

MISSOURI STATE UNIVERSITY

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

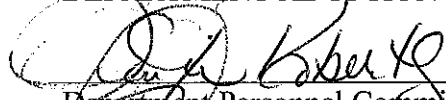
DEPARTMENT: Merchandising and Fashion  
and Design

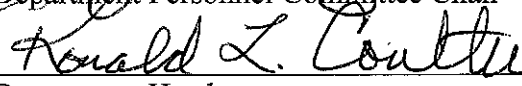
COLLEGE: College of Business

SEMESTER/YEAR OF CURRENT REVIEW: Fall 2017

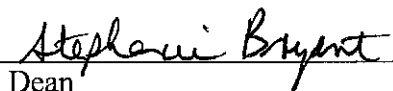
SEMESTER/YEAR OF NEXT REQUIRED REVIEW: Summer 2020

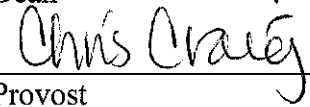
DEPARTMENT ADOPTION SIGNATURES:

  
Department Personnel Committee Chair 5-8-17  
Date

  
Department Head 5/8/17  
Date

APPROVAL SIGNATURES:

  
Dean 5/10/17  
Date

  
Provost 5-12-17  
Date

THIS PLAN IS IN EFFECT FROM 2017, THROUGH 2020.

# **Department of Merchandising and Fashion Design Reappointment, Tenure, Promotion and Review** Revised 11/25/2015

## **I. Introduction**

This policy explains the procedures, criteria, and standards of the Department of Merchandising and Fashion Design (MFD) for evaluating faculty for annual reappointment, tenure, rank promotions and annual review. This statement complies with the MSU Faculty Handbook and is to supplement, not replace, relevant sections of these documents. In addition to the Department of Merchandising and Fashion Design (MFD) Policy for Reappointment, Promotion, and Tenure, faculty in the department seeking reappointment, tenure, and promotion or submitting for annual review should be familiar with the following university documents:

### **Faculty Handbook**

Section 3.2 General Criteria for Appointment, Rank, and tenure

Section 3.3 Requirements for Appointment, Tenure and Promotion of Tenure-Track Faculty

Section 4.2 Evaluation of Tenure-track Faculty and Instructors

### **College of Business Administration**

2015 COB Policy Manual regarding

Scholarly Productivity Guidelines and

Workload Guidelines

### **Provost's Office/Web Site**

Promotion, Tenure, and Annual Appointment Guidelines

Evaluation and Compensation Plan Policy: Appendix A: Performance Weights and Workloads The current Academic Work Calendar.

Each faculty member in the Department of Merchandising and Fashion Design (MFD) is expected to participate in teaching, research/scholarly/creative, and service activities. All evaluations for annual reappointment, tenure, promotion and review (RTPR) will be based on faculty performance in these three areas. Activities in each of these areas include, but are not limited to, the following:

**Teaching:** All activities involving the instruction of students in the classroom to develop educated persons. Direction of seminars, independent studies, internships, and supervised student teaching; career and academic advisement of students; designing or revising course materials, teaching methods or instructional aids; participation in workshops or seminars designed for improvement of teaching.

**Research/Scholarship:** Activities directed toward the discovery and dissemination through peer reviewed and non-peer reviewed materials. Scholarly productivity may include, articles, creative projects, juried presentations, involvement in student creative projects or research, funding from internal grant or external agency.

**Service:** Activities include university citizenship to our program, department, college and university service as well as professional and public service at community, state, national and international level.

## **II. Committee and Application of Policy**

III.

The tenure and promotion committee will consist of up to five tenured faculty from the MFD department. If five tenured MFD faculty members do not exist, the remainder of the committee may come from other COB faculty to meet the required five qualified members for the committee. (See Faculty Handbook section 4.8.3.2) The promotion committee will consist of all faculty holding the prospective rank (or higher rank) of the faculty member eligible for promotion that are also serving on the tenure committee. The Chair of the previous year's committee will call the committee meeting to order and as the first item of business elect the present year's chairperson. The Department Head will not serve on the committee nor participate in its deliberations.

