

## Memorandum on Processes for Annual Tenure Review and the Tenure and Promotion Decision

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### **Overview**

The purpose of this memorandum is to summarize and synthesize the processes and considerations which have emerged over the past two years and which have been approved by the Faculty Senate and incorporated into the latest revisions of the Missouri State Faculty Handbook or other documents tied to faculty evaluation. Links to sections of the handbook are imbedded in the text along to links to other resources that may be of assistance to all faculty working on goals tied to tenure and/or promotion. The areas included in this memorandum are University and Departmental Criteria, The Missouri State Mission in Public Affairs, the probationary period, annual tenure review, evaluation of teaching, eligibility and timeline for tenure and promotion, external reviews, career pathways for instructors and clinical faculty, and professional development opportunities.

### **University and Departmental Criteria**

On the Provost website, there is a link to a form that is to be completed and signed by new faculty and the Department Head which documents a meeting that is to occur during the first month of employment related to university and departmental criteria for tenure and promotion (see section 4.7.7 of the Faculty Handbook). (<http://www.missouristate.edu/provost/tpappointments.htm>).

The Faculty Handbook (see section 4.2) prescribes what criteria are to be used when decisions tied to tenure and promotion are made. The departmental criteria in place at the time of hire are what stand for tenure decisions. All departmental criteria must be in alignment with the Missouri State University criteria which is currently under review by the Faculty Handbook Revisions committee Chaired by Dr. Lynn Cline. revisions approved by the Faculty Senate on May 2008, provide clarification on the criteria to be used for promotion decisions, and specifies the amount of time that may elapse during employment when approved criteria are to be applied (see section 4.7.7) It is important that all faculty understand that the current Faculty Handbook is always the policy and contractual document that governs practices tied to faculty evaluation (See section 3.4 of the Faculty Handbook for definitions of Assistant, Associate, and Professor Ranks). ([http://www.missouristate.edu/assets/provost/Faculty\\_Handbook07.pdf](http://www.missouristate.edu/assets/provost/Faculty_Handbook07.pdf)).

### **The University State-Wide Mission in Public Affairs**

Missouri State University's State-Wide Mission in Public Affairs incorporates the three broad themes of Ethical Leadership, Cultural Competence, and Community Engagement. Faculty are encouraged to engage in a collegial dialogue at all levels as to how these themes can be reflected in the areas of teaching, research, and service. A PowerPoint and other materials prepared by the Office of the Provost in collaboration with a number of faculty and administrative groups can be found on the Provost website. These materials provide definitions and clarification as to how these dimensions of the Public Affairs mission are evidenced in all aspects of the university community for faculty, staff, students and administrators.

## The Probationary Period

There is a seven year probationary period for tenure track faculty at Missouri State. The Faculty Handbook provides language that determines when probationary faculty must apply for tenure, which normally is in the fall of the sixth year of employment. The handbook also spells out the conditions when applications may be submitted after the completion of fewer years that may be considered early tenure (see section 4.6.2). There remains a number of faculty who are in a probationary period that began their contracts when the probationary period of six years was the standard; thus, the university is still in transition and faculty with questions are encouraged to first meet with their Department Head to be clear on the amount of time they have remaining before a tenure application must be submitted.

## Annual Tenure Review

Beginning in January of the first year of employment, each probationary faculty will receive an annual tenure review. The review is conducted at three levels: (1) departmental personnel committee; (2) Department Head; and (3) College Dean. There are forms to be completed at each level that provide clear in-put to faculty on progress made toward tenure and/or promotion (<http://www.missouristate.edu/provost/tpappointments.htm>). In addition, all final annual tenure reviews are now forwarded to the Office of the Provost. The Provost website has an annual tenure review calendar that specifies when materials are to be turned into the department and the timeline for when each review will occur and when the probationary faculty might expect feedback (<http://www.missouristate.edu/provost/tpcalendar.htm>). The written feedback provided should address the extent to which the probationary faculty member is making progress toward meeting milestones leading to tenure based on the approved departmental and university criteria discussed during the first month of employment (see earlier section). The feedback should also be clear and factual about accomplishments and include recommendations for how the probationary faculty should proceed to make further progress. If there are concerns about level of progress, these will be documented on the annual tenure review form with a designation of unsatisfactory, questionable, or satisfactory progress (see section 4.6.3.1 of the Faculty Handbook). Probationary faculty are encouraged to carefully review the feedback and discuss the results with the Department Head.

The requirement for an annual tenure review is intended to provide ongoing feedback to a probationary faculty under contract that will be renewed each year provided satisfactory progress is made toward tenure requirements. All processes outlined in the Faculty handbook follow AAUP standards and guidelines. (<http://www.aaup.org/AAUP/pubsres/policydocs/contents/nonreapp-stmt.htm>) Notice of nonrenewal of first year faculty will occur by March 1st and is on the annual tenure review calendar. The personnel committee, Department Head, or Dean may call for a fall review of a 2nd year faculty for consideration for continued employment in the third year if there are documented concerns regarding progress (See section 4.6.1 of the Faculty Handbook) Otherwise, all probationary faculty must submit their materials for the annual tenure review in January of each year as stated earlier and is indicated on the annual tenure review calendar.

All faculty and staff at Missouri State are evaluated annually. For tenured faculty and instructors and Clinical Faculty, there is a yearly performance review conducted. These annual reviews for faculty and staff have been paired with the annual review for merit pay as an approach to streamline these distinctive, but related evaluation processes (<http://www.missouristate.edu/provost/tpappointments.htm>). The annual reviews are maintained in the personnel file in the Dean's office.

