

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

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I. GENERAL PRINCIPLES

- A. The purpose of this document is to specify the procedures and criteria used by the Department for reappointment decisions and tenure and promotion recommendations.
- B. The policies and procedures contained in this document are guided by, and consistent with, relevant aspects of the *Faculty Handbook* and policies distributed by the office of the Dean of the College of Humanities and Public Affairs (CHPA) and the Missouri State Provost's office. These policies also reflect the mission and goals of the Department of Sociology and Anthropology.
- C. The policies in this document will be reviewed at least every three years by the department faculty to assure compliance with the *Faculty Handbook* and other relevant policy statements and to improve the process of faculty evaluation. Changes and amendments may only be made by a majority vote of the ranked faculty in the department.
- D. Faculty at Missouri State University are expected to engage in professional activities that encompass three areas, which can and should incorporate the public affairs mission of the university:
 - 1. Teaching is the foremost obligation of faculty at Missouri State and includes such things as advisement and mentoring of students, curricular development, and program supervision, as well as classroom instruction. Additional examples of teaching activities can be found in the department's Annual Performance Review guidelines.
 - 2. Ranked faculty are expected to engage in scholarly activities related to their discipline and customarily denoted as Research, including the discovery, synthesis or integration, and application of knowledge, which may include instructional material and engaged public research. Research should produce outcomes that are made public and subjected to critical review by peers, such as grant applications, scholarly publications, and presentations at professional meetings.

3. Service refers to professional contributions by faculty to the affairs of the department, college, university, community, or profession. Every faculty member is minimally obliged to serve their program and department.
- E. The Department Head shall meet with newly hired faculty during their first month of employment and review this tenure and promotion document. Both parties will sign off on these guidelines using a form provided on the Provost's webpage, and this form shall be placed in the faculty member's personnel file.
- F. Every faculty hire is an investment in the future of the Department. Therefore, it is in our best interest to assist new faculty in the performance of their duties and help them progress to tenure and promotion. By the end of their first semester, the Department Head shall appoint a tenured faculty mentor to guide each new faculty member.
- G. 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 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 hired as an Associate Professor, but the guidelines can be no more than 5 years old. Candidates for Professor also may elect to be reviewed under the guidelines currently in place at the time of their promotion application.
- H. Requirements for tenure and/or promotion will not exclude work completed prior to employment at Missouri State University; however, greater emphasis will be given to accomplishments at Missouri State since time of hire or the last promotion.
- I. Individuals having life circumstances (such as serious illness or accident) that significantly interfere with their work, or special duties requiring a significant investment of time that are undertaken to achieve department, college or university goals or objectives (such as teaching overload or program coordination) may seek to negotiate with the Department Head for adjustments in the normal expectations for reappointment, tenure, and/or promotion. This negotiation shall take place either at the time of appointment or during the required annual meeting with the Head. This agreement between the faculty member and Head must be approved by the CHPA Dean and the office of the Provost. 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 Department Personnel Committee and Department Head during subsequent reappointment, tenure, and/or promotion decisions.
- J. All continuing full-time faculty – Instructors, Assistant and Associate Professors, and Professors – are subject to annual review by the Department Personnel Committee and the Department Head, according to criteria in the Department's Annual Performance Review guidelines. However, in years when there will not be a performance-based salary adjustment ("merit"), the full-time faculty may, by majority vote, elect to forgo review by the Department Personnel Committee and be evaluated solely by the Head. Per-course

Instructors with a likelihood of being rehired shall be reviewed by the Head after each semester according to their teaching performance. The Head will provide them with a letter of evaluation within 30 days of the end of the semester, and a copy will also be provided to the Department Personnel Committee.

- K. Annual performance reviews 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. Meeting the department’s minimum qualifications for “competent” performance on a yearly basis does not necessarily guarantee a positive tenure or promotion decision. Similarly, one annual review that does not constitute “competent” performance will not automatically disqualify the applicant from being awarded tenure or promotion.

