Organizing and or/conducting educational field trips for students (e.g. to a national or international conference)
Arranging the visit and teaching format (such as a workshops) of a significant Guest Artist or Teacher
Mentoring Independent or Directed Studies with students (three or more/year for the period considered)
MA Thesis Committee Participation (three or more resulting in completion of degree)

Extending Knowledge of Teaching:

Documentation of dissemination of teaching methodology/pedagogy at national or international level (e.g. course methodology being used at a parallel university to MSU, presentation of teaching at a national conference)
Creation of software or websites

Research/Creative Activity: The following criteria are to be used as guidelines to determine a candidate's level of merit. Candidates should demonstrate exceptional contributions in the following area, showing scholarly and/or artistic excellence for the period under consideration. Added weight may be given for particularly exceptional achievement. The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive

Artistic: (generally at the International or National level)

Performer, Director, Assistant Director, Choreographer, Assistant Choreographer, Dance Captain, Dramaturge, Playwright, Designer, Design Assistant, Technical Director, Art Director, Scenic Charge, Props Artisan, Draper, Wardrobe Head, Costume Shop Manager, Master Electrician, any other "in charge" or "head of" type of position in the following: (must be peer reviewed):

Broadway

Off-Broadway

Major Studio or Independent Film (released)

Television

National producing organizations (such as a L.O.R.T. theatre company)

National touring company

International venues

Work in commercials (national)

Positions that require artistic leadership (Assoc. Dir. /Artistic Dir., etc.)

Receipt of a national or international external grant/funding for Artistic/Creativity activity or project
Nationally or internationally recognized Dance Company
Nationally or internationally recognized dance festival

Scholarly:

Publication:

Book or Book length studies published by a recognized academic press (book in hand)
Plays published by recognized press
Chapters in peer-reviewed books published (book in hand)
Peer reviewed journal articles in international/ national journals (in hand)
Editing a refereed journal (national or international)
Development of textbooks or other published/peer-reviewed teaching materials

Presentations:

Invited or refereed conference papers/presentations at international/national conferences
(2 different presentations in the period under consideration)
Monographs published and disseminated by foundations or governmental agencies

Completion of an advanced degree, relevant to the teaching assignment but not required by the candidate's contract

Receipt of a national or international external grant/ funding for Research /Scholarly project

Service: The following criteria are to be used as guidelines to determine a candidate's level of merit. Candidates should, demonstrate exceptional service effectiveness for the period under consideration. . Added weight may be given for particularly exceptional achievement. The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive

Leadership positions in International or National Professional Organizations
Chair of University Committee, Task Force, etc.
University Level Committee Service at an exceptional level
College Level Committee Service at an exceptional level
Department Level Committee Service at an exceptional level
Head of Accreditation Committees: National/Regional (NAST, HLC, NCATE, etc.) involving major work and/or successful outcome of accreditation
Organizing material for accreditation
Active membership in International or National Professional Organizations
Recruiting Activity: candidate must demonstrate an appropriately high level of activity (including travel, etc.)
Membership on board of international or national producing organization

For a ranking of "4"

Teaching: The following criteria are to be used as guidelines to determine a candidate's level of merit. To achieve a merit rating of "4" for teaching, candidates should demonstrate strong teaching effectiveness for the period under consideration. Added weight may be given for particularly exceptional achievement. *The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive.*

Strong teaching evaluations from Peers and Department Head
Teaching evaluations from students above departmental averages *
Strong scores from Student Evaluations, above departmental average—(must use evaluations from all classes taught by the candidate in the period under consideration)
MA Thesis Supervision (two or more in process, with accepted prospectus)
Member of thesis committee resulting in successful completion of degree
Mentoring of multiple student projects which result in public performance or exhibition
Teaching courses new to the faculty member but not to the department (2 or more/year for the period under consideration)
Teaching Workshops (Academic Development Center, Showcase on Teaching, etc.)
Teaching External Regional Classes and Workshops
Independent or Directed Studies with students (at least two/year for the period under consideration)
Advising for Comprehensive Exams (four or more, evaluated by students passing comps)
Advising, including job counseling and job placement
Teaching awards, honors, recognition by student organizations, etc.