The policies will apply for faculty appointments commencing on or after June 1, 2016. For faculty appointments commencing before that date, these policies shall not apply to the tenure decision or the next promotion decision, unless the faculty member elects to follow the guidelines of this document. The policies will apply to all subsequent promotion decisions for faculty hired after this date.

This document can be amended by a 2/3 vote of the tenured ranked faculty in the Department of Merchandising and Fashion Design, but will be in effect for three years until the document is revised.

### **III. Procedures for Annual Appointment of Probationary Faculty (those on a tenure track but without tenure):**

Each year as part of the regular review the tenure-eligible faculty member will submit documentation to be evaluated for progress toward tenure. The Tenure and Promotion Committee will specify in writing the progress of the tenure-eligible faculty member toward tenure as satisfactory, questionable, or unsatisfactory and identify areas in which the faculty member is doing well, as well as, specific areas needing improving. After having read the Tenure and Promotion Committee reports, the Department Head will evaluate progress toward tenure as satisfactory, questionable (and identifying areas for improvement and providing specific suggestions), or unsatisfactory (providing specific rationale). The Department Head will discuss the committee and department head evaluations with the tenure and/or promotion eligible faculty member. A copy of both the Tenure and Promotion Committee report and the Department Head evaluation will be signed by the faculty member, placed in the department personnel file, and forwarded to the Dean. This review will constitute that year's regular performance review for all tenure and/or promotion eligible faculty members. All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

#### **A. Required Documents for Application Packet for Tenure or Promotion (See Provost's Web site)**

- \_\_\_\_\_ The original application form "APPLICATION FOR TENURE AND/OR PROMOTION" form
- \_\_\_\_\_ Professional Statement (minimum of 2 pages summarizing accomplishments, background, goals, plans). The professional statement should include information regarding the manner in which constructive feedback was addressed in previous years. This can be done as one statement or it can be divided into statements for teaching, research and service.
- \_\_\_\_\_ Complete current curriculum vita that meets the highest professional standards in terms of preparation, format, and citations.
- \_\_\_\_\_ Teaching Activities (see Teaching Evaluation)
- \_\_\_\_\_ Research and Scholarly/Creative Activities (see Research/Scholarship Evaluation)
- \_\_\_\_\_ Service Activities (see Service Evaluation)
- \_\_\_\_\_ Letter summarizing accomplishments in teaching, research, and service
- \_\_\_\_\_ Annual Performance Reviews (same as reappointments) from each year
  - Years 1-5 from departmental committee (may be memo if applicant is tenured)
  - Yearly Performance Reviews (may be the same as reappointments) from each year (years 1-5 from department head) (if tenured, this will most likely be a memo—will not be a reappointment form because reappointments end with tenure)
- \_\_\_\_\_ Reports on tenure/promotion from departmental committee.

\_\_\_\_\_ Reports on tenure/promotion from Department Head

\_\_\_\_\_ Reports on tenure/promotion from Dean

\_\_\_\_\_ External letters or recommendations.

### **B. Tenure and Promotion Procedures**

The tenure-eligible faculty member will submit appropriate documentation packet related to teaching, research and service activities to the departmental Tenure and Promotion Committee following the timeline specified by the Office of the Provost. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. The departmental Tenure and Promotion committee will make an initial recommendation concerning tenure based on the documentation submitted by the tenure-eligible faculty member. The departmental Tenure and Promotion Committee will summarize the evaluations and submit a written recommendation to the Department Head. The Department Head will independently evaluate the candidate's credentials and, in conjunction with the Tenure and Promotion Committee report, make a recommendation. If there is disagreement, the committee and the Department Head will attempt to resolve it. A written explanation of the departmental recommendations will be provided to the candidate. The candidate will sign the recommendation before it is forwarded to the Dean. If the Department Head and the committee cannot agree, or if the COB Dean disagrees with the recommendation, the Dean may ask a college committee to review the application and make a recommendation.

Each year before the faculty member applies for tenure, the Departmental Personnel Committee and the Department Head shall specify in writing one of the following three opinions:

- Progress toward tenure/promotion is satisfactory
- Progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions.
- Progress toward tenure/promotion is unsatisfactory, providing specific rationale.

In each instance, the Dean will make a recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, Department Head's or Dean's recommendation by following the appeal process stated in the Faculty Handbook, section 4.7.3.1.

