MISSOURI STATE UNIVERSITY

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

DEPARTMENT: Mathematics

COLLEGE: CNAS

SEMESTER/YEAR OF CURRENT REVIEW: Fall 2016

SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Summer 2019

DEPARTMENT ADOPTION SIGNATURES:

George Miller
Department Personnel Committee Chair 9/6/2016

Department Head 9/6/16

APPROVAL SIGNATURES:

Tammy A. Vahlin 9/9/16
Dean

Chris Craig 9-30-16
Provost

THIS PLAN IS IN EFFECT FROM 2016, THROUGH 2019.
This policy document supplements the Academic Personnel Policies of the Faculty Handbook approved in June 2016.

The faculty shall be provided with a statement of expectations for reappointment, tenure, and promotion, upon employment. Evaluations will be based upon this statement, regular reviews, and documentation presented by the candidate. Furthermore, evaluations are based on performance in accumulated assignments since employment.

The criteria and procedures by which new faculty are to be evaluated for promotion and tenure shall be stated in writing as specifically as possible in the initial appointment contract letter (see Faculty Handbook, Section 3.2.2).

**Regular Performance Review**

Each year in early spring, each tenure-track faculty member will discuss with the department head (1) the results of prior performance as reflected in the annual “Faculty
Performance Review” and (2) objectives of the 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 departmental personnel file, with copies provided to the faculty member and to the departmental tenure, promotion, and reappointment committee for use during their deliberations. A copy will also be forwarded to the dean. See the appendix for the Mathematics Department Performance Review document.

Criteria for Tenure and Reappointment

While tenure is based on previous performance in the areas of teaching, research, and service, the granting of tenure involves some subjective judgement by the department faculty. Section 3.7.2 of the Faculty Handbook elaborates this point and is quoted here. “Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.”

Teaching:

Teaching effectiveness is documented based on several factors, including student evaluations, course materials submitted to the committee, developed curriculum materials, and the over-all contributions to the department in teaching. Student evaluations of teaching** shall be collected according to CNAS guidelines. Student evaluations are not meant to be the primary or sole factor in documenting teaching effectiveness. The rest of the teaching evaluation will be based on other contributions in teaching which include, but are not limited to: seminar presentations to students; involvement in special reading courses; use of computers and other needed technology; manuals and textbooks published**; involvement in service learning activities; master’s theses directed**; master’s seminar papers supervised**; honors components supervised; guidance of students making presentations at meetings and seminars; innovative teaching techniques adopted**; teaching awards received; students advised; new course development**, course materials developed to promote student learning; equipment and
teaching grants received**. Items designated with a double asterisk are highly valued teaching activities, and evidence documenting student success is also highly valued. The Departmental Performance Review document details teaching activities and teaching outcomes relevant to the evaluation of teaching effectiveness, including required or basic expectations. See the appendix for the Mathematics Department Performance Review document. Tenure-track faculty members are expected to participate in several, but not necessarily all, of the above mentioned activities.

**Research and Scholarly Productivity:**

Research and scholarly productivity are expected to be in the faculty member's discipline or to be interdisciplinary work that draws from, or makes a contribution to, the faculty member's discipline. A record of consistent, sustained scholarly activities and productivity will be needed for tenure and reappointment. The minimal expectations for consideration for tenure are 2 major publications of original work or major grants, and submission of at least one external or internal grant proposal. Specific modes of research include Discovery, Application, Synthesis, Criticism, and Creation; see section 4.2.2.1 of the Faculty Handbook.

Research achievements may include, but not be limited to, publications in refereed journals**. The relative prestige of each journal, based on recognition by discipline-specific professional organizations, will be taken into account. Other scholarly activities include: research grants funded**; publication of a book**; presentations of scholarly work at professional meetings; and seminars and colloquia. In evaluating the grants funded, the source of grants (internal or external) will be taken into consideration. In evaluating the presentations, the relative prestige of the meeting, based on recognition by discipline-specific professional organizations, and the nature of the presentations (whether invited or not), will be taken into consideration. Items designated with a double asterisk are highly valued scholarly activities. The Departmental Performance Review document details research activities and research outcomes relevant to the evaluation of scholarly productivity, including required or basic expectations. See the appendix for the Mathematics Department Performance Review document.