* Total evaluative weight given to student evaluations should not exceed 50%

Research/Creative Activity: The following criteria are to be used as guidelines to determine a candidate's level of merit. Candidates should demonstrate strong scholarly and/or artistic excellence for the period under consideration. Added weight may be given for particularly exceptional achievement.

The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive.

Artistic: (generally at the National or Regional level)

Performer, Director, Assistant Director, Choreographer, Assistant Choreographer, Dance Captain, Dramaturge, Playwright, Designer, Design Assistant, Technical Director, Art Director, Scenic Charge, Props Artisan, Draper, Wardrobe Head, Costume Shop Manager, Master Electrician, any other "in charge" or "head of" type of position in the following (must be peer reviewed):
Commercial or Independent Films (not released)
Non Equity summer stock
Equity Waiver/Letter of Agreement
Branson
Local Productions (Springfield Contemporary Theatre, Springfield Little Theatre)
Regional Commercial work
Membership in National or International Unions (SAG, AFTRA, Equity, etc.)
Activities that promote recognition of our department by noted professionals (an example might be the successful writing of a grant that funds a reconstruction of a major contemporary dance work)
Participating in exchanges with recognized institutions and/or professional companies
Receipt of regional level external grant / funding for Artistic/Creativity activity or project

Scholarly:

Publication:

Book contract, signed, with a recognized academic press
Significant progress on play or book-length studies published by an academic press
(completed peer-reviewed typescript)
Accepted chapters in peer-reviewed books (in progress)
Peer reviewed journal articles in national/regional journals
Editing a refereed journal
Serving as a reviewer for a refereed journal

Serving on a review panel for producing organization
Book/performance reviews in refereed journal
Thesis Supervision/ Committee Work, Co-authored and published
Extensive work done on accreditation or reaccreditation self-studies such as for
Department of Elementary and Secondary Education, National Association for
Schools of Theatre, National Council for Accreditation of Teacher Education,
resulting in successful accreditation or re-accreditation

Presentations:

Invited or refereed conference papers/presentations at national conferences (1 during period under consideration)
Invited or refereed conference papers/presentations at regional conferences (2 during period under consideration)
Invited or refereed conference papers/presentations at local conferences (2 during period under consideration)
Ongoing record of publication/presentations in local outlets (newspapers, videos, etc.) related to scholarly pursuits
Interdisciplinary projects, either within Theatre and Dance or intra/inter-college, outside of the regular production season
Significant progress on an advanced degree, relevant to the teaching assignment but not required by the candidate's contract

Receipt of a regional external grant/ funding for Research /Scholarly project

Service: The following criteria are to be used as guidelines to determine a candidate's level of merit. Candidates should demonstrate strong service effectiveness for the period under consideration. Added weight may be given for particularly exceptional achievement. The examples given, which are not an exhaustive list, are meant to be descriptive and not prescriptive

Leadership positions in National or Regional Professional Organizations
Chairing College Level Committees
University Level Committee Service at a strong level of service
College Level Committee Service at a strong level of service
Department Level Committee Service at a strong level of service
Department Area Coordinator
Member of Accreditation Committees: National/Regional
Sustained contributions to materials needed to maintain accreditation
Active membership in National and/or Regional Societies
Recruiting Activity: candidates need to demonstrate strong level of recruiting activity
BFA Auditions—coordinating and managing
Membership on board of local producing organization
Involvement with area schools as member of committees: performing professional services, providing in-service training, and other service activities.

For a ranking of "3"

Teaching: The following criteria are to be used as guidelines to determine a candidate's level of merit. To achieve a merit rating of "3" for teaching, candidates should demonstrate satisfactory teaching effectiveness for the period under consideration. Added weight may be given for particularly exceptional achievement.

