

FGB GUIDELINES FOR TENURE, PROMOTION and ANNUAL REVIEW FINANCE AND GENERAL BUSINESS DEPARTMENT

Effective June 1, 2015

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FGB GUIDELINES FOR TENURE, PROMOTION and ANNUAL REVIEW FINANCE AND GENERAL BUSINESS DEPARTMENT

I. Overview

The following Guidelines for Faculty Evaluation, Reappointment, Tenure and Promotion for the Finance and General Business Department at Missouri State University (Guidelines) are adopted to: (1) promote fulfillment of Finance and Gen. Business Department (FGB) and College of Business (COB) Goals & Objectives and Mission Statements; (2) satisfy requirements of the Missouri State University (MSU or the University) Faculty Handbook; (3) assist faculty members serving on FGB committees in evaluating faculty performance for tenure, promotion and reappointment; and (4) provide guidelines to help faculty members attain departmental and personal professional goals. Departmental guidelines and documentation requirements are required by FH 4.6 and FH 4.8.5

These guidelines are based on the Faculty Handbook (FH), MSU Provost's FH Checklist for Promotion and Tenure criteria, and the FGB Department's Goals and Objectives. The review process through the FGB Personnel Committee, Department Head, Dean and Provost are outlined in Appendix II.

A terminal degree is required for tenure and promotion. A terminal degree refers to an earned doctorate in the individual's discipline or such other degree standard established by a specific profession/discipline and approved by the appropriate college Dean and the Provost. For the FGB Department, the appropriate terminal degrees are an earned PhD, J.D. or equivalent.

Each faculty member has a responsibility to contribute to the Departmental, COB and University mission, goals and objectives through his/her tri-partite responsibilities in teaching, research and service. While no single faculty member is expected to contribute to every specific objective, and faculty members are encouraged to emphasize areas where their talents are most beneficial to the department, there is an individual and collective responsibility to assist in meaningful contribution to the fulfillment of those objectives.

Changes to these FGB Guidelines should be approved by a majority vote of ranked faculty members by the end of the Fall semester of the academic year prior to implementation.

II. Annual Performance Review of Faculty Members

A. Annual Activity Report

Each tenured and untenured faculty member (regardless of rank), by a deadline established by the Department Head or relevant University calendar in the early part of the Spring semester, shall submit an Annual Activity Report in the format designated by COB and FGB Department, specifying his/her contributions to teaching, research/scholarly activities, and service. See FGB Guidelines Section IIID2 regarding required student evaluations of teaching. Each faculty member also shall update Digital Measures scholarly activities by December 31 of each year.

These reports will be sent to the Department Head. These reports may be used for annual faculty review, accreditation reports, and tenure or promotion review.

B. Annual Review

After submitting the Annual activity report, each faculty member shall meet with the Department Head to discuss prior performance and future performance objectives. In years when merit pay is anticipated, this will serve as the meeting for merit review. In order to receive a satisfactory review or satisfy “expected” requirements, the faculty member must maintain qualifications consistent with AACSB accreditation requirements. See COB Policy Manual.

The Department Head will provide each faculty member with a written evaluation of the performance review of teaching, research and service shortly after the review meeting. This written evaluation shall be signed by the faculty member and Department Head and be placed in that faculty member’s personnel file. This evaluation and the faculty member’s written response, if any, will be available to the Department Head and to the FGB Personnel Committee for reappointment, tenure or promotion considerations.

III. Tenure and Annual Review of Progress Toward Tenure

A. Performance Review of Progress Toward Tenure

1. Annual Progress Review Toward Tenure (Application for Reappointment)

Annual reappointment reviews of probationary tenure-track faculty members will conform to FH 4.6.1, FH 4.6.2, FH 4.6.6 requirements and timeline set forth in FH 4.6.3 and by the Provost’s Office. Probationary faculty shall submit a reappointment application to the chairperson of the FGB Personnel Committee (PC). The application packet shall be placed in a **notebook** with **tabs** in the **order of the checklist** of Appendix I and should include the items listed in Documentation Section VII of these guidelines for all years at the university, including all classroom peer review summaries, all student evaluations, all published articles (under one tab) and all under review or working papers (under a separate tab).

If a person is hired ABD, the terminal degree (including any dissertation requirement) shall be completed by the end of the first year as a Missouri State University employee.

All non-tenured, ranked probationary faculty members shall apply for annual review as a prerequisite to reappointment each year. The dates the university follows are set by AAUP guidelines.

Faculty in their first year at the University shall file an application for reappointment to the FGB Departmental Office by the first day of the Spring semester so that the continuation of appointment to a second year or notification of non-reappointment can be made by March 1 of the first year. Faculty in their second year at the University must apply by the published deadline early in the Fall semester, unless notified by the Department Head or Dean of reappointment to year 3. (Notification of continuation of appointment or non-reappointment must be made by December 15 in the second year of service). Because the third through sixth year require a 12 month notice of continuation of appointment or non-reappointment, the faculty member in the second year of service who is approved for reappointment will be reappointed for two years. Faculty in their third or subsequent year must apply by the Spring semester published deadline.. These dates are to be used unless altered in the Faculty Handbook or the University Academic Calendar or Faculty Evaluation Calendar or the Provost’s Office. See FH 4.6.3 schedule in accord with AAUP “Standards for Notice of Non-reappointment.”