### **C. Promotion Procedures**

The promotion-eligible faculty member will submit appropriate documentation related to teaching, research, and service activities to the departmental Tenure and Promotion Committee. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. Only activities accomplished by the candidate since the

last promotion will be considered. If there is disagreement, the committee and the Department Head will attempt to resolve it. The candidate will sign the recommendation before it is forwarded to the Dean. If the Department Head and the committee cannot agree, or if the COB Dean disagrees with the recommendation, the Dean may ask the College Personnel Committee to review the application and make a recommendation. The Dean will make a recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, Department Head's or Dean's recommendation by following the appeal process stated in the Faculty Handbook (4.7.3.1).

#### **IV. Standards Promotion and Tenure**

The requirements for promotion and tenure in the Department of Merchandising and Fashion Design are consistent with the requirements stated in the Faculty Handbook (Section 3.4). Applicants should bear in mind that the requirements stated in the Faculty Handbook indicate the conditions a faculty member must meet in order to be minimally eligible for consideration for a change in status. The following information for each academic rank is intended to enhance but not contradict the requirements stated in the Faculty Handbook.

##### **Unranked (Non-Tenure-Track) Faculty**

There are two possible levels of unranked (non-tenure-track) faculty in the Department of Merchandising and Fashion Design as per the 2015 Faculty Handbook. Non-tenure-track faculty members can be appointed on an annual basis or for a multi-year period (up to a maximum of 5 years). After the termination of a non-tenure-track faculty member's period of employment, his/her contract can be renewed at the discretion of the University.

##### **Instructor (Hired after January 1, 2007)**

The position of Instructor is a non-tenured full-time faculty position at the university and there is no mechanism for promotion to this position. Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. It is expected that an Instructor should hold at least a Master's degree before employment. These faculty members are not eligible to apply for tenure, sabbatical leave, or educational leave. If an Instructor applies for a tenure-track position in the department and is hired for that position, the years spent as an Instructor cannot be counted towards tenure or promotion to higher ranks.

### **Senior Instructor**

Instructors are eligible to apply for appointment to senior instructor in the fall semester of their 5<sup>th</sup> 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 standards for excellence.

A recommendation for an appointment as Senior Instructor will be based on evidence of sustained excellence in teaching, including (but not limited to) student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the applicant's written summary detailing rationale for the requested appointment. The appointment cannot exceed a period of 5 years but the individual can be reappointed to the same rank for additional terms. A Senior Instructor is not eligible for tenure or promotion to Assistant Professor.

However, a person who is an Instructor or Senior Instructor, could apply and be hired for an advertised tenure-track position if they meet the requirements of the job description. In this case, the years of service as Instructor or Senior Instructor will not count toward tenure or promotion.

### **Ranked Tenured or Tenure-Track Faculty**

There are four possible levels of ranked faculty in the Department of Merchandising and Fashion Design as per the 2015 Faculty Handbook. The granting of tenure and the promotion are two separate processes, requiring two separate applications and two separate evaluations. However, for many faculty members, these two applications, and the resulting two evaluations, occur at the same time. The granting of tenure and/or the promotion is based on achievement as opposed to time served. The granting of tenure and/or promotion is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

### **Tenure-Track Instructor (Hired prior to January 1, 2007)**

The position of Instructor is the lowest level of non-tenured full-time faculty at the university and as such there is no mechanism for promotion to this position. It is expected that an Instructor should hold at least a Master's degree before employment. These faculty members are eligible to apply for tenure, sabbatical leave, or educational leave. Typically, five years of service is necessary for tenure and promotion but the candidate may apply after a minimum of three years as a tenure-track instructor. It would be unusual, however, for a candidate's application to be successful until the fourth or fifth year in the rank.

### **Assistant Professor**

For individuals hired after January 1, 2007, the rank of Assistant Professor is the entry level rank for tenure-track faculty at Missouri State University. Only instructors hired prior to January 1, 2007 are eligible for promotion to the rank of Assistant Professor. Appointment to the rank of Assistant Professor requires a terminal degree or a master's degree with discipline-specific industry experience. The granting of tenure and/or the promotion to Assistant Professor is based on achievement as opposed to time

served. The granting of tenure and/or promotion to the rank of Assistant Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

*Teaching effectiveness:* It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a good quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty teaching skills.

