

**DEPARTMENT OF SOCIOLOGY AND ANTHROPOLOGY**  
**Reappointment, Tenure, and Promotion Criteria and Guidelines**

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**I. GENERAL PRINCIPLES**

- A. The policies and procedures contained in this document are guided by, and consistent with, relevant aspects of the *Missouri State University Faculty Handbook* and policies distributed by the College of Humanities and Public Affairs (CHPA) Dean's Office and the Missouri State Provost's Office. These policies also reflect the mission and goals of the Department of Sociology and Anthropology.
- B. Faculty at Missouri State University are expected to engage in professional activities that encompass three areas: teaching, research/scholarship, and service. The University's reappointment process for tenure-track faculty, continuing instructors, and per-course instructors, along with tenure and promotion decisions require a structured and consistent review of faculty performance. The purpose of this document is to specify the procedures and criteria used by the Department of Sociology and Anthropology for faculty evaluation processes involving reappointment of tenure-track faculty/continuing instructors/per-course instructors, along with tenure and promotion recommendations.
- C. For detailed information on various timetables, procedures involved after personnel evaluation decisions are made at the department level, and appeals, consult the *Faculty Handbook*, the *Academic Work Calendar*, or policies distributed by the CHPA Dean's Office and the Provost's Office. The Department policies and procedures operate within these established guidelines and describe the processes involved in making personnel decisions within our unit that will be forwarded to the CHPA Dean's Office.
- D. The policies in this document will be reviewed each Fall Semester by the Department Faculty to assure compliance with the *Faculty Handbook* and other relevant policy statements, as well as the adequacy of department policies for handling personnel evaluations. Changes and amendments may only be made by a majority vote of the ranked faculty in the Department.
- E. Regardless of the type of evaluation, each faculty member is responsible for assembling evidentiary documentation and submitting materials according to established deadlines. Departmental deadlines will be announced at least 30 days prior and distributed via e-mail by the Department Head.
- F. Faculty being reviewed for reappointment, tenure, and/or promotion to associate professor have the right to be evaluated using the guidelines in place when they were hired or may elect to be evaluated using current guidelines. Faculty being reviewed for promotion to full professor have the right to be evaluated using guidelines in place at the time they were promoted to associate professor or at the time of hire, if they were hired as an associate professor. Candidates for full

professor also may elect to be reviewed under the guidelines currently in-place at the time of their promotion application.

- G. Faculty applying for reappointment, tenure and/or promotion must submit an application portfolio. This portfolio is cumulative reflecting the faculty member's academic career, with specific emphasis on either time at Missouri State University (if applying for tenure and/or promotion to associate professor) or time since promotion to associate professor (if applying for promotion to professor). The following materials should be included:
1. for tenure and/or promotion, the standard, approved cover sheet for the application distributed by the Provost's Office.
  2. a cover letter or statement briefly explaining accomplishments in teaching, research/scholarship, and service during the review period.
  3. CHPA Faculty Activity Reports documenting activities during the review period.
  4. an updated curriculum vita.
  5. documentation in support of teaching activities organized according to guidelines distributed by the CHPA Dean's Office.
  6. documentation in support of research/scholarship organized according to guidelines distributed by the CHPA Dean's Office.
  7. documentation supporting service activities organized according to guidelines distributed by the CHPA Dean's Office.
- H. Missouri State University requires all candidates for tenure and promotion (with the exception of faculty applying for promotion to the rank of Senior Instructor) to have their materials examined by external reviewers following the timelines and guidelines established by the Provost's Office. The external reviewer primarily focuses on the candidate's scholarship. Written statements from external reviewers are included in the applicant's portfolio.
- I. Faculty Evaluation Committees (FEC) reviewing reappointment and tenure applications are comprised of the tenured Faculty in the candidate's program (Sociology or Anthropology). The FEC considering promotion applications will be comprised of the Faculty in that program (Sociology or Anthropology) at or above the rank for which the candidate is applying. In case a program cannot assemble an FEC with at least three members, the Department Head will locate qualified Faculty outside the candidate's program willing to serve on the FEC for that particular case.
- J. The Department Head will provide the FEC with results from all relevant quantitative and qualitative data gathered through the standard CHPA teaching evaluation instrument.
- K. Candidates should submit their portfolio for reappointment, tenure, and/or promotion to the Department Office according to a deadline established by the Provost's Office and announced by the Department Head prior to September 1 of each academic year.
- L. The FEC also shall have access to the department permanent file for each candidate. This file includes:

1. annual letters of review by the Department Head.
2. previous recommendations by the FEC.
3. any negotiated changes in normal expectations or individualized goals and objectives.

