MISSOURI STATE UNIVERSITY

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

DEPARTMENT:

COLLEGE:

SEMESTER/YEAR OF CURRENT REVIEW:

SEMESTER/YEAR OF NEXT REQUIRED REVIEW:

DEPARTMENT ADOPTION SIGNATURES:

[Signature]
Department Personnel Committee Chair

[Signature]
Department Head

APPROVAL SIGNATURES:

[Signature]
Dean

[Signature]
Provost

THIS PLAN IS IN EFFECT FROM 2017, THROUGH 2020.
I. Introduction

This policy explains the procedures, criteria, and standards of the Department of Merchandising and Fashion Design (MFD) for evaluating faculty for annual reappointment, tenure, and rank promotions and annual review. This statement complies with the MSU Faculty Handbook and is to supplement, not replace, relevant sections of these documents. In addition to the Department of Merchandising and Fashion Design (MFD) Policy for Reappointment, Promotion, and Tenure, faculty in the department seeking reappointment, tenure, or promotion should be familiar with the following university documents:

Faculty Handbook
Section 3.2 General Criteria for Appointment, Rank, and Tenure
Section 3.3 Requirements for Appointment, Tenure and Promotion of Tenure-Track Faculty
Section 4.2 Evaluation of Tenure-Track Faculty and Instructors

College of Business Administration
2017 COB Policy Manual regarding Scholarly Productivity Guidelines and Workload Guidelines

Provost's Office/Web Site
Promotion, Tenure, and Annual Appointment Guidelines
The current Academic Work Calendar

Each faculty member in the Department of Merchandising and Fashion Design (MFD) is expected to participate in teaching, research/scholarly/creative, and service activities. All evaluations for annual reappointment, tenure, promotion and review (RTPR) will be based on faculty performance in these three areas. Activities in each of these areas include, but are not limited to, the following:

Evaluation of Teaching
Teaching includes the candidate’s thorough knowledge of subject matter, ability to organize and present the subject with a high degree of coherence and clarity, and skill in stimulating students’ interest and curiosity at the undergraduate level as relevant to her or his appointment. This includes both course content and an ability to generate understanding and enthusiasm for content as reviewed by faculty peers (classroom visitations, course portfolio, and so on) and/or by students (course and teacher evaluations,
testimonials, and so on). The candidate’s record of consistent growth in instruction as well as consistently high levels of performance is evaluated.

Teaching related activities and assigned duties may include, but are not limited to:

- Mentorship of students
- Independent studies
- Internships
- Career and academic advisement of students
- Contributions in curricular development
- Integration of new technologies and approaches in the learning process
- Innovative teaching strategies
- Attention to curricular and pedagogical issues
- Honors or special recognition for teaching accomplishments
- Effectiveness shown by peer evaluations
- Effectiveness shown by student evaluations and student accomplishments
- Direction or participation in workshops or seminars designed for improvement of teaching
- Grants related to instruction.

When evaluating the teaching performance of a candidate, superior scores in course evaluations and teaching awards may not be required to receive an ‘excellent’ rating. However, other sources of information that are strong and convincing are necessary for excellence in teaching that demonstrate the candidate’s contributions and leadership in the department’s academic programs. Innovation in teaching pedagogies and development of curricular are important considerations for excellence in teaching.

**Evaluation of Research/Scholarship/Creativity**

The Department embraces the multi-disciplinary nature of scholarly activities in the area of fashion and apparel studies. The Department values scholarship that addresses theoretical and/or applied issues of consequence to the field, industry, and/or the global community, and/or to other fields that can benefit by knowledge generated in the area of fashion and apparel studies. Scholarship includes the candidate’s active research, scholarly, and/or creative program in their area of specialization. While the precise mix of indicators may vary from one candidate to the next, it is expected that a recognizable pattern of high performance levels in scholarship is evident for faculty in tenure-track positions. Faculty members are expected to produce scholarly outcomes as described in their position description and annual workload agreements. Activities directed toward the development of innovative and/or functional designs along with or in conjunction with the discovery and dissemination through peer reviewed and non-peer reviewed material and/or competitions. The quality of scholarship is assessed by the peer review process in which
the output may include, but are not limited to, peer reviewed journal manuscripts, peer reviewed conference papers, jury evaluation of creative designs, and external review of curated exhibitions.