*Research effectiveness:* Evidence of research effectiveness may include such things as scholarly (peer reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion Committee shall judge these activities on the basis of their overall scholarly/creative quality. This judgment will be based on factors including peer review. For tenure and/or promotion to Assistant Professor each faculty member must demonstrate a record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design does not impose a numerical minimum of publications and/or creative products for tenure and/or promotion to the rank of Assistant Professor. Nevertheless, it is expected that for tenure and/or promotion to be achieved one must actively and successfully publish or compete with creative products.

It is also expected that the faculty member will have made an initial effort in terms of securing internal research funding or have obtained external funding for a major department event such as the fashion show and senior show.

While an Assistant Professor is minimally eligible for tenure after completing three years of service to Missouri State, it is the present policy of the University not to grant tenure to those minimally eligible; rather, the policy is to delay the granting of tenure until six years of service to the University have been completed except in rare circumstances and for compelling reasons. Assistant Professors who are minimally eligible for tenure should discuss their particular situations with the Department Head prior to making application.



## **Promotion to Associate Professor**

The granting of tenure and/or the promotion to Associate Professor is based on achievement as opposed to time served. The granting of tenure and/or promotion to the rank of Associate Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

*Teaching effectiveness:* It is expected that each faculty member should undertake his/her fair share of the teaching load and sustain a high quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as travel to meetings specifically designed to improve faculty teaching skills.

*Research effectiveness:* Evidence of research effectiveness may include such things as scholarly (peer reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities on the basis of their overall scholarly/creative quality. This judgment will be based on factors including peer review. For tenure and/or promotion to Associate Professor each faculty member must demonstrate a sustained record of publication in appropriate peer reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Merchandising and Fashion Design does not impose a numerical minimum of publications and/or creative products for tenure and/or promotion to the rank of Associate Professor. Nevertheless, it is expected that for tenure and/or promotion to be achieved one must actively and successfully publish or successfully compete with creative products.

It is also expected that the faculty member will have made an effort to secure internal research funding and or external support for a research project or have obtained external funding for a major department event such as the fashion show and senior show.

*Service Effectiveness:* Due to the small size of the Department of Merchandising and Fashion Design, faculty members are often overburdened with service activities. Faculty members should show evidence of efforts to serve the department, college, and university as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in college and university level committees as well as through the provision of evidence of participating in community level activities.

## **Professor**

Promotion to the rank of Professor is based on achievement as opposed to time served. For promotion to the rank of Professor an applicant must have a cumulative record of sustained teaching effectiveness, sustained scholarly productivity including multiple peer-reviewed research publications and/or juried creative products, and substantial service appropriate to the discipline (Faculty handbook 3.4.3).

For promotion to the rank of Professor the Faculty Handbook requires peer-reviewed research publications and/or juried creative products. There is no minimum number of publications, peer-reviewed presentations at discipline-related conferences or meetings, or creative products required for promotion to the rank of Professor although it is expected that the faculty member will demonstrate a high level of productivity. Both the significance and the quantity of the applicant's publications will be considered. Recognition through awards by professional organizations or by peers will also provide evidence as to the merit of the work. Successful grant proposals and grant writing also constitute a significant factor in promotion to the rank of Professor.

## **V. Procedures for Annual Performance Evaluations**

Every year according to the Academic Work Calendar, every faculty member will discuss with the Department Head (1) the results of the prior performance and (2) objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing and placed in the department personnel file with copies provided to the faculty member. Copies of these annual summaries will be reviewed by departmental Tenure and Promotion Committee when needed for reappointment, promotion or tenure recommendations.

Each faculty member is expected to participate in teaching, research/scholarship and service activities that promote the mission and goals of the university, college, and department. The precise terms of employment, stated in the initial appointment contract letter, may vary from one individual to another, but these conditions must conform to the policies in the appropriate Faculty Handbook and be in accordance with performance expectations of other faculty in the Department of Merchandising and Fashion Design. Specific duties are renegotiated on an annual basis with the Department Head.