Individual faculty members may examine their own file and make appropriate copies. Under no circumstances may documents be removed from the file or the Department Office. No document may be added or removed from the permanent file without the knowledge of the affected faculty member. The Department Head and Department Secretary are responsible for maintaining the security of the permanent files.

- M. The FEC will examine all materials and consult with relevant faculty for annual reappointment, tenure, and promotion decisions. All tenured faculty in the applicant's program will be consulted for reappointment and tenure decisions. When considering recommendations for promotion, the committee will consult with all tenured members of the relevant program who hold rank equal or higher than the rank for which the candidate applied. All relevant faculty will have access to the candidate's submitted material, but not the department permanent file.
1. No records will be kept which identify any individual making a recommendation, other than the names of the FEC members involved. The committees will keep only a general summary of consultation results with other faculty members.
  2. The candidate's application portfolio will be available to the FEC, Department Head, and all appropriate faculty members only for the length of time before the application is forwarded to the CHPA Dean's Office.
- N. The FEC will craft a statement and make a recommendation for each reappointment, tenure, and promotion decision, using the prescribed form distributed by the Provost's Office. The form will be signed by each member of the FEC. After completion, the FEC Chair will forward the committee recommendation to the Department Head according to the deadline established by the Provost's Office. The Department Head then will forward a copy of this recommendation to the candidate.
- O. After making his or her recommendation to the CHPA Dean on a candidate's application for reappointment, tenure, or promotion, the Department Head will meet with each candidate for the purpose of discussing his or her application and informing her or him of the Department Head's recommendation to the Dean. Each candidate also will receive a written statement from the Department Head by the date established by the Provost's Office.
- P. Personnel decisions based on lifestyle, philosophical outlook, divergent beliefs, and collegiality are invalid if they cannot be documented as affecting the quality or quantity of job performance.

- Q. It is understood the requirements for tenure and/or promotion will not exclude work completed prior to employment at Missouri State University; however, greater emphasis is given to accomplishments at Missouri State since time of hire or the last promotion.
- R. It should be understood performance reviews for “pay for performance” are based on one year while reappointment, tenure, and promotion decisions are based on an accumulated record over a longer time period. Thus, what might constitute “competent” annual performance cumulatively might not be judged adequate for reappointment, or the awarding of tenure or promotion. Candidates must understand that meeting the department’s minimum qualifications for “competent” performance on a yearly basis does not necessarily guarantee a positive tenure or promotion decision.
- S. Individuals having special duties requiring a significant investment of time, which are undertaken to achieve Department, College, or University goals and objectives, may seek to negotiate with the Department Head equivalency in the normal expectations for reappointment, tenure, and/or promotion. This negotiation shall take place either at the time of appointment or during an annual meeting with the Department Head for discussing workload and evaluation weights. This agreement between the faculty member and Department Head must be approved by the CHPA Dean. A written copy of this agreement, if approved by all parties, shall be placed in the permanent file of the faculty member and given full consideration by the FEC and Department Head during subsequent reappointment, tenure, and/or promotion decisions.
- T. Pre-Tenure Reviews: Each year during the probationary period, the Department Head and FEC shall conduct a pre-tenure review. All tenured faculty members in the applicant’s program will be consulted for this process. The FEC and Department Head will specify in writing to the probationary faculty member one of the following outcomes, with detailed support:
1. Progress towards tenure is satisfactory.
  2. Progress towards tenure is questionable, identifying areas for improvement and providing specific suggestions.
  3. Progress towards tenure is unsatisfactory, providing specific rationale.
- U. All continuing Instructors and Per-Course Instructors with a likelihood of being rehired shall be reviewed annually by the FEC for reappointment using the criteria articulated in relevant areas of the compensation review policy. Continuing Instructors will be reviewed during the “pay for performance” process. Per-Course Instructors will be reviewed during April each year. The FEC recommendations in these matters will be forwarded to the Department Head.
- V. When evaluating scholarly outcomes for reappointment, tenure, and promotion, the Department values and encourages engaged or applied scholarship. However, in order to be considered the equivalent of traditional scholarly products (i.e. journal articles or book chapters), the engaged or applied scholarship must involve some sort of product available to a constituency and must involve peer review either by academics qualified to make a

judgment and assessment of the work, or by demonstrating clear and significant community impact resulting from the scholarly outcome. Engaged or applied scholarship includes translational work (the communication of existing research in one's discipline to publics outside the field), and the collaborative production of knowledge (cooperative work with publics in developing and distributing new knowledge).