## Evaluation of Teaching

The Faculty Handbook (Section 4.2.1) addresses the extent to which certain evidences in the evaluation of teaching may be considered. No more than 50% of the evaluation should be based on student course evaluations. The Provost website has links to resources that can be used to develop other means of formative and summative evaluations. These include, but are not limited to, course portfolios, teaching portfolios, self reporting, models for peer evaluation data, and other tools for reviewing course syllabi and other course materials. The university is engaged in an ongoing dialogue on how these processes could strengthen our effort to provide quality instruction to our students, while adhering to one of the basic traditions of excellence in college teaching. <http://www.adc.missouristate.edu/virtual1.htm>

## Eligibility and Timeline for Tenure and Promotion

The Provost Website provides a separate calendar which delineates the timeline and process for tenure and promotion decisions (<http://www.missouristate.edu/provost/tpcalendar.htm>). This process now begins in the spring semester prior to the submission of the application for tenure and/or promotion in early fall. The form that must be included in the application for tenure and/or promotion can be found at (<http://www.missouristate.edu/provost/tpappointments.htm>). Personnel files are now maintained in the Dean's Office, and the Deans provide a listing of those determined to be eligible to apply for tenure and/or promotion at the beginning of the tenure and promotion review cycle. These names are reviewed by the Office of the Provost and HR to ensure that all required documents are in the personnel file housed in HR. The objective during the spring semester is to discuss the strengths of the application based on the annual tenure review for probationary faculty and the yearly performance reviews for tenured faculty. In addition, candidates for tenure and/or promotion begin a process involving the Department Head and the Departmental Personnel Committee to select external reviewers.

## The External Review

Department Heads are responsible for managing the external review process. They are responsible for collecting a sufficient number of reviews for the tenure and/or promotion decision. Department Heads are to insure that the external reviewers do not pose a conflict of interest due to a professional or personal relationship with the candidate for tenure and/or promotion (see Appendix A for External Review Letter). Department Heads must insure that minimally, the external reviewers are employed by institutions of higher education which are comparable to Missouri State and that the individuals selected agree to participate in the process before the packets are sent out during the month of August. External reviewers will be identified collaboratively by the faculty member and the Department Head working with the personnel committee.

External reviewers will be identified using the following approach:

1. In the spring semester of the prior year before the submission of the dossier in the fall (see tenure and promotion calendar) the Department Head and faculty will meet to develop the two listings from which the external reviewers will be selected.  
<http://www.missouristate.edu/provost/tpcalendar.htm>
2. Ideally, the faculty will submit four names and the Department Head will submit four names, working collaboratively with the personnel committee, to create the pool of potential peer reviewers.
3. The Department Head and Faculty, in conjunction with the departmental personnel committee will work collaboratively to identify four external reviewers, two from each list. The Department Head will handle the process of sending the material to the external reviewers.

4. The Packet of material to be sent to external reviewers may vary depending on the discipline. The evidentiary material should provide sufficient information in the area of research that could be reviewed against the departmental and University criteria for tenure and/or promotion. For example, an entire book should be submitted in the packet, not just excerpts. Complete Copies of articles should be provided for the period under review. The packets should include the following information: <http://www.missouristate.edu/provost/57030.htm>
  - a) Personal Summary Statement (2-5 pages summarizing accomplishments, background, goals, plans)
  - b) An up-to-date curriculum vitae.
  - c) Departmental criteria for tenure and/or promotion which have been approved by the Dean and the Provost that aligns with the criteria in the Missouri State University Faculty Handbook. Relevant University criteria found in the Faculty Handbook has also been provided (See appendix A).
  - d) Information on the number of hours taught and other pertinent details concerning the Candidate's teaching assignment in each academic year since the last promotion or since the time of hire if this is a tenure consideration.
  - e) Samples of research selected by the Candidate that are of the type for which the enclosed criteria would be applied as part of the tenure and/or promotion decision.
5. It is recommended that the external peer reviewers be identified and the packets containing evidentiary material in the areas of teaching and research be mailed during the dates specified in the tenure and promotion calendar. The tenure and promotion calendar identifies a March 31 date for when the selection process should begin.

### **Career Pathways for Instructors and Clinical Faculty**

The Faculty Handbook provides for career pathways for instructors (See sections 3.6.1 – 3.6.2 of the Faculty Handbook and Clinical Faculty (See sections 3.6.11 of the Faculty Handbook) to advance during their careers at Missouri State. For instructors, it is possible to apply for the rank of Senior Instructor after five years of service to the university. Instructors applying for Senior Instructor must make an application and submit materials for review in accord with the timeline and processes set forth in the tenure and promotion calendar. Instructors are only eligible to apply for Senior Instructor in departments that have approved criteria that have been developed in accord with the university criteria for Senior Instructor (<http://www.missouristate.edu/provost/54008.htm>).

Clinical Faculty instructors may also apply for promotion to the rank of Assistant, Associate, or Professor within the clinical track based on the approved departmental criteria. Like The regular instructors, number of years is not an entitlement to the promotion. External reviews are not a requirement of the application process for either Senior Instructor or Clinical Faculty promotions.

### **Professional Development Opportunities**

The Faculty Center on Teaching and Learning website provides a calendar of events that faculty may access to re-tool or to focus on various practices that will assist in the tenure and/or promotion process. During the 2009-2010 academic year, there will be a number of workshops and discussion on how to build a dossier for T&P, tools to be used in the evaluation of teaching, and sessions designed to "kick off" the cycle for those faculty applying for tenure and/or promotion. Faculty are encouraged to visit this website frequently for the latest in professional development opportunities.