Scholarly productivity may include, but are not limited to:

- Maintaining an impactful and sustained research agenda
- Demonstrating strong potential for ongoing professional production, involvement and development
- Displaying excellence in scholarly publications, professional presentations, or publications/presentation activities, such as
  - published in journals and other venues
  - formal presentations at professional meetings
  - formal presentations at comparable peer-evaluated venues
- Engaging in meaningful research that advances the discipline’s knowledge and practice base
- Receiving research grants or other funding related to scholarly advancements
- Receiving appointments by government (local, state or national) to write position papers, white papers, and/or expert testimony presented for peer review
- Providing significant professional service to the field/discipline
- Reviewing scholarly submissions to peer-reviewed publications and/or reviewing of scholarly work submitted for completion of masters or doctors research study.

Creative activities may include, but are not limited to:

- Maintaining a sustained creative agenda
- Demonstrating strong potential for professional production, involvement and development
- Displaying excellence in creative production, presentations, or other appropriate venues
- Presenting creative works in professional settings
- Submitting creative work to peer-reviewed competitions and other juried design competitions
- Engaging in creative activities that advance the discipline’s knowledge base
- Pursuing and receiving external funding
- Providing significant professional service to the field and discipline.

Scholarly outputs must be available for peer review and must be disseminated to academic, professional and/or other relevant public communities in prominent venues. In addition, other forms of evidential material that document the quality of the candidate’s important additional factors in consideration for promotion and tenure. Obtaining contracts and grants to carry out scholarship or creative work through a competitive process reflects upon the quality of that activity. Further, the acceptance rate of a journal, conference, or design exhibition can also be an indicator of the quality of scholarship. Collaborative and interdisciplinary scholarly pursuits will be considered positive factors for promotion.
As part of a candidate’s scholarly activity, the candidate is expected to expose students to scholarship and creative processes. They are also expected to contribute to the reputation and stature of the Department and University, the pool of knowledge, and the development of the field of fashion and apparel studies. It is important for the candidate to explain the importance and impact of their scholarly contributions to theoretical and/or applied issues in the field, industry, and/or its stakeholders with convincing evidence for excellence in scholarship. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of two publications within 5 years, along with three additional scholarly activities that have been identified here. It is also expected that the faculty member will have made an effort to secure internal research funding and or external support for a research project or have obtained external funding for a major department event such as the fashion show and senior show.

Service
Strong and active service on Departmental, College, and University committees, and service to the professional field is expected of all faculty members, and is considered as an important part of the evaluation for promotion and tenure. All faculty members are expected to be collegial members of the Department, and to perform appropriate service that contributes to the effectiveness of the Department, College, University and the profession. Service for the benefit of the local, state, regional, national, and international communities is important. Service to the professional field is valued, as this reflects on an individual’s professional reputation and scholarship. In the promotion process, the willingness to undertake such work and the demonstration of effective leadership in service activities is highly valued. For faculty candidates seeking excellence in service, it is the candidate’s responsibility to effectively document to establish distinction between high quality and excellence with convincing evidence.

Evidence of excellence in service may include but is not limited to:

- Academic and professional advising in the form of assisting students in selection of courses or careers
- Assisting learners in educational programs both on and off campus
- Effectively mentoring students
- Assisting colleagues as consultants, manuscript reviewers, collaborators on research/creative activity endeavors
- Contributing to the Department by serving as members of committees, chairing committees, developing programs related to professional development
- Contributing to the College or University by serving as members of committees, chairing committees, taking consulting assignments, advising student groups, or serving as advisory board members
• Supporting local, state, national or international organizations through consulting, memberships on advisory boards
• Holding office in professional associations at the local, district, state, national or international level
• Attaining leadership positions related to the promotion of the discipline, such as consulting professional development, professional involvement
• Engaging in significant program/discipline related community activities such as speeches, presentations, sort courses, workshops, or hosting conferences
• University citizenship to our program, department, college and university service
• Professional and public service at community, state, national and international level.

II. Committee and Application of Policy
The tenure and promotion committee will consist of up to five tenured faculty from the MFD department. If five tenured MFD faculty members do not exist, the remainder of the committee may come from other COB faculty to meet the required five qualified members for the committee. (See Faculty Handbook section 4.8.3.2) The promotion committee will consist of all faculty holding the prospective rank (or higher rank) of the faculty member eligible for promotion that are also serving on the tenure committee. The Chair of the previous year’s committee will call the committee meeting to order and as the first item of business elect the present year’s chairperson. The Department Head will not serve on the committee nor participate in its deliberations.