Evidence of original scholarship/research will be expected for reappointment in later years (after three years). The quantity of scholarly productivity may include
presentations, but those alone are not sufficient for reappointment in later years. The quantity of scholarly productivity needed for tenure should include external grants or publications (published or accepted) in refereed journals on research beyond the doctoral dissertation. External grants and publications should be consistent with the description of scholarship/research described in section 4.2.2.2 of the Faculty Handbook. For faculty with prior experience, a record of research and scholarly productivity at Missouri State University will be needed for tenure. Positive external reviews of research and scholarly productivity will be one of the factors in tenure consideration.

Service:
Faculty shall at minimum serve on departmental, college, and university committees asked of them, and participate in departmental faculty meetings. Other activities, such as service to professional organizations, participation in Pummill Math Relays, student organizations, consulting, and community service, will be taken into consideration. The Departmental Performance Review document details service activities and service outcomes relevant to the evaluation of service contributions, including required, or basic expectations. See the appendix for the Mathematics Department Performance Review document.

Criteria for Promotion to Professor
For promotion to Professor a faculty member must have a sustained record of teaching effectiveness, of scholarly productivity, and of substantial service.

Teaching:
Teaching effectiveness is measured based on several factors, including student evaluations, course materials submitted to the committee, developed curriculum materials, and the over-all contributions to the department in teaching. Student evaluations of teaching** shall be collected according to CNAS guidelines. Student evaluations will be weighted up to a maximum of fifty percent in measuring teaching effectiveness. The rest of the weighting will be based on other contributions in teaching which include, but are not limited to: seminar presentations to students; involvement in special reading courses; use of computers and other needed technology; manuals and
textbooks published**, involvement in service learning activities; master’s theses
directed**, master’s seminar papers supervised**, honors components supervised;
guidance of students making presentations at meetings and seminars; innovative teaching
techniques adopted**, teaching awards received; students advised; new course
development**, course materials developed to promote student learning; equipment and
teaching grants received**. Items designated with a double asterisk are highly valued
teaching activities, and evidence documenting student success is also highly valued. The
Departmental Performance Review document details teaching activities and teaching
outcomes relevant to the evaluation of teaching effectiveness, including required or basic
expectations. See the appendix for the Mathematics Department Performance Review
document. For promotion to Professor, faculty members are expected to participate in
many, but not necessarily all, of the above mentioned activities.

**Research and Scholarly Productivity:**
Research and scholarly productivity are expected to be in the faculty member’s discipline
or to be interdisciplinary work that draws from, or makes a contribution to, the faculty
member’s discipline. Consistent, sustained scholarly activities and productivity as an
Associate Professor at Missouri State University will be needed for promotion to
Professor. The minimal expectations for consideration for promotion to Professor are 2
major publications of original work or major grants as an Associate Professor. Specific
modes of research included Discovery, Application, Synthesis, Criticism, and Creation;
see section 4.2.2.1 of the Faculty Handbook. Research achievements may include, but not
be limited to, publications in refereed journals**. The relative prestige of each journal,
based on recognition by discipline-specific professional organizations, will be taken into
account. Other scholarly activities include: research grants funded**, publication of a
book**, presentations of scholarly work at professional meetings; and seminars and
colloquiums given. In evaluating the grants funded, the source of grants (internal or
external) will be taken into consideration. In evaluating the presentations, the relative
prestige of the meeting, based on recognition by discipline-specific professional
organizations, and the nature of the presentations (whether invited or not), will be taken
into consideration. Items designated with a double asterisk are highly valued scholarly
activities. The Departmental Performance Review form details research activities and
research outcomes relevant to the evaluation of scholarly productivity, including required
or basic expectations. See the appendix for the Mathematics Department Performance
Review document. Positive external reviews of original research and scholarly
productivity will be one of the factors in promotion consideration.