-First year: continuation of appointment to a second year or notification of non-reappointment by March 1 of first year

-Second year : continuation of appointment to third year or notified of non-reappointment by December 15 of second year of service

- Third year: continuation of appointment to third year or notified of non-reappointment 12 months before expiration of the appointment
- Fourth year: continuation of appointment to third year or notified of non-reappointment 12 months before expiration of the appointment
- Fifth year: continuation of appointment to third year or notified of non-reappointment 12 months before expiration of the appointment
- Sixth year: tenured or notified of non-reappointment 12 months before expiration of the appointment

2. Renewal or Nonrenewal of Contract (Reappointment) Evaluation Criteria

The PC will evaluate, in writing, the probationary faculty member's progress toward tenure as "satisfactory," "questionable" or "unsatisfactory," in accord with FH 4.6.3 and the FGB Matrix on page 9 of this document. A person is making "satisfactory" progress toward tenure if the person is satisfying the relevant components of the FGB Matrix and other requirements detailed in this FGB Guidelines document. Meeting minimal expectations for annual appointment is not a guarantee of tenure and promotion; a faculty member should address any concerns noted in annual evaluations.

The PC evaluation, recommendations and candidate's dossier (application and supporting documentation) shall be forwarded to the Department Head, who will add his/her evaluation and recommendation to those of the PC and forward the dossier and recommendations to the Dean. In the case of a nonrenewal recommendation, all of the evaluations and recommendations shall be forwarded to the Provost. At each step the PC chair or appropriate administrator shall sign the evaluation/recommendation and the probationary faculty member shall also sign the evaluation to acknowledge receipt. For reappointment, the faculty member should have demonstrated satisfactory performance and progress toward tenure in the areas of teaching, research and service, consistent with departmental and college goals and objectives, and should comply with expectations specified in his/her original (or modified) MSU employment contract. The annual reappointment review process will satisfy the requirements for the Annual Performance Review. (See Section I of these Guidelines and FH 4.6.2.)

B. Application for Tenure

1. External Peer Reviews (required)

The Faculty Handbook now requires four outside/external peer reviews as part of the tenure and promotion packets, with the Department Head responsible for obtaining sufficient reviewers (with collaborative input by the faculty candidate). (FH 4.8.2.2) Qualified external evaluators shall be tenured colleagues in the candidate's primary field of teaching/research and shall hold at least the rank sought. They should be from an AACSB accredited institution at or above the level of MSU. The four evaluators should be independent (i.e., someone other than a co-author or close relative). External reviewers will normally be selected from comparable institutions; however, individuals whose expertise make them specifically suitable to serve as reviewers may also be selected. The list of reviewers will be submitted to the Dean, who will certify that the selection process has been followed. (FH 4.8.2.2)

It is then incumbent upon the department head to contact the reviewers, secure their written agreement to serve as reviewers and follow up with reviewers to ensure letters are received in a timely manner. The peer review evaluation letters should be sent directly to the FGB Department Head in a timely manner. The faculty member shall not be penalized if an evaluator who agreed to perform the review does not complete the review on time.

Evaluators should be instructed to assess the quality and quantity of research and professional contributions considering the applicant's teaching and service workload and the missions of Missouri State University, COB and the FGB Department. If student evaluation scores are sent to the outside evaluators, they should be accompanied by a statement indicating that in COB, a "5" is a high and "1" is a low score.

2. General Timeline and Documentation

March 31: The applicant submits the names of four qualified outside reviewers to the Department Head.

April 15: The Department Head (in consultation with the Chairperson of the FGB Personnel Committee for Promotion Tenure and Re-Appointment) shall select two of the names submitted (if above qualifications are satisfied) and shall select two additional external evaluators. The Department Head shall contact the selected reviewers, providing them each with the timeline for the review, and will secure their written agreement to provide said review by the deadline.

Aug. 1: The applicant provides a dossier packet containing the applicant's articles, vita, personal statement, teaching load information and outline of service (so research output can be evaluated in the context of workload), along with any other documentation the applicant wishes to submit or the Department Head wishes to include that will be sent to the selected and consenting reviewers.

Sept. 30: The applicant's application and full tenure/promotion packet, including external reviews and supporting documentation described in Appendix I are due to the Department Head on September 30 (or as set by the University Academic or Faculty Evaluation Calendar). See Faculty Handbook for tenure application procedures and annually published deadlines for further details.

See Appendix I of these Guidelines for the documentation to be included in the application packet.

A faculty member who meets the qualifications for both tenure and promotion to Associate Professor is encouraged to apply for both in the same year and the same packet may be used to evaluate both tenure and promotion; however the tenure review packet does not substitute for the annual review/merit submission.

C. Eligibility to Apply for Tenure

An Assistant Professor is normally reviewed for tenure during the **sixth year** (FH 4.6.4.1), although individuals may apply prior to the final year stated in the faculty member's initial letter of employment in exceptional circumstances. Initial appointment letters should specify the last semester during which this tenure application can be made. (FH 3.7.2.)