II. PROCEDURES

- A. For detailed information on 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. 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.
- B. Regardless of the type of evaluation, each faculty member is responsible for assembling evidentiary documentation and submitting materials according to established deadlines. Information about these deadlines is available at the Provost website at: <http://www.missouristate.edu/provost/tenureandpromotion.htm>. Material added after announced deadlines may not receive full consideration.
- C. The Department Personnel Committee (DPC) is made up of all tenured faculty in the Department, with the exception of the Department Head, and is charged with conducting annual reviews and evaluating applications for reappointment, tenure and promotion. Individuals will recuse themselves from evaluations where they have a conflict of interest. In addition, only Professors shall evaluate applicants for promotion to the rank of Professor. The DPC shall have at minimum three members and normally five or more. In the event of a shortfall, the Dean will appoint qualified faculty from other departments, after consulting with the Head, the DPC, and the faculty member(s) being evaluated. Given that the Department includes two programs and disciplines, there will be two Department Personnel Subcommittees (DPS), Sociology and Anthropology, consisting of all tenured faculty in one or the other discipline. Each subcommittee will elect a chair. The Sociology subcommittee will evaluate Sociology faculty and the Anthropology subcommittee will evaluate Anthropology faculty. Each subcommittee will present its recommendations to the full DPC for a final vote. All appropriately ranked faculty will, therefore, have access to all portfolios.

- D. The Department Head will provide the relevant Department Personnel Subcommittee with results from all relevant quantitative and qualitative data gathered through the standard CHPA teaching evaluation instrument.
- E. Faculty applying for reappointment, tenure and/or promotion must submit an application portfolio. This portfolio is cumulative and should reflect 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 must be included:
1. The standard, approved cover sheet for tenure or promotion, distributed by the Provost's Office.
 2. A cover letter or statement briefly explaining accomplishments in Teaching, Research, and Service during the review period.
 3. An up-to-date curriculum vitae.
 4. Previous evaluations by the Department Personnel Committee, the Department Head, and the Dean, either from the point of hire for tenure-track faculty or from the last promotion for tenured faculty.
 5. Documentation in support of Teaching activities¹ organized according to guidelines distributed by the CHPA Dean's Office.
 6. Documentation in support of Research activities² organized according to guidelines distributed by the CHPA Dean's Office.
 7. Documentation supporting Service activities³ organized according to guidelines distributed by the CHPA Dean's Office.
- F. 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 focuses primarily on the candidate's research. Written evaluations from external reviewers will be added to the applicant's portfolio by the Department Head.
- G. Choice of External Reviewers: An applicant for tenure or promotion will submit the names of four qualified reviewers. The Department Head, in collaboration with the relevant Department Personnel Subcommittee, will also submit four names. The applicant will then select two people from the list of eight and the Department Head and the Chair of the relevant subcommittee will select two. The Head will contact these four individuals and solicit their participation in the review process. If fewer than three agree, then the

¹ Refer to Department guidelines for the Annual Performance Review for a list of Teaching activities.

² Refer to Department guidelines for the Annual Performance Review for a list of Research activities.

³ Refer to Department guidelines for the Annual Performance Review for a list of Service activities.

applicant, the Head, and the Chair will rank the remaining names and the Head will contact them, one by one, until there are at least three reviewers.

- H. When evaluating scholarly outcomes for reappointment, tenure, and promotion, the department values and encourages engaged public research, which should be based on applications of the scholar's discipline to the needs of society and contribute to the public good. In order to be considered as equivalent to traditional scholarly products such as journal articles and book chapters, engaged public research must include a product or result of clear and significant public impact and be subjected to a peer review either by academics qualified to make a judgment and assessment of the work or by community representatives.

While never a complete substitute for publications in scholarly outlets, engaged or public research can be counted toward tenure and promotion as a portion, even a significant portion, of a candidate's research. When building a case for tenure and/or promotion, candidates should present a convincing argument that their engaged or applied work constitutes significant research. It is essential for this work to be 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 public research, a candidate for tenure and/or promotion might use either of the following methods:

1. The candidate might request that their engaged or applied work be sent to an external reviewer who has the credentials and professional reputation appropriate to evaluate this research. The candidate may submit names of potential reviewers to the Department Head; however, the relevant Department Personnel Subcommittee Chair and the Head will make the final determination of an appropriate reviewer or reviewers. The Head and the Chair may decide to use more than one reviewer. The 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 research outcomes, then this request for external review should be made to the Head early enough that the review can be included in the portfolio and considered by the DPC, relevant faculty, and the Head.
 2. The candidate might solicit letters from credible community or agency leaders that would be 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 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 research, the candidate should request letters from these leaders early enough so this documentation can be included in the portfolio and considered by the Department Personnel Committee, relevant faculty, and the Head.
- I. Candidates shall submit their portfolio for reappointment, tenure, and/or promotion to the Chair of the relevant Department Personnel Subcommittee according to a deadline established by the Provost's Office and announced by the Department Head at the

beginning of each academic year. The candidate's application portfolio will be available to the DPC and the Head only for the length of time before the application is to be forwarded to the Dean of the CHPA.