The policies will apply for faculty appointments commencing on or after June 1, 2017. For faculty appointments commencing before that date, these policies shall not apply to the tenure decision or the next promotion decision, unless the faculty member elects to follow the guidelines of this document. The policies will apply to all subsequent promotion decisions for faculty hired after this date.

This document can be amended by a 2/3 vote of the tenured ranked faculty in the Department of Merchandising and Fashion Design, but will be in effect for three years until the document is revised.

III. Procedures for Annual Appointment of Probationary Faculty:
Each year as part of the regular review, the tenure-eligible faculty member will submit documentation to be evaluated for progress toward tenure. The Tenure and Promotion Committee will specify in writing the progress of the tenure-eligible faculty member toward tenure as satisfactory, questionable, or unsatisfactory and identify areas in which the faculty member is doing well, as well as, specific areas needing improving. After having read the Tenure and Promotion Committee reports, the Department Head will evaluate progress toward tenure as satisfactory, questionable (and identifying areas for improvement and providing specific suggestions), or unsatisfactory (providing specific rationale). The Department Head will discuss the committee and department head evaluations with the tenure and/or
promotion eligible faculty member. A copy of both the Tenure and Promotion Committee report and the Department Head evaluation will be signed by the faculty member, placed in the department personnel file, and forwarded to the Dean. This review will constitute that year’s regular performance review for the tenure and/or promotion eligible faculty members. All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

A. **Required Documents for Application Packet for Tenure or Promotion**

All Tenure and Promotion Applications

- Original Application Form (hole punch and put in front – no tab for this)
- Matrix
- Personal Summary Statement (2-5 pages summarizing accomplishments, background, goals, plans).
- Current Vita
- Annual Progress Reviews from Departmental Committee (will have one for each year)
- Annual Progress Reviews from Department Head (will have one for each year)
- Annual Progress Reviews from Dean (will have one for each year)
- External Review Letters (Department Head/Director will insert upon receipt of binder)
- Guidelines used for Evaluation

Not required by Provost by COB Dean’s Office

- Teaching Evaluation Results from COB template in teaching section of matrix
- All manuscript submissions/acceptances must be accompanied by an email, which documents receipt/status from the journal

Promotion Applications Only

- Original Application Form (hole punch and put in front – no tab for this)
- Matrix
- Personal Summary Statement (2-5 pages summarizing accomplishments, background, goals, plans).
- Current Vita
- Yearly Performance Reviews from Departmental Head (will have one for each year)
- External Review Letters (Department Head/Director will insert upon receipt of binder)
- Guidelines used for Evaluation
- For Distinguished Professor applicants – 5 years Research Plan
B. Tenure and Promotion Procedures

The tenure-eligible faculty member will submit appropriate documentation packet related to teaching, research and service activities to the departmental Tenure and Promotion Committee following the timeline specified by the Office of the Provost. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. The departmental Tenure and Promotion committee will make an initial recommendation concerning tenure based on the documentation submitted by the tenure-eligible faculty member. The Departmental Tenure and Promotion Committee will summarize the evaluations and submit a written recommendation to the Department Head. The Department Head will independently evaluate the candidate’s credentials and, in conjunction with the Tenure and Promotion Committee report, make a recommendation. If there is a disagreement, the committee and the Department Head will attempt to resolve it. A written explanation of the departmental recommendations will be provided to the candidate. The candidate will sign the recommendation before it is forwarded to the Dean. If the Department Head and the committee cannot agree, or if the COB Dean disagrees with the recommendation, the Dean may ask the College Personnel Committee to review the application and make a recommendation.

Each year before the faculty member applies for tenure, the Departmental Personnel Committee and the Department Head shall specify in writing one of the following three opinions:

- Progress toward tenure/promotion is satisfactory.
- Progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions.
- Progress toward tenure/promotion is unsatisfactory, providing specific rationale.

In each instance, the Dean will make a recommendation and forward all recommendations to the Provost’s Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee’s, Department Head’s or Dean’s recommendation by following the appeal process stated in the Faculty Handbook (Section 4.7.3.1).