FH 3.5.2 sets forth the timeline and requirements for instructors applying for senior instructor. Such individual must be employed by MSU for at least 5 years.

A candidate for tenure must also fulfill all contractual expectations specified in the initial appointment letter. A faculty member hired without terminal degree is expected to complete the degree during the first year of appointment unless the contract specifies a different date. If the initial letter of appointment of a business law faculty member with a J.D. requires completion of a master's degree, such degree shall be completed by the fifth year evaluation unless the contract specifies a different date.

D. Performance Standards and Requirements for Tenure

1. General Performance Requirements

To be qualified to receive tenure, the faculty member should demonstrate evidence that he/she displays high professional competence and performance based on University, COB and FGB standards (FH 3.7.2), goals and objectives. To receive tenure, a faculty member must have demonstrated “sustained effectiveness” and "high-quality performance and relative merit," not merely basic competence.

“Sustained effectiveness” to qualify for tenure means that teaching is at “above expected” or “expected” performance, research is at “above expected” or “expected” performance, and service is at least “expected” performance, provided either teaching or research must be “above expected.” See FGB Matrix in Section III D of this document.

The applicant shall comply with the documentation required in Appendix I in submitting his/her final tenure packet.

2. Teaching

The FGB department requires the faculty member to demonstrate the ability to “develop educated persons,” which is the purpose of Missouri State University. Teaching is the most important responsibility of an institution of higher education, although the University now treats it as an “integrated” function with research and service. For tenure and promotion, the candidate must furnish evidence of effective teaching, including indications that the faculty member is keeping up-to-date in his/her field. Indicators of effective teaching should take into account the discipline, learning tools utilized, and should include a combination of evaluation mechanisms to assess a comprehensive view of teaching. In accord with FH 4.2.1.2, effective teaching requires high levels of student engagement and deeper learning as core values, with learning techniques and problem-based exercises appropriate to the discipline and consistent with objectives of the courses. In addition to self-evaluation, student evaluations, evaluation by former students and learning outcome measures (if available), administrative and peer review are appropriate.

Positive student evaluations are required, and awards recognizing quality teaching are valued. Student evaluation numerical average scores shall count for no more than **50%** of the evaluation of teaching quality and effectiveness. If a matrix format is being used, student evaluation numerical average scores should be listed in one column, with other measures of teaching effectiveness listed in separate column(s). The student evaluation summary should be accompanied by a statement indicating that in COB, a “5” is a high and “1” is a low score.

State law requires an annual evaluation of all sections of all classes using a university-wide form to evaluate classroom experiences.

Current COB policy requires FGB faculty members to be evaluated using the COB evaluation form in all classes (including semester, summer, Intersession short courses) in all types of courses, unless the University policy has a separate instrument targeting online or distance learning formats. The Department Head shall provide the faculty member with a copy of the COB instrument at the beginning of the faculty member’s first semester of teaching.

[If the decision of frequency and number of evaluations is deferred to the departmental level in the future, the FGB Department will reactivate its long-standing policy of only requiring faculty members to be evaluated in two courses per semester, with optional evaluation of summer and short-term courses. However, during the faculty member’s first two semesters teaching at Missouri State University that faculty member shall be evaluated in all class sections.]

Classroom observation by the Department Head and at least one MSU colleague (selected by the Department Head) in the same or related field is required during the first semester of appointment and during the year of application (or Spring prior to application) for tenure and promotion. These observations shall occur on different days. The observer must stay for an entire class session (or at least half of a three hour evening session). The observer shall submit a summary of observations and conclusions as part of the material considered in the annual and tenure/promotion reviews. The faculty member or Department Head may request additional peer observations. If tenure progress is evaluated as “questionable” or “unsatisfactory,” the classroom observation shall occur annually thereafter, through the tenure application year.

Examples of Other Teaching-related Contributions. Faculty members are encouraged to participate in the various teaching-related objectives and activities of the department, such as:

-Teaching courses, as needed, via traditional, online, blended, ITV, or other means necessary to deliver the department’s and College of Business’ academic programs (e.g., core classes, MBA program), consistent with accreditation requirements (e.g. assessment, required content).

-Increasing access and outreach by participating, when qualified, in the development or teaching of intersession, continuing education, summer, weekend, distance, blended, online, interdisciplinary, China campus, international, M.B.A., or service learning courses, New York Study, Study Away program, executive master’s programs.

-Providing students with experiential learning opportunities or other high impact educational experience promoting student engagement and deep learning

-Working to improve student performance in courses taught.

-Recruiting, and promoting scholarship or job opportunities for FGB Majors and Minors, including participating in such activities as Business Career Day, Career Fair or Insurance Day. Although most of the course sequencing advising is conducted centrally in the COB Advisement Center, individual advisement regarding graduate work, career opportunities and course recommendations are encouraged, as well as writing recommendations for students.

-Promoting and recruiting students for the department’s major and minor programs by participating in recruitment activities including majors fair, Showcase, and presentations to potential transfer students.

-Supporting student organizations and their activities.

-Increasing student involvement in FMA, Gamma Iota Sigma, PAD and co-op programs.

-Incorporating ethics and international dimensions in the syllabus and course coverage in all “Core Courses,” including FGB 380, LAW 231 and LAW 332.