Service:
For promotion to Professor a faculty member must demonstrate leadership in some area
of service. This may include department, college, university, professional, or community
service. Expectations of leadership in service include, but are not limited to, chairing at
least one major committee, serving as faculty sponsor for a student organization, or
taking a leadership role in professional organizations or community service. The
Departmental Performance Review document details service activities and service
outcomes relevant to the evaluation of service contributions, including required, or basic
expectations. See the appendix for the Mathematics Department Performance Review
document.

Criteria for Promotion to Associate Professor
For promotion to Associate Professor a faculty member must have a sustained record of
teaching effectiveness, of scholarly productivity, and of service.

Teaching:
Teaching effectiveness is measured based on several factors, including student
evaluations, course materials submitted to the committee, developed curriculum
materials, and the over-all contributions to the department in teaching. Student
evaluations of teaching** shall be collected according to CNAS guidelines. Student
evaluations will be weighted up to a maximum of fifty percent in measuring teaching
effectiveness. The rest of the weighting will be based on other contributions in teaching
which include, but are not limited to: seminar presentations to students; involvement in
special reading courses; use of computers and other needed technology; manuals and
textbooks published**; involvement in service learning activities; master’s theses
directed**; master’s seminar papers supervised**; honors components supervised;
guidance of students making presentations at meetings and seminars; innovative teaching
techniques adopted**, teaching awards received; students advised; new course
development**, course materials developed to promote student learning; equipment and
teaching grants received**. Items designated with a double asterisk are highly valued teaching activities, and evidence documenting student success is also highly valued. The Departmental Performance Review document details teaching activities and teaching outcomes relevant to the evaluation of teaching effectiveness, including required or basic expectations. See the appendix for the Mathematics Department Performance Review document. For promotion to Associate Professor, faculty members are expected to participate in several, but not necessarily all, of the above mentioned activities.

Research and Scholarly Productivity:
Research and scholarly productivity are expected to be in the faculty member's discipline or to be interdisciplinary work that draws from, or makes a contribution to, the faculty member's discipline. A record of consistent, sustained scholarly activities and productivity at Missouri State University will be needed for promotion to Associate Professor. The minimal expectations for promotion to associate professor are 2 major publications of original work or major grants and submission of at least one grant proposal. Specific modes of research included Discovery, Application, Synthesis, Criticism, and Creation; see section 4.2.2.1 of the Faculty Handbook. For promotion to Associate Professor, the faculty member must have demonstrated sustained peer-reviewed scholarly productivity.

Research achievements may include, but not be limited to, publications in refereed journals**. The relative prestige of each journal, based on recognition by discipline-specific professional organizations, will be taken into account. Other scholarly activities include: research grants funded**, publication of a book**, presentations of scholarly work at professional meetings; and seminars and colloquia given. In evaluating the grants funded, the source of grants (internal or external) will be taken into consideration. In evaluating the presentations, the relative prestige of the meeting, based on recognition by discipline-specific professional organizations, and the nature of the presentations (whether invited or not), will be taken into consideration. Items designated with a double asterisk are highly valued scholarly activities. The Departmental Performance Review form details research activities and research outcomes relevant to the evaluation of
scholarly productivity, including required or basic expectations. See the appendix for the
Mathematics Department Performance Review document.
Positive external reviews of original research and scholarly productivity will be one of
the factors in promotion consideration.

Service:
For promotion to Associate Professor, faculty members shall at minimum serve on
departmental, college, and university committees asked of them, and participate in
departmental faculty meetings. Other activities, such as service to professional
organizations, participation in Pummill Math Relays, student organizations, consulting,
and community service, will be taken into consideration. Expectations of leadership in
service include, but are not limited to, chairing at least one committee, serving as faculty
sponsor for a student organization, or taking a leadership role in professional
organizations or community service. The Departmental Performance Review document
details service activities and service outcomes relevant to the evaluation of service
contributions, including required, or basic expectations. See the appendix for the
Mathematics Department Performance Review document.