- J. The Department Personnel Subcommittee 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. This form will be signed by each member of the subcommittee and submitted to the Department Head according to the deadline established by the Provost's Office. The Head will provide the candidate with a copy of this recommendation. No records will be kept which identify the decisions made by individual committee members. The committee will keep only a general summary of consultation results with other faculty members.
- K. After writing a 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 the candidate of the Head's recommendation to the Dean. Each candidate will also receive a written statement from the Head by the date established by the Provost's Office.
- L. Each year during the probationary period the Department Head and relevant Department Personnel Subcommittee shall conduct a review of progress towards tenure and specify in writing to the probationary faculty member one of the following outcomes, with a written justification for their recommendation:
 - 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.
- M. Probationary faculty will receive notice on their reappointment by March 1 in their first year of service, by December 15 in their second year (if required, only under special circumstances), and again 12 months before expiration of their appointment (generally around May 1) in their second, third, fourth, fifth, and sixth years.

III. 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, 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 Department Personnel Committee 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: Tenure-track faculty must have a scholarly agenda that can lead to recognizable outcomes. In subsequent reviews, tenure-track faculty must demonstrate this agenda in scholarly outcomes. 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.

IV. EARLY TENURE OR PROMOTION

- A. An Assistant Professor must apply for tenure and promotion to the rank of Associate Professor no later than their sixth year of employment at the University, or less if specified in the initial letter of employment. Application may be made in the fourth or fifth year of employment in exceptional cases, where there is a consistent record of commendable and exceptional ratings in annual performance reviews.
- B. An Associate Professor is eligible to apply for promotion to Professor in the fifth year of service in rank. Application may be made in the fourth year in rank in exceptional cases, where there is a consistent record of commendable and exceptional ratings in annual performance reviews.

V. CRITERIA FOR RECOMMENDING TENURE

The decision to grant tenure is based on evidence of strong performance in the areas of teaching, research, and service. In particular, there must be evidence of effective teaching, a successful research agenda demonstrated by scholarly outcomes, and service consistent with the missions of the Department, the College, and the University.

- A. Teaching: Teaching is a central responsibility of the University. All faculty must regularly demonstrate effective teaching and show continual effort to improve their performance. Tenure requires a cumulative record of at minimum a “competent” level on annual evaluations of teaching, based on the department’s Annual Performance Review guidelines. This generally requires an overall mean score close to the CHPA mean and satisfactory performance of the following duties:
 - 1. Give exams and quizzes covering material presented in class and consistent with chosen topics.

2. Proctor final exams or offer other academic experiences during the scheduled final exam period.
 3. Give exams and collect assignments according to dates on the syllabus or provide reasonable notice of any changes.
 4. Utilize videos, presentations, lectures, and/or guest speakers covering course topics and enhancing student learning.
 5. Provide syllabi and course policy statements outlining university policies, with clear grading criteria and a systematic course outline with topics covered.
 6. Keep posted office hours and effectively advise assigned students.
 7. Revise and/or update existing courses in the assigned course load.
 8. Utilize relevant and up-to-date course content as reflected in syllabi, textbooks, readings, assignments, videos, and/ or guest lecture presentations.
 9. Incorporate cultural diversity into course content.
 10. Supply reference letters for qualified students when requested.
- B. Research: There is no strict number of publications required for tenure; however, faculty are typically 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 Department Personnel Committee and Department Head have the discretion to decide what constitutes the equivalent of four peer-reviewed publications, taking into consideration the quality of the work, and must support this decision in writing. The Department also expects candidates to demonstrate a record of at least five research presentations at professional conferences appropriate to their discipline. Some, but not all, of these accomplishments can take the form of engaged or applied research meeting the criteria listed in Section II.H. above. In the judgment of the DPC and the Head, an academic book can be considered equivalent to several publications 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 publications. If the tenure-track faculty member comes to Missouri State with previous publications, that faculty member must also demonstrate a sustained research agenda and publications during the probationary period.
- C. Service: Faculty must demonstrate a cumulative record of at minimum a "competent" level on annual evaluations of service, based on the department's Annual Performance Review guidelines. This generally requires:
1. Regular attendance at faculty meetings and demonstration of a willingness to participate in Department activities.
 2. Active service on two department committees or task forces per annum. An individual assignment within the department (i.e., library representative, sponsor of a student organization or honor society, editor of a program website or newsletter) may substitute as one, but only one, of these department-level responsibilities.
 3. Active professional service outside the department to the College, the University, the profession, or the Community on an annual basis.