-Developing training seminars or offering individual assistance to promote understanding, use and application of technology by faculty members and attendance at such learning opportunities.

-Participating in development or fulfillment of grant objectives, as appropriate.

3. Research - Intellectual Contributions – Scholarly Activities

FGB faculty members are required to expand knowledge and demonstrate professional growth in an area of expertise. This is accomplished via intellectual contributions.

Emphasis is given to publishing articles that are peer-reviewed, refereed or reviewed with rigor appropriate to publications in one's discipline. Law review, law-specialty professional journals and bar journal articles qualify as peer-reviewed scholarship.

The minimum publication expectation for **tenure** is **five articles** in six years that are peer-reviewed (or editorial reviewed in accord with appropriate discipline-specific standards). For promotion to **Associate Professor** in the FGB Department one **additional article** is required (total of 6 rather than 5). Scholarly activities for promotion to Associate Professor shall include at least one sole authored and at least one co authored work among the publications.

Scholarly activities expected prior to promotion to **Full Professor** shall include **six additional articles** that are peer-reviewed (or editorial reviewed in accord with appropriate discipline-specific standards) while in the rank of Associate Professor.

Faculty members should explain the article's contribution to the discipline or society or impact or quality, but there are a variety of suitable indicators (quantitative and nonquantitative) depending on the purpose of the article, content and discipline. For at least one of those articles, acceptance rate should be an indicator. FGB faculty members must have at least one article published in a "quality" journal with an acceptance rate below 20%. A business law faculty member must publish **at least one law review article** among the publications before receiving tenure. [See Appendix I check list for suggestions of quality and impact indicators.]

These numbers represent the **minimum** quantity, not a guarantee of tenure or promotion. Quality of intellectual contributions is also important, along with teaching and service expectations. These expectations are subject to changes in COB and University criteria and standards. Also see the COB Policy Manual and related to AACSB requirements associated with faculty qualifications.

Ordinarily, articles initiated or accepted prior to becoming an MSU faculty member will count toward tenure or promotion only if they are published after the individual signs an MSU employment letter and the article lists the faculty member's institution as Missouri State University, unless otherwise specified in the employment appointment letter.

A faculty member should also be actively engaged in other intellectual contributions and scholarly activities, such as: presenting papers at professional meetings, authoring research grants, receiving research awards, authoring books, authoring non-refereed publications or book reviews, writing ancillaries or monographs, authoring other internal or unpublished works for which substantial scholarly effort is necessary, writing grant proposals, directing research projects, and conducting other research related to keeping current in one's field or toward obtaining background for future publications. This is a nonexclusive list and a faculty member is not required to engage in each of the above examples of scholarly activities.

4. Service

The FGB faculty member is expected to engage actively in service at the departmental, college and university levels and in professional organizations. In accord with the University's public affairs mission, the faculty member should also demonstrate community/public service.

This expectation includes cooperation with reasonable requests regarding reports, meetings, annual performance reviews, and updating faculty data for FGB and COB reporting (e.g., Digital Measures). Refusal to serve on any particular committee, however, shall not preclude a faculty member from receiving tenure or promotion.

E. MATRIX FOR DETERMINATION OF TENURE AND PROMOTION STANDARDS

POINTS: EXPECTED = 1; ABOVE EXPECTED = 2; EXCELLENT = 3

TENURE OR PROMOTION TO RANK		PERFORMANCE CATEGORY			TOTAL POINTS
		TEACHING	RESEARCH	SERVICE	
TENURE	OPT. A	2	1	1	4
	B	1	2	1	4
ASSOCIATE PROFESSOR	OPT. A	2	2	1	5
	B	2	1	2	5
	C	1	2	2	5
	D	3	1	1	5
	E	1	3	1	5
FULL PROFESSOR	OPT. A	3	2	2	7
	B	2	3	2	7
	C	3	3	1	7

IV. Promotion

A. Application Process

Promotion application and documentation requirements and deadline policies are the same as those for tenure, and are detailed above in Section III B 1.

The Faculty Handbook now requires four outside/external peer reviews as part of the tenure and promotion packets. Evaluators should assess the quality and quantity of research, and professional contributions (with access to teaching and service workload information). See Section III B 2 regarding submission of names and selection of reviewers.

See III B 2 for peer review of teaching requirements.

See Appendix I of these Guidelines for the documentation to be included in the application packet. In addition to other required documents, applicants for promotion to Associate Professor should include copies of all articles published since they were hired by Missouri State University and applicants for promotion to Full Professor should include all articles published since promotion to Associate Professor.

Note: Application and review for promotion in rank shall not substitute for the annual review of the faculty member by the Department Head. A separate annual review or merit packet for the calendar year must be submitted.

B. Eligibility to Apply for Promotion

In COB, faculty members with terminal degrees are ordinarily hired at the rank of Assistant Professor or higher for tenure track positions.

1. To Associate Professor

If an Assistant Professor meets the requirements for promotion, that professor will normally apply for both tenure and promotion to Associate Professor at the same time in the sixth year (unless applying for "early tenure"). (FH 4.6.4)

Shorter time lines are sometimes specified in the employment appointment letter for individuals with prior academic experience.