Guidelines for Annual Review of Probationary Faculty
A review of probationary faculty will take place annually. The possible outcomes of this
review will be one of the following.

(i) Progress toward Tenure is Satisfactory.
This is possible if a satisfactory level of performance has been achieved in at least the
areas of both teaching and research, as described below.

Satisfactory Teaching:
In the area of teaching, less weight will be attached to the first year teaching evaluations;
however, consistently good teaching evaluations (no consistent problems indicated by the
teaching evaluations) or evidence of significantly improved teaching effectiveness is
necessary. Also, it is expected that there be substantial involvement in other teaching
activities such as: seminar presentations to students; involvement in special reading
courses; use of computers and other needed technology; manuals and textbooks
published**; involvement in service learning activities; master's theses directed**; master's seminar papers supervised**; honors components supervised; guidance of students making presentations at meetings and seminars; innovative teaching techniques adopted**; teaching awards received; students advised; new course development**, course materials developed to promote student learning; equipment and teaching grants received**. Items designated with a double asterisk are highly valued teaching activities. See the Departmental Performance Review document for details regarding the evaluation of teaching.

**Satisfactory Research and Scholarly Productivity:**
In the area of research and scholarly productivity, a significant record of articles published or accepted for publication in refereed journals, and research grants funded will be considered evidence of satisfactory research. Other scholarly activities that will be considered favorably include: grant proposals submitted; presentations of scholarly work at professional meetings; seminars and colloquia given, and work in progress for publishable research beyond the dissertation. See the Departmental Performance Review document for details regarding the evaluation of research.

**Satisfactory Service:**
Faculty shall have a significant record of service that includes departmental, college, and/or university committees. Other activities such as service to professional organizations, participation in Pummill Math Relays, student organizations, consulting and community service will be taken into consideration. See the Departmental Performance Review document for details regarding the evaluation of service.

(ii) **Progress toward Tenure is Questionable.**
This is possible if a questionable level of performance has been achieved in at least two of the areas of teaching, research, and service, as described below.

**Questionable Teaching:**
In the area of teaching, less weight will be attached to the first year teaching evaluations; however, consistently satisfactory teaching evaluations (no consistent problems indicated by the teaching evaluations) or evidence of improved teaching effectiveness is necessary. Also, favorable consideration will be given for involvement in other teaching activities such as: seminar presentations to students; involvement in special reading courses; use of
computers and other needed technology; manuals and textbooks published**; involvement in service learning activities; master’s theses directed**; master’s seminar papers supervised**; honors components supervised; guidance of students making presentations at meetings and seminars; innovative teaching techniques adopted**; teaching awards received; students advised; new course development**, course materials developed to promote student learning; equipment and teaching grants received**. Items designated with a double asterisk are highly valued teaching activities. See the Departmental Performance Review document for details regarding the evaluation of teaching.

**Questionable Research and Scholarly Productivity:**

In the area of research and scholarly productivity, articles published or accepted for publication in refereed journals, and research grants funded will be considered sufficient evidence of satisfactory research. Other scholarly activities that will be considered favorably include: grant proposals submitted; presentations of scholarly work at professional meetings; seminars and colloquia given; and work in progress for publishable research beyond the dissertation. See the Departmental Performance Review document for details regarding the evaluation of research.

**Questionable Service:**

In the area of service, faculty shall at minimum serve on the departmental, college, and university committees asked of them, and participate in departmental faculty meetings. Other activities such as service to professional organizations, participation in Pummill Math Relays, student organizations, consulting and community service will be taken into consideration. See the Departmental Performance Review document for details regarding the evaluation of service.

(iii) **Progress Toward Tenure is Unsatisfactory.**

This is possible if a unsatisfactory level of performance has been achieved in at least two of the areas of teaching, research, and service, as described below.