While never a complete substitute for publications in scholarly outlets, engaged or applied scholarship can be counted toward tenure and promotion as a portion, even a significant portion, of a candidate's scholarly activity qualifying them for promotion and/or tenure on this aspect of the faculty role. It is essential candidates relying on alternative scholarship forms when building a tenure and/or promotion case understand it is their sole responsibility to present a convincing argument their engaged or applied work constitutes significant scholarship. It is vital this work is reviewed by experts capable of making an objective evaluation, similar to the peer review process involved with publishing journal articles, book chapters, or book-length manuscripts. To satisfy the peer review requirement for engaged or applied scholarship, a candidate for tenure and/or promotion might use either of the following methods:

1. The candidate might request their engaged or applied work be sent to an external reviewer who has the credentials and professional reputation appropriate to evaluate the engaged or applied scholarly activity. The candidate may submit names of potential reviewers to the Department Head; however, the FEC Chair and Department Head will make the final determination of an appropriate reviewer or reviewers. The Department Head and FEC Chair may decide to use more than one reviewer. The Department Head will contact the reviewer(s) and arrange for the evaluation process. If a candidate is going to pursue this type of peer evaluation for their engaged or applied scholarly outcomes, she or he should make a request for external review to the Department Head early enough so this review can be included in the portfolio and considered by the FEC, relevant faculty, and the Department Head.
2. The candidate might solicit letters from credible community or agency leaders sent directly to the Department Head. These letters should provide a detailed, specific discussion on the impact of a particular project or projects on either their agency or a community-based group. The Department Head will include these letters in the candidate's tenure and/or promotion file. If a candidate is going to use this avenue for establishing significant scholarship, the candidate should request letters from these leaders early enough so this documentation can be included in the portfolio and considered by the FEC, relevant faculty, and the Department Head.

## **II. REAPPOINTMENT CRITERIA**

*Decisions for annual reappointment of tenure-track faculty during the probationary period are based on demonstrated high quality performance beyond the basic competencies required for initial appointment. Successful candidates for reappointment will have documented achievements indicating developing competencies in teaching, research/scholarship, and service appropriate for the point in their career when the review occurs. The candidate must be making satisfactory progress toward the awarding of tenure. Each review of probationary faculty includes a detailed account of strengths and weaknesses in the candidate's record.*

- A. Teaching: Tenure-track faculty shall submit a portfolio to the FEC containing a brief statement of intent for each course along with the syllabus, sample tests, and any other relevant course materials. Documentation of teaching effectiveness should include such items as descriptions of innovative methods used in the classroom, a record of advising, and evidence of faculty development in teaching. Issues such as prior teaching experience, teaching load, class size and level, and the nature of the courses taught will be taken into consideration.
- B. Research/Scholarly Activity: Tenure-track faculty must demonstrate a scholarly agenda for recognizable outcomes. In subsequent reviews, these faculty must demonstrate meeting their scholarship agenda. Tenure-track faculty are expected to present papers at professional conferences and produce scholarly publications, or the equivalent.
- C. Service: Faculty must demonstrate service contributions through a combination of department, college, university, professional, or community organizations.

## **III. CRITERIA FOR RECOMMENDING TENURE**

*Decisions to grant tenure are based on evidence of strong performance in the areas of teaching, research/scholarship, and service. In particular, there must be evidence of effective teaching, a successful research/scholarly agenda demonstrated by scholarly outcomes, and service consistent with the mission of the Department, College, and University.*

- A. Teaching: Faculty must demonstrate a record of effective teaching performance illustrated by accomplishing the types of activities listed in the compensation review policy document. Teaching is a central responsibility of the University and effectiveness in teaching is required for tenure. Faculty must show continual effort to improve their teaching. The tenure portfolio should include a statement of the faculty member's philosophy of teaching and how this is incorporated into the classroom. Teaching

intensive activities, such as written assignments, essay exams, and experiential learning exercises, especially when applied in upper-division courses, will be viewed positively.