2. To Professor

An Associate Professor with a terminal degree is minimally eligible for promotion to Full Professor after five years of academic service at the University in the rank of Associate Professor, and upon satisfying the other performance expectations commensurate with that rank. (See FH 3.3.3)

3. To Distinguished Professor

An applicant for distinguished professor shall have been a full-time faculty member at the University for at least 10 years and shall hold the rank of Full Professor. See FH 3.3.4 and Provost's website (in years when application to this rank is available).

C. Performance and Requirements for Promotion

1. General

The faculty member should demonstrate evidence of substantial contribution in his/her present rank to the fulfillment of University, COB and FGB Goals and Objectives in the areas of teaching, research, and service. See descriptions listed under tenure in Section III D 2, 3 and 4 related to teaching, research and service, including III B 2 for peer review of teaching requirements.

Quantity of articles alone is not a guarantee of promotion. Quality of the intellectual contribution is also a factor for promotion, along with evaluation of teaching and service. Conducting research related to keeping current in one's field or toward obtaining background for future publications is required. See examples of a variety of other indicators of intellectual contributions and scholarly activity listed in Section III D 3 (applicable to both tenure and promotion). **See FGB Matrix above in Section III E.**

2. To Associate Professor

A "sustained record of effectiveness" in teaching, research (including scholarly publications) and service appropriate to the discipline is required. COB requires "above expected" performance in two of the three areas of teaching, research and service, with "expected" performance in the other area or "excellent" performance in teaching or research and "expected" performance in the other two. See FGB Matrix.

The minimum publication expectation for **tenure** is **five articles** in six years that are peer-reviewed (or editorial reviewed in accord with appropriate discipline-specific standards).

For promotion to **Associate Professor** in the FGB Department one **additional article** is required (total of 6 rather than 5). Scholarly activities for promotion to Associate Professor shall include at **least one sole authored** and at least one co-authored work among the publications.

3. To Professor

Exceptional performance in teaching, research and service is required, as demonstrated by a cumulative record of teaching effectiveness, of peer-reviewed research publications appropriate to the discipline, and substantial service appropriate to the discipline. COB Guidelines for Promotion to Full Professor require either "excellent performance" in teaching or research and "above expected" performance in the other two areas or "excellent performance" in two of the three areas and "expected" performance in the remaining category. See FGB Matrix.

Scholarly activities expected prior to promotion to **Full Professor** shall include **six additional articles** that are peer-reviewed (or editorial reviewed in accord with appropriate discipline-specific standards) while in the rank of Associate Professor.

The candidate for Full Professor should document national or regional visibility, and service as a mentor, resource person, or facilitator of research or teaching activities of colleagues.

4. To Distinguished Professor

This is a permanent rank above Full Professor rank.

An individual must have Full Professor rank and a record of "extraordinary performance" in research and a "sustained record of excellence" in teaching and service. (FH 3.3.4)

An applicant for distinguished professor shall have been a full-time faculty member in the rank of Full Professor at the University for at least 5 years and should have at least 16 articles (refereed or appropriately reviewed for one's discipline) and shall demonstrate national recognition or service. Applications should be supported by written letters of recommendation from the Department Head, Dean and four outside reviewers.

Distinguished Professors shall be selected university-wide under procedures and in accordance with qualifications set forth in the FH and by the Provost's Office, in years when promotion to this rank is made available.

V. Instructors (a/k/a Lecturers), Senior Instructors, and Per Course Faculty Members

A. Evaluation

Instructors and per course faculty members are hired for a specified course or specified period of time and do not have a legal expectation to be rehired for subsequent semesters. Nothing herein shall be deemed to create any such right or expectation. They are not ranked tenure track faculty members. To help the Department better assess whether its needs are being met and whether it is in the best interest of the Department to offer a subsequent contract to such individuals in the future, the following guidelines shall be followed.

1. For each course taught, the instructor or per course member shall submit to the Departmental Office:

- a. Course syllabus (during or before the first week of class)
- b. Grade distribution (within a week of completion of class).
The course content, expectations, and grade point distribution should not be substantially different from those of tenured faculty members in similar courses. At the discretion of the Department Head, instructors and per course faculty members may be asked adjust their course content, expectations or grading difficulty as a condition of reappointment.
- c. Course evaluations (retained on file by Department)
- d. Sample test questions and assignments and other samples of course work (if requested by Department Head)

2. In Class Observations:

- a. First-year instructors (and all instructors not previously evaluated) shall receive at least one in-class observation and critique by the Department Head and by a faculty member in his/her discipline (approved by the FGB Personnel Committee); the observation does not have to be pre-announced, but should occur after the first month of the first semester.
- b. All instructors shall receive an in-class observation by Department Head at least once every five years.
- c. Instructors may receive an in-class observation by or a faculty member in other years, at the discretion of the Department Head or at the request of the instructor.
- d. Per course members shall receive an in-class observation by the Department Head or his/her faculty designee (from that discipline) the first semester he/she teaches for the FGB Department and at least once every five years (if he/she has taught multiple semesters); this shall also apply to per course members not previously evaluated.