C. Promotion Procedures

The promotion-eligible faculty member will submit appropriate documentation related to teaching, research, and service activities to the Departmental Tenure and Promotion Committee. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. Only activities accomplished by the candidate since the last promotion will be considered. If there is a disagreement, the committee and the Department Head will attempt to resolve it. The candidate will sign the recommendation before it is forwarded to the Dean. If the Department Head and the committee cannot agree, or if the COB Dean disagrees with the recommendation, the Dean may ask the College Personnel Committee to review the application and
make a recommendation. The Dean will make a recommendation and forward all recommendations to the Provosts' Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee’s, Department Head’s or Dean’s recommendation by following the appeal process stated in the Faculty Handbook (Section 4.7.3.1).

IV. Standards Promotion and Tenure

The requirements for promotion and tenure in the Department Merchandising and Fashion Design are consistent with the requirements stated in the Faculty Handbook (Section 3.4). Applicants should bear in mind that the requirements stated in the Faculty Handbook indicate the conditions a faculty member must meet in order to be minimally eligible for consideration for a change in status. The following information for each academic rank is intended to enhance but not contradict the requirements stated in the Faculty Handbook.

Unranked (Non-Tenure-Track) Faculty

There are two possible levels of unranked (non-tenure-track) faculty in the Department of Merchandising and Fashion Design as per the 2017 Faculty Handbook. Non-tenure-track faculty members can be appointed on an annual basis or for a multi-year period (up to a maximum of 5 years). After the termination of a non-tenure-track faculty member’s period of employment, his/her contract can be renewed at the discretion of the University.

Instructor (Hired after January 1, 2007)

The position of Instructor is the lowest level of non-tenured full-time faculty at the university and as such, there is no mechanism for promotion to this position. Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. It is expected that an Instructor should hold at least a Master’s degree before employment. These faculty members are not eligible to apply for tenure, sabbatical leave, or educational leave. If an Instructor applies for a tenure-track position in the department and is hired for that position, the years spent as an Instructor cannot be counted towards tenure or promotion to higher ranks.

Senior Instructor

Instructors are eligible to apply for appointment to senior instructor in the fall semester of their 5th year of employment with the university. Number of years is not an entitlement for this promotion and judgments will be made at all levels based on standards for excellence. A recommendation for an appointment as Senior Instructor will be based on evidence of sustained excellence in teaching, including (but not limited to) student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the applicant’s written summary detailing rationale for the requested appointment. The
appointment cannot exceed a period of 5 years but the individual can be reappointed to the same rank for additional terms. A Senior Instructor is not eligible for tenure or promotion to Assistant Professor. However, a person who is an Instructor or Senior Instructor, could apply and be hired for an advertised tenure-track position if they meet the requirements of the job description. In this case, the years of service as Instructor or Senior Instructor will not count toward tenure or promotion.

**Ranked Tenured or Tenure-Track Faculty**

There are four possible levels of ranked faculty in the Department of Merchandising and Fashion Design as per the 2017 Faculty Handbook. The granting of tenure and the promotion are two separate processes, requiring two separate applications and two separate evaluations. However, for many faculty members, these two applications, and the resulting two evaluations, occur at the same time. The granting of tenure and/or the promotion is based on achievement as opposed to time served. The granting of tenure and/or promotion is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

**Tenure-Track Instructor (Hired prior to January 1, 2007)**

The position of Instructor is the lowest level of non-tenured full-time faculty at the university and as such, there is no mechanism for promotion to this position. It is expected that an Instructor should hold at least a Master’s degree before employment. These faculty members are eligible to apply for tenure, sabbatical leave, or educational leave. Typically, five years of service is necessary for tenure and promotion but the candidate may apply after a minimum of three years as a tenure-track instructor. It would be unusual, however, for a candidate’s application to be successful until the fourth or fifth year in the rank.

**Assistant Professor**

For individuals hired after January 1, 2007, the rank of Assistant Professor is the entry-level rank for tenure-track faculty at Missouri State University. Only instructors hired prior to January 1, 2007 are eligible for promotion to the rank of Assistant Professor. Appointment to the rank of Assistant Professor requires a terminal degree or a master’s degree with discipline-specific industry experience. The granting of tenure and/or the promotion to Assistant Professor is based on achievement as opposed to time served. The granting of tenure and/or promotion to the rank of Assistant Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

*Teaching effectiveness:* It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a good quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching
skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty-teaching skills.