**Unsatisfactory Teaching:**

Teaching is unsatisfactory if the faculty member is receiving consistently poor teaching evaluations and there is little or no evidence of improved teaching effectiveness through measures as peer evaluation reports, peer mentor feedback or other external measures of
teaching effectiveness. See the Departmental Performance Review document for details regarding the evaluation of teaching.

**Unsatisfactory Research and Scholarly Productivity:**
Progress toward tenure is unsatisfactory if there is limited or no evidence of research. See the Departmental Performance Review document for details regarding the evaluation of research.

**Unsatisfactory Service:**
Service is unsatisfactory if the faculty member has limited or no involvement in departmental activities. See the Departmental Performance Review document for details regarding the evaluation of service.

**Early Tenure and Promotion:**
Except under extraordinary circumstances, early tenure and promotion will not be considered. For example, a faculty member may be considered for early tenure if, while at Missouri State University, multiple highly-valued teaching activities and outcomes have been documented, three papers in refereed journals were published, an external grant was awarded, and leadership roles for internal and external service activities are documented.

**Documentation**
The faculty member and the department head shall maintain complete documentation for all aspects of that faculty member’s annual reappointment, tenure and promotion. This requirement shall begin at the date of employment. This documentation is a professional portfolio which shall include, but not be limited to: letters of understanding at the time of hire; annual reports from the departmental evaluation committee; annual performance evaluation letters from the department head; all prior recommendations made by the departmental Tenure, Promotion and Reappointment Committee; all prior recommendations made by the department head; summaries of all student evaluations; copies of publications in refereed journals and other scholarly activities; copies of proposals submitted and grants received; list of committee assignments; and participation in faculty developmental activities.
At the time of annual review, tenure, or promotion consideration, the faculty member should refer to the Provost’s website for procedures and details regarding required
supporting documentation. The department head may request additional supporting materials be submitted.

For tenure and/or promotion consideration, external reviews of research and scholarly productivity will be solicited and conform to the guidelines from the Office of the Provost. The external reviewer will be instructed to review the curriculum vitae and samples of work. Information on the candidate's teaching load should be provided to the reviewer. Only work that is eligible for consideration under the terms of appointment should be submitted to reviewers.

Procedure for Tenure, Promotion, Annual Review, and Reappointment Decisions

The entire body of tenured faculty shall serve as the committee on tenure and reappointment. For a promotion to a given rank, the tenured faculty at that rank or higher shall serve as the committee on promotion to that rank.

In accordance with the Faculty Handbook, Section 4.8.3, "Tenured faculty members who have administrative assignments that require them to participate in personnel review at a higher level shall not participate in personnel decisions within his or her home department. A faculty member with a potential conflict of interest (usually evaluating a spouse) should not participate in the evaluation process for annual appointment, tenure, or promotion. Inappropriate actions by individuals on the committee should be addressed by the committee chair and/or members of the personnel committee."

As soon as feasible after the beginning of the fall semester, the department head shall call a meeting of the tenured faculty to elect its chairperson. At the meeting, the tenured faculty committee shall elect a person from the tenured Professors to serve as the chairperson of departmental committee on tenure, promotion, and reappointment for the current academic year.

As soon as possible, the chair of the committee will distribute copies of the current procedures and the relevant portion of the Academic Work Calendar to all faculty.

All votes concerning tenure, promotion, reappointment, or annual review decisions shall be conducted by secret ballot, and the department head shall not vote. Numbered ballots shall be used, which the faculty will draw at random, and the ballots shall be returned to a designated place or box within the time period designated by the committee chairperson.
The ballots will be counted at a meeting of the committee. Each committee member shall have the right to participate in the voting.

For tenure, promotion, or reappointment each ballot will offer two options: YES or NO. Ballots not returned shall simply be reported as "not returned." The number of YES votes must exceed the number of NO votes for an affirmative recommendation to be reported; otherwise, a negative recommendation will be reported.