B. Promotion to Senior Instructor

While FGB standards for evaluating excellence in performing all assigned duties is considered, emphasis shall be placed on teaching in evaluating an Instructor for promotion to Senior Instructor. External reviewers are not required for promotion to senior instructor, but internal peer review of teaching by the Department Head and another faculty member in his/her field is required. (See Section III D 2.) Student evaluation scores and comments shall be submitted. (See Appendix I for other relevant documentation.)

To be eligible to apply and qualify for Senior Instructor, all of the following criteria shall be satisfied:

1. Eligibility

FH 3.5.2 sets forth the timeline and requirements for instructors applying for senior instructor.

Such individual must be employed by MSU for at least 5 years of full-time teaching (12 credit hour teaching load or equivalent per semester) at Missouri State University in the College of Business prior to applying for promotion to Senior Instructor. The applicant can be appointed as Senior Instructor for up to five years, and may be reappointed to subsequent terms contingent on satisfactory performance reviews, educational needs and continued funding.

2. Qualifications:

- (1) Average annual performance rating of “above expected” or higher for teaching in the four years preceding application for Senior Instructor is required for an applicant to be considered “commendable;”
- (2) average performance rating equal to “expected” in both the areas of research and service, is required for an applicant, with the realization that the expected quantity of service and research expectation is not as great as Senior Instructor as for an Assistant Professor; and
- (3) maintenance of “Academically Qualified” (SA) or “Professionally Qualified” (PA) or “Scholarly Practitioner” (SP) faculty status, in accordance with the definitions established by COB and AACSB is required for an applicant.

C. Clinical Faculty (FGB Department does not have Clinical Faculty Members)

APPENDIX I SUPPORTING DOCUMENTATION

Dossier packets for Reappointment, Tenure and Promotion Applications should be contained in a notebook with tabs and should be submitted to the FGB Departmental Office and shall include the following and any other documentation required by the University or COB – to assist in evaluating criteria for Tenure, Promotion or Reappointment. Faculty are encouraged to present their accomplishments and measures of effectiveness in outline or matrix form (if appropriate) and to describe the “impact” of their work, which may be demonstrated through statistical or nonstatistical analysis.

IMPACT of RESEARCH, TEACHING and SERVICE

There are many measures of “impact” and “quality,” which vary by discipline and vary with the nature and purpose of the article or book or activity. No one measure is superior. Impact of one’s work can be demonstrated through statistical and nonstatistical means. The list of impact indicators below is intended to be a helpful, but not an exclusive list of ways to demonstrate quality or impact.

Immediately below the article or book listed, it is helpful to include a brief indication of the quality or impact of the article (such as award or grant received, acceptance rate for journal, citation counts or download counts for electronic journals, journal that is in LEXIS-NEXIS or WESTLAW or Washington and Lee ranking system or journal included in Financial Times or journal listed in Cabell’s or other indicators that the intellectual contributions are of quality or impact).

Community and practice impact can be found in impact of the article or service on legislation or government agency action or court case, citation in an *amicus* brief, impact on community activities, media citations, law-related blogs, finance-related blogs, publications in practitioner journals (such as bar journals), invitations to speak at hearings, community events, invitations to participate on community task forces related to academic expertise. Other indicators include consulting, serving as an expert witness, giving workshops, or participating on boards of both for-profit and non-profit organizations, contributing expertise to local business publications (such as the *Springfield Business Journal*). The faculty member can demonstrate impact by showing that intellectual contributions or service activities that with the college or university mission (such as public affairs, sustainability, economic development).

Academic impact can be measured by use of intellectual contributions in courses taught by other faculty, invited participation in scholarly programs or research conferences, participation in regional or national professional organizations, editorial or reviewing work on journals, and leadership positions in academic organizations. Impact on students of teaching, research or service can be demonstrated through such activities as sponsorship of student organizations, receipt of student sponsored awards, mentorship of student publications or presentations on campus or at professional meetings, sponsorship of student competition activities, success of sponsored students in passing nationally normed exams or high placement in student competitions, career advisement, writing recommendations that assist students in obtaining employment or acceptance in graduate school or recognition by alumni groups. Teaching evaluation scores are only one measure of teaching effectiveness (and cannot count for more than 50%); our departmental guidelines and checklist below further address teaching in more detail in the main document.

Other factors which have impact on research, teaching and service are included in the checklist below.

CHECK LIST

The documentation check list below is intended to incorporate the *Provost's Faculty Handbook checklist criteria, as well as FGB Guidelines*. The applicant's notebook should use tabs and should be organized in the following order.