**Research effectiveness:** Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities based on their overall scholarly/creative quality. This judgment will be based on factors including peer review. For tenure and/or promotion to Assistant Professor, each faculty member must demonstrate a record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of two publications within 5 years, along with three additional scholarly activities that have been identified here. It is also expected that the faculty member will have made an effort to secure internal research funding and or external support for a research project or have obtained external funding for a major department event such as the fashion show and senior show.

While an Assistant Professor is minimally eligible for tenure after completing three years of service to Missouri State, it is the present policy of the University not to grant tenure to those minimally eligible; rather, the policy is to delay the granting of tenure until six years of service to the University have been completed except in rare circumstances and for compelling reasons. Assistant Professors who are minimally eligible for tenure should discuss their particular situations with the Department Head prior to making application.

**Promotion to Associate Professor**

The granting of tenure and/or the promotion to Associate Professor is based on achievement as opposed to time served. The granting of tenure and/or promotion to the rank of Associate Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.  

*Teaching effectiveness:* It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a high quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty-teaching skills.

*Research effectiveness:* Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities based on their overall scholarly/creative quality. This judgment will
be based on factors including peer review. For tenure and/or promotion to Associate Professor, each faculty member must demonstrate a sustained record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design expects that for tenure and/or promotion to be achieved one must actively and successfully publish a minimum of two publications within 5 years, along with three additional scholarly activities that have been identified here. It is also expected that the faculty member will have made an effort to secure internal research funding and or external support for a research project or have obtained external funding for a major department event such as the fashion show and senior show.

**Service Effectiveness:** Due to the size of the Department of Merchandising and Fashion Design, faculty members are often overburdened with service activities. Faculty members should show evidence of efforts to serve the department, college, and university as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum, it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in college and university level committees as well as through the provision of evidence of participating in community level activities.

**Professor**
Promotion to the rank of Professor is based on achievement as opposed to time served. For promotion to the rank of Professor, an applicant must have a cumulative record of sustained teaching effectiveness, sustained scholarly productivity including multiple peer-reviewed research publications and/or juried creative products, and substantial service appropriate to the discipline (Faculty Handbook 3.4.3).

For promotion to the rank of Professor, the Faculty Handbook requires peer-reviewed research publications and/or juried creative products. The Department of Merchandising and Fashion Design expects that for promotion to Professor be achieved one must actively and successfully publish a minimum of 2 publications within 5 years, along with 3 additional scholarly activities that have been identified here. Both the significance and the impact of the applicant's publications will be considered. Recognition through awards by professional organizations or by peers will also provide evidence as to the merit of the work. Successful grant proposals and grant writing also constitute a significant factor in promotion to the rank of Professor.

**V. Procedures for Annual Performance Evaluations Standards**
Every year according to the Academic Work Calendar, every faculty member will discuss with the Department Head (1) the results of the prior performance and (2) objectives for forthcoming performance.
Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing and placed in the department personnel file with copies provided to the faculty member. Departmental Tenure and Promotion Committee when needed for reappointment, promotion or tenure recommendations will review copies of these annual summaries.

Each faculty member is expected to participate in teaching, research/scholarship and service activities that promote the mission and goals of the university, college, and department. The precise terms of employment, stated in the initial appointment contract letter, may vary from one individual to another, but these conditions must conform to the policies in the appropriate Faculty Handbook and be in accordance with performance expectations of other faculty in the Department of Merchandising and Fashion Design. Specific duties are renegotiated on an annual basis with the Department Head.

All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

Teaching Evaluation: Teaching of effectiveness is essential in the development of “educated persons.” Achievement in this area is of critical importance in the department’s evaluation of faculty members for annual reappointment, tenure, or promotion. Candidates for annual reappointment, tenure, or promotion must show evidence of strong teaching performance. Documentation for each activity should be provided, generally a summary and/or analysis of the activity with indications of changes or new ideas that have been or will be incorporated in teaching based on the activity. Indicators of teaching performance may include (but are not limited to) the following:

A. Classroom Teaching: Statements of teaching philosophy, student evaluations of courses taught, teaching awards, course syllabi, development of appropriate new courses, improvement of existing courses, development of laboratory exercises, rigorous and relevant information presented, updating course content to keep it current.