**Teaching Evaluation:** Teaching of effectiveness is essential in the development of "educated persons." Achievement in this area is of critical importance in the department's evaluation of faculty members for annual reappointment, tenure, or promotion. Candidates for annual reappointment, tenure, or promotion must show evidence of strong teaching performance. Documentation for each activity should be provided, generally a summary and/or analysis of the activity with indications of changes or new ideas that have been or will be incorporated in teaching based on the activity. Indicators of teaching performance may include (but are not limited to) the following:

- A. **Classroom Teaching:** Statements of teaching philosophy, student evaluations of courses taught, teaching awards, course syllabi, development of appropriate new courses, improvement of existing courses, development of laboratory exercises, rigorous and relevant information presented, updating course content to keep it current.
- B. **Evidence of successful student learning outcomes.** Feedback from alumni and employers, percentage of graduates who successfully compete for jobs, sourcing discipline-related competitions for students to enter, successful student competition for prime internships, employer evaluations of interns.
- C. **Use of effective modalities.** Wise and useful employment of innovative instructional methods; teaching of full classes during intersession, summer, and evening courses to improve student access; development or teaching of blended, on-line, video, or off campus courses.
- E. **Professional Development in Teaching:** attendance at conference sessions related to teaching, workshops or courses taken to enhance teaching skills; initial employment of innovative instructional methods; identifying new resources that promote student learning; updating teaching or subject-matter skills with supporting documentation; learning to use current technology or current software used by students in discipline related classes; peer ratings; external expert ratings; review of another peer's teaching or course materials; review of peer syllabi with written analysis and summary; teaching awards; teaching portfolio; literature reviews primarily for classroom and other instructional settings for the purpose of improving teaching.
- F. **Other Contributions:** Availability to students through office hours and appointments, supervision of internships or student teaching; discussion of role in mentoring students and their accomplishments.

**Research/Scholarship Evaluation:** The scholarships of discovery, integration and application are essential elements of the department and university missions. Evidence of performance in these areas is valued in tenure and promotion considerations. Candidates for tenure and promotion must show evidence of active participation in publishing, grant writing, and presentations.

Examples include (but are not limited to):

- A. **Grants/Proposals/Funding:** External grants received; MSU (internal) grants received; public/private donations (monetary or gifts-in-kind, that benefit the department). Grant Proposals for which the results are unknown or which do not receive funding will be given lower weight.
- B. **Research Projects:** Principal or co-principal on a research project, generating internal or external funding.
- C. **Project Funding:** Generating external funding and/or other resources to support students and student activities including fashion shows, senior show, and other public displays of student work.
- D. **Publications:** Appropriate discipline-related publications will have been peer-reviewed based on originality, importance, usefulness, timeliness, and creativity. Documents that present results of new research or analyze and synthesize information will be given higher weight than documents that are a compilation of current knowledge or that are designed as teaching tools, such as laboratory manuals and workbooks.
- E. **Creative Projects:** Original creative projects for juried competitions or publication, student success in discipline-related competitions.
- F. **Presentations:** Refereed presentations, presentations at discipline-related professional meetings; professional meetings and workshops at which research is the primary focus.
- G. **Successful collaboration with students** on creative projects for juried competitions or publication.

**Service Evaluation:** Discipline-related service activities expand opportunities for learning, shape the learning environment, and are instrumental in fulfilling the Public Affairs Mission of the university. Each faculty member is expected to assume an appropriate share of the service responsibilities necessary to fulfill the department, college, and university missions. Candidates for tenure and promotion must show strong evidence of active participation in university, community, and professional service activities. Indicators of service performance include but are not limited to:

- A. **University:** Participation on Departmental, College, and University committees.
- B. **Community:** Community Committees; unpaid consulting work; community projects and outreach programs; mentoring of students in production of shows (fashion and design) that raise community awareness of FID programs; recruitment efforts in public schools and other appropriate venues.
- C. **Professional:** Participation on professional organization and advisory committees; membership in professional organizations; published book reviews.
- D. **Student Advising.** Career advisement; advisement of student clubs, organizations or

activities.

- D. **Other Activities:** Service activities that enhance the department and university's image with the fashion, interior design, and/or family and consumer sciences education communities, such as securing new scholarships; textbook reviews, etc..