- ___ FGB Reappointment Form (as a cover sheet, specifying name, rank, department, years at Missouri State University)
- ___ copy of initial Missouri State University employment contract (and any written modification)
- ___ current vita organized cumulatively by topic category, with most recent information at the top of each category. Provide a cumulative list by research, teaching and service rather than separate annual lists.
- ___ personal statement (describing faculty member's teaching philosophy and *focused research agenda*)
- ___ four external peer reviews of research and professional contribution (Outside peer reviews are now *required* under the Faculty Handbook 4.8.2.2 for tenure or promotion, but not for reappointment.)
- ___ written evaluations of peer reviews of teaching (See *requirements* in Section III of these FGB Guidelines.)
- ___ previous annual reviews, with annual review letters from the Department Head, and any previous evaluations and recommendations of departmental Personnel Committees (HB 4.8.6)

RESEARCH

- ___ copy of all articles published with dates of publication is required, and documentation that conference papers were presented is required, as well as a description of any other "scholarly productivity"

The list of scholarly productivity should be divided by tabs into (A) peer reviewed journals, refereed journals, and law reviews / bar journals, (B) invited articles, (C) conference proceedings/journals, (D) conference paper presentations, (E) other written scholarly work. Provide a letter of acceptance if the article or paper is accepted, but not yet published or presented. Describe the review process for each journal. [These copies of articles are required for the past two years for reappointment. Applicants for tenure or promotion to Associate Professor should include copies of all articles published since they were hired by Missouri State University and applicants for promotion to Full Professor should include all articles published since promotion to Associate Professor.

- ___ articles
- ___ copy of any book, book chapter or other scholarly work for which credit is sought is required
- ___ copy of dissertation (required for tenure) (if from a discipline with a dissertation requirement) [for first-year faculty member or for first year annual review after completion of approved dissertation]

- ___ documentation of competitive awards and internal or external grants (if approved or awarded)
- ___ description of focused research agenda (required in personal statement)
- ___ The faculty member is encouraged to include other evidence of application of research to benefit university constituents, presentations to local groups or transmission of knowledge to a larger audience, demonstration of application of expertise to public or professional situations
- ___ Involvement of students in the research process (where appropriate).

TEACHING

- ___ current syllabi for each course taught in the last 5 years, including course objectives (identification of outcome goals).
- ___ summary of student evaluation scores and representative comments for each course shall be included in the teaching notebook
 - and the copy of all evaluation scores and comments for all years at Missouri State University shall be included in a separate notebook. (required)
 - Positive student evaluations are required.
 - Student evaluation numerical scores shall not count for more than 50% of the evaluation of teaching quality and effectiveness.
 - Grade distribution by course for each semester shall be submitted, as well as an aggregate distribution per course and other indicators of appropriately rigorous expectations.
 - Teaching evaluation summary and all student comments shall be added to the faculty members application packet as soon as they are available.
- ___ documentation of teaching effectiveness and outstanding performance as a classroom teacher to conform with FH 4.2.1.2
- ___ written evaluations of peer reviews of teaching (required -- see Section III B 1 of these Guidelines)
- ___ sample of testing methods (required)
- ___ demonstration that the faculty member keeps “abreast of new developments in his or her field” and has course content and materials up to date
- ___ other documentation of relevant information demonstrating outstanding performance as a classroom teacher and teaching effectiveness is encouraged, **such as:**
 - (A faculty member is not required to demonstrate all of the following.)
 - receipt of teaching awards or external recognition of students’ work produced in one’s course
 - involvement in curricula development
 - demonstration of how one’s course fits into the major or general education for the development of educated persons (required)
 - professional development related to pedagogy
 - use of course assessment outcomes, documentation of student progress on knowledge/skills from a baseline relevant to develop educated persons

- inclusion of service learning experiences or out-of-class applications (experiential learning)
- promotion of appreciation for diversity (e.g.: participation in the China program or teaching international students)
- demonstration of accessibility through e-mail, Blackboard, technological supplements, distance learning, online courses or other flexible methods of communications
- advising students (regarding courses or career development)

The applicant may include other relevant information concerning student learning activities, advising, design of courses or curricula development.

SERVICE

- ___ list of university service activities and whether those activities were on the university, college, department or program level, including a brief description of the nature of one's participation, level of involvement or effort or time commitment
- ___ participation in university citizenship (such as attendance at commencement, FGB Department and COB meetings)
- ___ description of sponsorship or work with student organizations
- ___ description indicating the faculty member turned in required reports and updated Digital Measures for AACSB reporting in a timely manner and attended most departmental and college wide meetings (required)
- ___ description of professional service as association officer, editor, reviewer or student organization sponsor (encouraged)
- ___ description of other public service, professional or community activities that bring prestige to the University by use of your professional skills on the community, state, national, international level or involve professional consultation (encouraged)

Documentation of any other factors the faculty member wishes the Committee or Department Head to consider related to teaching, research or service

APPENDIX II

Review Process and FGB Personnel Committee

The FGB Department Evaluation Committees shall be elected annually by a majority of the FGB ranked faculty. Declining to serve on an evaluation committee for a particular year shall not be construed as refusing to assist in service to the department. Faculty members may be elected to one or more of the following evaluation committees, according to the criteria described below.

A. FGB Evaluation Criteria Committee (ECC)

On an annual basis, a committee of three tenured FGB faculty members (of any rank) shall be elected to review criteria for reappointment, tenure and promotion and to recommend changes in these Guidelines. If COB has a Faculty Evaluation Committee, the FGB representative to that committee shall chair this criteria committee.

The ECC shall complete its review by December 10 (or such other date, as established by the University Academic Calendar or Provost announcements). A simple majority vote of all FGB ranked faculty members is necessary to approve these Guidelines.