B. Evidence of successful student learning outcomes. Feedback from alumni and employers, percentage of graduates who successfully compete for jobs, sourcing discipline-related competitions for students to enter, successful student competition for prime internships, employer evaluations of interns.

C. Use of effective modalities. Wise and useful employment of innovative instructional methods; teaching of full classes during intersession, summer, and evening courses to improve student access; development or teaching of blended, on-line, video, or off-campus courses.
E. **Professional Development in Teaching**: attendance at conference sessions related to teaching, workshops or courses taken to enhance teaching skills; initial employment of innovative instructional methods; identifying new resources that promote student learning; updating teaching or subject-matter skills with supporting documentation; learning to use Photoshop, AutoCAD, Adobe Illustrator or other software used by students in discipline-related classes; peer ratings; external expert ratings; review of another peer’s teaching or course materials; review of peer syllabi with written analysis and summary; teaching awards; teaching portfolio; analyzed review of teaching videos; literature reviews primarily for classroom and other instructional settings for the purpose of improving teaching.

F. **Other Contributions**: Availability to students through office hours and appointments, supervision of internships or student teaching; discussion of role in mentoring students and their accomplishments.

**Research/Scholarship Evaluation**: The scholarships of discovery, integration and application are essential elements of the department and university missions. Evidence of performance in these areas is valued in tenure and promotion considerations. Candidates for tenure and promotion must show evidence of active participation in publishing, grant writing, and presentations. Examples include (but are not limited to):

A. **Grants/Proposals/Funding**: External grants received; MSU (internal) grants received; public/private donations (monetary or gifts-in-kind, that benefit the department). Grant Proposals for which the results are unknown or which do not receive funding will be given lower weight.

B. **Research Projects**: Principal or co-principal on a research project, generating external funding and/or other resources to support students and student activities including fashion shows, senior show, and other public displays of student work.

C. **Publications**: Appropriate discipline-related publications will have been peer-reviewed based on originality, importance, usefulness, timeliness, and creativity. Documents that present results of new research or analyze and synthesize information will be given higher weight than documents that are a compilation of current knowledge or that are designed as teaching tools, such as laboratory manuals and workbooks.

D. **Creative Projects**: Original creative projects for juried competitions or publication, student success in discipline-related competitions.

E. **Presentations**: Refereed presentations, presentations at discipline-related professional meetings; professional meetings and workshops at which research is the primary focus.

F. **Successful collaboration with students** on creative projects for juried competitions or publication.
Service Evaluation: Discipline-related service activities expand opportunities for learning, shape the learning environment, and are instrumental in fulfilling the public affairs mission of the university. Each faculty member is expected to assume an appropriate share of the service responsibilities necessary to fulfill the department, college, and university missions. Candidates for tenure and promotion must show strong evidence of active participation in university, community, and professional service activities. Indicators of service performance include but are not limited to:

A. **University**: Participation on Departmental, College, and University committees.

B. **Community**: Community Committees; unpaid consulting work; community projects and programs; mentoring of students in production of shows (fashion and design) that raise community awareness of FID programs; recruitment efforts in public schools and other appropriate venues.

C. **Professional**: Participation on professional organization and advisory committees; membership in professional organizations; published book reviews.

D. **Student Advising**: Career advisement; advisement of student clubs, organizations or activities.

D. **Other Activities**: Service activities that enhance the department and university’s image with the fashion, interior design, and/or family and consumer sciences education communities, such as securing new scholarships; textbook review.
Tenure and Promotion Matrix - Research
Percent of Effort (100%); Teaching (%), and Service (%)

<table>
<thead>
<tr>
<th>Productivity</th>
<th>Accomplishments</th>
<th>Artifact</th>
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<tbody>
<tr>
<td>Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants and juried creative product.</td>
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<tr>
<td>Participation in workshops, seminars, conferences, and professional meetings promoting fashion.</td>
<td>Starr, C., Bailey, S., Brahnam, S., &amp; Roberts, J. (Accepted to be presented August 2015). Tapestry of your life app: An historical registry of our families and local histories through textiles. At the HCI International 2015, Los Angelos, CA.</td>
<td>Vita in Portfolio I and articles in Portfolio II.</td>
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Accomplishments