- B. **Research/Scholarly Activity:** There is no strict number of scholarly publications required for tenure; however, faculty generally and typically are expected to demonstrate achievements equivalent to four scholarly peer-reviewed publications, some of which may be in-press at the time of tenure consideration. The FEC and Department Head have the discretion to decide what constitutes the equivalent of four scholarly peer-reviewed publications, taking into consideration the quality of the work, and must support this decision in writing. We also expect candidates to demonstrate a record of at least five paper presentations at professional conferences appropriate to their discipline. Some, but not all, of these accomplishments can take the form of engaged or applied scholarship meeting the criteria listed in Section I.V. above. In the judgment of the FEC and Department Head, an academic book can be considered equivalent to several of these scholarly products if it was completed and received final acceptance for publication during the applicant's probationary period. Applicants also must indicate evidence of taking a lead role in the production of scholarly outcomes and, if the tenure-track faculty member comes to Missouri State with previous scholarly outcomes, that faculty member must demonstrate a sustained scholarly agenda during the probationary period.
- C. **Service:** Faculty must demonstrate significant service contributions through a combination of department, college, university, professional, or community organizations.

#### **IV. CRITERIA FOR RECOMMENDING PROMOTION**

A. **Promotion from Instructor to Senior Instructor:**

*The rank of Senior Instructor involves a demonstrated record of excellence in teaching and service activities. In order to be eligible for the rank of Senior Instructor, a faculty member is expected to provide leadership in teaching, contribute to course and curriculum development, and provide appropriate university and community service.*

1. Instructors are eligible to apply for appointment to Senior Instructor in the Fall Semester of their fifth 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 the standards for excellence in teaching as measured by departmental criteria developed in accord with the *Faculty Handbook* and University parameters.
2. **Teaching:** Promotion to Senior Instructor requires faculty to demonstrate a record of effective teaching performance illustrated by accomplishing the types of activities listed in the compensation review policy document. Teaching is a central responsibility of the University and effectiveness in teaching is a fundamental requirement for promotion to Senior Instructor. Faculty must show

continual effort to improve their teaching. The application portfolio should include a statement of the faculty member's philosophy of teaching, how this is incorporated into the classroom, along with a record of student advising. Teaching intensive activities, such as written assignments, essay exams, and experiential learning exercises, especially when applied in upper-division courses, will be viewed positively.

3. Service: Promotion to Senior Instructor requires a consistent and significant record of service contributions through a combination of department, college, university, professional, or community organizations.

B. Promotion from Assistant Professor to Associate Professor:

*The status of Associate Professor indicates a demonstrated and enhanced record of effectiveness in the areas of teaching, research/scholarship, and service. A tenure-track faculty member successfully meeting requirements for tenure in teaching, research/scholarship, and service, also meets requirements for promotion to Associate Professor.*

C. Promotion from Associate Professor to Professor:

*The status of Professor is the highest, most prestigious, academic rank indicating a strong and cumulative record of accomplishment and effectiveness in teaching, scholarly activity, and service. Further, the rank of Professor requires demonstrated leadership in academic endeavors, including the ability to initiate activities and take on responsibilities based on the expertise and wisdom accumulated through sustained academic experience.*

1. Teaching: Promotion to Professor requires a documented strong record of sustained teaching effectiveness. Contributions are expected to extend beyond normal teaching responsibilities and include efforts such as planning new courses and/or curriculum, innovative teaching techniques, interdisciplinary teaching, educational work with student or community groups, and effective academic advising, to name just a few examples. Teaching awards, grants, applying principles in the scholarship of teaching and learning, and other activities included in the policy document for compensation review obviously strengthen the application.
2. Research/Scholarly Activity: While there is no specific number of publications required for promotion to Professor, at a minimum faculty are expected to demonstrate outcomes including eight scholarly publications, some of which may be in-press at the time of promotion consideration, and ten paper presentations at professional conferences appropriate to their discipline. These requirements represent accomplishments over the entire career of the faculty member. Some, but not all, of these accomplishments can take the form of engaged or applied scholarship meeting the criteria listed in Section I.V. above. In the judgment of the FEC and Department Head, a published book can be considered equivalent to

several scholarly products if it was completed and received final acceptance for publication since the applicant's last promotion. However, it is essential candidates requesting promotion to Professor demonstrate a sustained and consistent scholarship record since their promotion to Associate Professor, or for the four years preceding promotion consideration. Additional scholarly activities, such as those listed in the policy for compensation review, strengthen a candidate's application for promotion to Professor. Candidates for Professor must have a clearly defined research agenda, solid evidence of success accomplishing this agenda, and demonstrated ability to operate as an autonomous, or lead, scholar.

3. Service: Promotion to Professor requires a documented record of sustained service both within and outside of the Department demonstrating leadership and initiative. Service activities directly related to the University/College/Department or the use of expertise from one's discipline will be given the greatest emphasis. Service awards, grants, along with various activities listed in the policy for compensation review strengthen this application.