B. FGB Personnel Committee (PC) for Evaluation of Promotion, Tenure and Re-appointment

The PC shall make the departmental faculty recommendations concerning reappointment, pre-tenure review, tenure, and promotion. The PC may seek formal or informal input from other tenured FGB faculty members regarding the tenure, promotion and reappointment of candidates. All tenured faculty members are entitled to vote on tenure application, after reviewing the recommendations of the PC. Such a departmental PC is required by FH 4.8.3)

1. Composition and Selection

The PC shall be composed of three tenured faculty members of Associate or Full Professor rank, excluding the Department Head, elected annually by a majority vote of all ranked faculty members. This committee should be selected in time to facilitate timely consideration of reappointments or by such deadline as specified in the University Academic Calendar. The committee shall serve through the academic year until a new committee is appointed for the following academic year. The chairperson shall be elected by members of the PC.

If an applicant is applying for Full Professor, only Full Professors shall serve on that PC. Both Full and Associate Professors are eligible to be on the PC if the applicant is applying for promotion to Associate Professor or for tenure. A faculty member who is applying for promotion is not eligible to serve on the PC.

COB faculty members from other departments should be selected by the COB Dean to serve as members of the FGB PC only if the FGB Department lacks sufficient eligible FGB faculty members who are willing to serve. (See COB guidelines for selecting promotion and tenure committee members from outside of the home department.) A temporary committee member (appointed by the COB Dean) may be selected to join the FGB PC for the consideration of a particular candidate only if the initial committee does not contain enough professors at or above the rank to which a candidate seeks promotion.

2. Committee Responsibilities

(a) Review and Report by PC:

Each member of the PC shall review applications of faculty members, along with accompanying supporting documents. The PC should refer to eligibility and qualifications set forth in these Guidelines, including documentation specified for application for reappointment, tenure and promotion. The PC's recommendation concerning reappointment should include comments concerning strengths and weaknesses to assist the faculty applicant in progress toward tenure. The PC's reappointment review shall state and provide supporting rationale for one of the following three positions, in accord with the Faculty Handbook 4.6.5.1:

1. That progress toward tenure is satisfactory;
2. That progress toward tenure is questionable, identifying areas for improvement and providing specific suggestions;
3. That progress toward tenure is unsatisfactory, providing specific rationale.

Each recommendation should state whether or not the faculty member is recommended for reappointment, tenure or promotion, respectively, by the majority of the PC and shall include an assessment of the faculty member's performance in each of the areas of teaching, research, and service.

The PC report should accurately and specifically describe specifically how the candidate's performance meets or fails to meet the departmental standards for tenure and promotion. This report should explicitly address any problem areas. The report should place the current year's review in the context of previous reviews, noting whether earlier recommendations were followed and whether the candidate's progress toward tenure is on track. This detailed assessment is especially important during the year four review for faculty members on a six-year tenure track.

The number of votes supporting, abstaining or not supporting the recommendation shall be included. Each member of the PC will sign the written evaluation. Those members who do not agree with the evaluation may include a separate evaluation. The PC Chair shall provide a signed copy of the written evaluation report to the Department Head (who shall send a copy to the applicant and forward copies to other appropriate parties). See section II for reappointment (Annual Progress Review Toward Tenure) as well as the other sections of this document related to tenure or promotion.

(b) Forwarding of Evaluations, Recommendations and Application Packet and Faculty Vote

In accord with FH 4.6.1, copies of evaluations and recommendations at each level must be provided to the candidate, who must undersign those evaluations (to acknowledge receipt) before the evaluations, recommendations and accompanying packet is sent to the next level. (The candidate's signature does not imply that the candidate endorses each of the recommendations.)

The Department Head shall make a copy of the PC's written evaluation available to each faculty member eligible to vote on tenure or promotion and the candidate shall sign the form. For tenure considerations, **all tenured FGB faculty members are eligible to vote**. For promotion considerations, only FGB faculty members who already hold equal or higher rank than the candidate is seeking are eligible to vote.

[e.g. If a faculty member is applying for Full Professor, only Full Professors and Distinguished Professors can vote. If a faculty member is applying for Associate Professor, only Associate Professors, Full Professors and Distinguished Professors can vote.] The eligible members shall vote prior to the deadline for Departmental Head's recommendation. See the University Faculty Handbook.

The **Department Head**'s written review shall be separate from the PC's written evaluation. Copies of both evaluations shall be placed in the faculty member's personnel file and the Department Head shall forward copies of each to the COB Dean, along with a record of the vote in addition to providing a copy to the applicant, the applicant's dossier and application packet.

The college **Dean** shall make his/her evaluation and accompanying recommendation and forward the evaluations and recommendations from each level of review, along with the dossier and application packet to the Provost.

C. Appeals

If the applicant disagrees with the recommendations of the PC, Department Head, COB Dean or Provost regarding Promotion, Tenure and Re-appointment, the faculty member can appeal promotion and tenure decisions in accord with HB 4.6.1 and 4.7. An appeal related to tenure or promotion is initiated with the Associate Provost for Faculty and Academic Affairs and filed in the Faculty Senate Office. HB 4.7.3.1. Appeals are heard by the Provost's Personnel Committee. HB 4.7.3.3 This process is followed rather than the APGP Grievance HB sections 13 and 14.