Consistently good teaching evaluations from Peers and Department Heads

Consistent strong scores from Student Evaluations*, at departmental average—(must use evaluations from all classes taught by the candidate in the period under consideration)
B.S.Ed. Student Portfolio Review/Management
Evidence of teaching effectiveness (e.g. student performance and peer review of teaching; job/graduate school placement)
BFA Reviews: participant
Mentoring of student projects/Supervision of Independent Studies
Development of courses new to the faculty member but not to the department (1/year for the period under consideration)
Attending Workshops on Teaching (Academic Development Center, Showcase on Teaching, etc.)
Attending External Regional Classes and Workshops
Guest Lecturer: student, high school, and community organizations
Participation in Advising Workshops (Advising Basics, Master Advisor, etc.)
Independent or Directed Studies with students
MA Thesis Committee Supervision/Participation (ongoing)
Workshops taken to increase effectiveness in classroom (computer training, etc.)
Advising for Comprehensive Exams (three or more, evaluated by students passing comps)
General academic advising
* Total evaluative weight given to student evaluations should not exceed 50%

Research/Creative Activity: (generally at the Regional /Local level)

The following criteria are to be used as guidelines to determine a candidate’s level of merit. Candidates should demonstrate satisfactory contributions in the following area, showing scholarly and/or artistic excellence for the period under consideration. Added weight may be given for particularly exceptional achievement.

Artistic: (generally at the Regional or Local level)

Performer, Director, Assistant Director, Choreographer, Assistant Choreographer, Dance Captain, Dramaturge, Playwright, Designer, Design Assistant, Technical Director, Art Director, Scenic Charge, Props Artisan, Draper, Wardrobe Head, Costume Shop Manager, Master Electrician, any other “in charge” or “head of” type of position in the following:

Little Theatre
Springfield Contemporary Theatre
Departmental Productions
Peer-reviewed local productions
Commercials (local)

Receipt of a local external grant/funding for Artistic/Creativity activity or project

Receipt of an internal grant/funding for Artistic/Creativity activity or project

Scholarly:

Publication:

Encyclopedia or dictionary entries (refereed)
Peer-reviewed article in regional journal

Presentations:

Invited or refereed conference papers/presentations at regional conferences
Invited or refereed conference papers/presentations at local conferences
Ongoing record of publication/presentations in local outlets (newspapers, videos, etc.) that are related to scholarly pursuits

Regular attendance at conferences of professional organizations

Obtaining Graduate Faculty Status

Research proposals submitted but not funded, and journal articles submitted but not published or

pending

Service: The following criteria are to be used as guidelines to determine a candidate's level of merit. Candidates should demonstrate satisfactory service effectiveness for the period under consideration. Added weight may be given for particularly exceptional achievement.

University Level Committee Service
College Level Committee Service
Department Level Committee Service
Running/directing programs and initiatives
Accreditation Committees: National, Regional, Local
Active membership in International, National, Regional Societies
Mentoring Students outside of curricular issues
Recruiting Activity
Work with relevant student organizations
BFA Auditions—coordinating and managing
Mentoring New Faculty
Volunteer/Community Service (relevant to research/discipline)
Active participation in local organizations
Invited lectures/participation in panel discussions to non-profits, community groups, etc.
Relevant outside consulting work

For a Ranking of “2” or “1”

Candidates who have not met the departmental expectations for one or more of these areas in a given period will be given a ranking of “2” or “1” for that area, depending on the degree of deficiency. For example, teaching (including both peer and student evaluations) below departmental expectations but which shows potential for improvement should be given a “2,” while teaching far below expectations should be given a “1.” Similarly, research or creative work, which shows progress towards meeting departmental standards, should receive a “2.” The hallmark of a “2,” then, is promise for future achievement.

Procedures:

Types of Documentation:

Faculty members will provide the following documentation as part of Merit/Compensation application process:

1. No more than two pages regarding each merit category, which contains bullet points and brief descriptions of selected activities and a self-assigned ranking for each category.
2. A Department of Theatre and Dance Merit Application Worksheet

The Personnel Committee and Department Head retain the right to request further evidentiary documentation from a faculty member for clarification of the application.