For annual review of probationary faculty, there will be three options on the ballot: progress toward tenure is satisfactory, progress toward tenure is questionable, and progress toward tenure is unsatisfactory. To be classified into the outcome "progress toward tenure is satisfactory", at least two-thirds of the votes should be in that group; if more than fifty percent of the votes are in favor of "unsatisfactory", the faculty member will be classified into the group "progress toward tenure is unsatisfactory"; otherwise the outcome will be classified as "progress toward tenure is questionable".

All available committee members shall sign the report. Faculty members are free to file minority reports.

The committee shall, when possible, meet at least three weeks prior to the deadline for forwarding the recommendations to the department head. Copies of all reviews will be provided to the faculty member and the department head. The department head will forward a copy to the dean along with the department head's review.

When external reviews of research and scholarly productivity are solicited, the department will follow the guidelines posted on the Provost's website:

[http://www.missouristate.edu/provost/extendreviewerguidelines.htm](http://www.missouristate.edu/provost/extendreviewerguidelines.htm)

Specifically, following the guidelines regarding qualifications of reviews given at the above site, the faculty candidate submits a list of four names of potential reviewers and the Department Head in consultation with the Department Personnel Committee submits a list of four names. Together, the faculty candidate, Department Head, and Personnel Committee select two names from each list and reviews will be solicited from these four individuals by the Department Head.

A file will be established for each candidate. The file will contain all materials submitted by the candidate, and the materials collected by the department head for this purpose. The file will be available for inspection in the department head's office by all eligible voters.
Policy for Appointment to Senior Instructor

The following process outlines the steps which lead to the appointment to Senior Instructor as presented in the revised Faculty Handbook (see relevant section below):

Instructors are eligible to apply for appointment to Senior Instructor in the fall semester of their 5th year of continuous employment with the university. Number of years is not an entitlement for this promotion and judgments will be made at all levels based on the standards for excellence in teaching as measured by departmental criteria developed in accord with the faculty handbook and university parameters.

1. The criteria for reviewing applications for promotion to the rank of Senior Instructor must include three elements: (1) evidence of successful student learning outcomes; (2) use of effective modalities (active learning, inquiry learning, collaborative learning, etc); and (3) leadership in curriculum development, advising, and/or other areas of service.

2. The teaching portfolio will be submitted to the departmental personnel committee for review in accord with the dates specified in the tenure and promotion calendar. The portfolio should include supporting documentation of sustained excellence in teaching. The evidence may include, but not be limited to, student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the written summary detailing rationale for the appointment in accord with departmental criteria. External review is not a requirement of this application process.

3. The departmental personnel committee will submit recommendations to the Department Head in accord with the timelines specified in the Tenure and Promotion Calendar. The Department Head will review all relevant information and make a recommendation to the Dean, who will also conduct a review and forward recommendations to the Provost. The Provost will notify the candidate
for the appointment to Senior Instructor in writing of approval or non-approval of
the appointment.

(Excerpt from the Faculty Handbook, Section 3.5.2 Senior Instructor:
An Instructor who has demonstrated excellence in teaching and service at Missouri State
University for at least five years may be appointed as a Senior Instructor. Senior
Instructors are expected to provide leadership in teaching, contribute to course and
curriculum development and provide appropriate university service. Senior Instructors
may participate in research or creative activities. A Senior Instructor shall be appointed to
a specific term not to exceed five years and may be reappointed to one or more additional
terms, contingent upon satisfactory performance reviews, educational needs and
continued funding. If a Senior Instructor applies for and is appointed to a tenure-track
faculty position, the time spent as Senior Instructor at Missouri State University will not
count toward the probationary period for tenure and promotion. Senior Instructors on 9-
month appointments will receive benefits for 12-months.)

Procedure for Annual Review of this Document
As soon as feasible after a chair is elected, the tenured faculty will elect a standing
committee of three tenured faculty members. This committee will propose amendments
to the policy statement and report to the tenured faculty before the end of the Spring
Semester of each year.