VI. CRITERIA FOR RECOMMENDING PROMOTION

A. Promotion from Instructor to Senior Instructor:

The rank of Senior Instructor involves a demonstrated record of “commendable” teaching and “competent” 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 outlined in the department’s Annual Performance Review guidelines. The minimal expectation is a record of commendable and exceptional evaluations in teaching and service for the previous three years.
2. Teaching: Promotion to Senior Instructor requires faculty to demonstrate a cumulative record of effective teaching performance illustrated by accomplishing the types of activities listed in the department’s Annual Performance Review guidelines (and below) for commendable teaching.

In order to be considered “commendable”, instructors’ overall teaching evaluation scores should be above the college mean and they should meet all criteria for “competent” peer evaluations of teaching materials outlined in Section V.A.1-10 plus two of the following:

1. Demonstrate leadership in new curricular developments such as innovative courses, programs, and/or teaching approaches not previously offered or utilized in the Department.
 2. Demonstrate a willingness to teach a variety of courses and/or develop new courses in traditional, hybrid, or distance learning formats.
 3. Foster student interaction through the use of engagement strategies in at least one class, such as student presentations, debates, and team papers.
 4. Serve as a member of a committee for graduate or undergraduate student research projects (i.e., thesis, graduate paper).
 5. Serve as an instructor in their area of expertise in a recognized teaching or advising workshop.
 6. Provide evidence of significant and commendable accomplishments as the program director/coordinator of an undergraduate program and/or Director of Graduate Studies.
 7. Other documented activities deemed by the Faculty Evaluation Committee as “commendable.”
3. Service: Promotion to Senior Instructor requires a competent level of service through a combination of department, college, university, professional or community organizations. This generally requires:

1. Regular attendance at faculty meetings and demonstration of a willingness to participate in Department activities.
 2. Active service on two department committees or task forces per annum. An individual assignment within the department (i.e., library representative, sponsor of a student organization or honor society, editor of a program website or newsletter) may substitute as one, but only one, of these department-level responsibilities.
 3. Active professional service outside the department to the College, the University, the profession, or the Community on an annual basis.
3. Research: Although not required of Instructors, Scholarly Research will generally add weight to an application for promotion to Senior Instructor.

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, and service. A tenure-track faculty member successfully meeting requirements for tenure in teaching, research, 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 and indicates a strong and cumulative record of accomplishment and effectiveness in teaching, research, 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 strong and documented record of sustained teaching effectiveness. At a minimum, faculty are expected to show “competent” teaching performance as per Annual Performance Review guidelines and reviewed in the Criteria for Tenure reviewed in section V.A. of this document. Contributions are also expected to extend beyond normal teaching responsibilities and include efforts such as planning new courses and/or curricula, innovative teaching techniques, interdisciplinary teaching, educational work with student or community groups, mentoring of graduate students, field schools, and Study Away programs. Teaching awards, grants, applying principles in the scholarship of teaching and learning, and other activities included in the Annual Performance Review guidelines strengthen the application.
2. Research: 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. While there is no specific number of publications required for promotion to Professor, at a minimum faculty are expected to demonstrate outcomes including eight peer-reviewed publications, some of which

may be in-press at the time of promotion consideration, and ten research 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 research meeting the criteria listed in Section II.H. above. In the judgment of the Department Personnel Committee and Department Head, a published book may be considered equivalent to several publications if it was completed and received final acceptance for publication since the applicant's last promotion. However, it is essential that candidates requesting promotion to Professor demonstrate a sustained and consistent record of research and publication since their promotion to Associate Professor, or for the four years preceding promotion consideration. Additional research activities, such as those listed in the Annual Performance Review guidelines, strengthen a candidate's application for promotion to Professor.

3. Service: Promotion to Professor requires a documented record of sustained service both within and outside of the department that also demonstrates leadership and initiative and receive at least a "competent" rating as reviewed in section V.C. of this document. Service awards and grants, along with other activities listed in the department's Annual Performance Review guidelines, strengthen this application.