“Double Counting”

However individual merit items are classified, it is essential that any particular activity or outcome be counted in only one category, i.e., “double-counting” will not be permitted. The faculty member should

decide within which single category an activity most logically fits. Significant research/creative, teaching, and service activity must be documented in the dossier.

Committee Procedure:

The Personnel Committee's overall recommended performance ratings in each category of a faculty member's application will be the average rating of all committee members participating. When a member of the committee is being evaluated he/she will absent themselves from the proceedings and not participate in discussion or voting.

The Department Head will make his/her own evaluation of each faculty member and forward those recommendations to the Chair of the Personnel Committee. The Committee will meet to discuss each candidate and, if necessary, make recommendations for revising the Department Head's rankings. Once the Department Head has made his/her final ranking, it will be sent to the faculty member before it is sent forward to the Dean. It is incumbent on the Department Head to allow at least one week's time between the date the faculty member receives the Head's evaluation and the date at which the Head's evaluation and the Personnel Committee's recommendation is forwarded to the Dean in order for the faculty member to write a letter of challenge if he/she so chooses to do so.

It is important to note the distinction that the Personnel Committee makes a "recommendation" while the Department Head makes an "evaluation".

College Procedure:

(See Provost's Office web site: [http:// www.missouristate.edu/provost/42959.htm](http://www.missouristate.edu/provost/42959.htm))

College Level

The dean will meet with the department heads and review the ratings provided by each department head (and the narrative assessments as necessary) to determine the final composite rating of each faculty member.

Information to be provided to the faculty member by the dean:

- 1 The faculty member will receive from the dean his/her final composite rating.
- 2 If the dean's composite rating of a faculty member is different from the rating that the department head recommends, the dean will provide a brief written rationale to the faculty member, with a copy to the department head.

Appeal Procedure:

(See Provost's Office web site: [http:// www.missouristate.edu/provost/42959.htm](http://www.missouristate.edu/provost/42959.htm))

Only a faculty member's final composite performance rating may be appealed.

A faculty member who is dissatisfied with his/her final composite performance rating should first request a meeting with the department head to discuss the processes and underlying rationales by which the performance rating was determined.

After meeting with the department head, the faculty member may request a formal review of the rating by submitting a written appeal to the department head stating the reasons for questioning the rating.

The department head must provide to the faculty member a written response to the appeal. At the request of the faculty member, the appeal, along with the department head response and other supporting materials, is forwarded to the dean.

The dean transmits the appeal to the College Personnel Committee (or the College Compensation Committee, if one exists as a separate subcommittee of the Personnel Committee) for consideration.

The College Personnel Committee (or Compensation Subcommittee) will consider the appeal. The committee's review should make use of the department standards and guidelines, the narrative and ratings from the department personnel committee and the department head, the department's annual report of accomplishments, and summary descriptive measures (mean, median, etc) of the ratings of department faculty. If necessary, additional information may be requested by the committee in the process of their deliberations. The college committee will provide a written summary to the dean on the recommended disposition of the appeal.

If the dean makes a decision on the appeal that is different from that recommended by the college committee, the dean must provide a written rationale for that decision.

The faculty member may continue the appeal to the Provost, who will review all written documents associated with the appeal. The Provost may, at his/her discretion, meet with the faculty member. The Provost's decision on the appeal is final. If the Provost's decision is different from the decision recommended by the college committee, the Provost must provide to the faculty member a written rationale for that decision.

Only the performance rating itself can be appealed. Individuals who are successful on appeal will receive the salary increase merited by their revised performance rating. The actual percentage salary increase associated with each performance rating is not subject to appeal.

This is the only appeal process to be utilized for appeals of the performance rating. Other grievance procedures, as outlined in the *Faculty Handbook*, are not applicable.

At any time, any employee who believes they have been discriminated against for any reason not related to job performance may consult the Office for Equity and Diversity.