

TENURE AND PROMOTION HANDBOOK

**A Compilation of Tenure and Promotion
Policies and Procedures
for Faculty**

2014

**Midwestern State University
Wichita Falls, Texas**

I. Introduction

This handbook contains information on tenure and promotion. It includes all the eligibility requirements and criteria for each process.

The granting of tenure means that the faculty member is considered to be an asset to this academic community, especially to the discipline in which he or she teaches. Tenure is the assurance that an experienced faculty member may expect to continue in the present academic position unless financial exigency or adequate cause for dismissal is demonstrated in a fair hearing, following established procedures of due process (Policy 3.125). A major tenet of the tenure system is the assurance of academic freedom within the context of academic responsibility. It signifies not only the entitlement to continuing appointment as a member of the faculty but also presumes a reciprocal commitment by the faculty member to the goals and mission of the university.

Promotion in rank is recognition of the achievements of the individual being considered for promotion. In addition, advancement in rank signifies expectation of continuing professional growth, greater achievement, and assumption of increasing responsibility on the part of the individuals thus distinguished.

The handbook reflects and further details the information related to the granting of tenure and promotion in rank that is contained in the *Midwestern State University Policies and Procedures Manual*, 3.120. If information in this handbook contradicts that in the *Manual* policy, the *Manual* policy will prevail.

This handbook contains (1) a schedule of development for tenure-track faculty, (2) a guide to assist junior faculty members to mature as scholars and teachers and to achieve a level of performance that will qualify them for both tenure and promotion, (3) the eligibility requirements and criteria upon which decisions for tenure and promotion will be based, and (4) an explanation of the tenure and promotion process.

II. Procedures for Revision

The tenure and promotion regulations set forth in this handbook and in the *MSU Policies and Procedures Manual* will be comprehensively reviewed once every five years. The review will be undertaken by a representative Tenure and Promotion Policies and Procedures Review Committee, which will be an ad hoc committee in the university whose members are appointed by the President following nomination by the Provost in consultation with academic deans and the chair of the Faculty Senate during the spring prior to the committee's review. The Tenure and Promotion Policies and Procedures Review Committee will elect its chair and review current guidelines to determine if changes are needed. During

the review process it will solicit opinions concerning possible revisions from the University Tenure and Promotion Committee, the Faculty Senate, College Deans, Department Chairs, and College Tenure and Promotion Committees. Assessing information from these sources in the context of its own views, the Tenure and Promotion Policies and Procedures Review Committee will, if necessary, draft recommendations for change. The Tenure and Promotion Policies and Procedures Review Committee will report to the Provost. Committee recommendations will be discussed by the Senate and Academic Council before being submitted to the President and Board of Regents.

III. Structure of the Tiered Tenure and Promotion System

Tiered System

Before submitting an application for tenure or promotion, the faculty member will verify that all essential materials are included by completing the portfolio check-off form. A tiered system is used to evaluate the faculty member for promotion and/or tenure. The faculty member's application for promotion and/or tenure will be reviewed within the context of departmental and college guidelines at the following levels in the order indicated: (1) the Department Chair, (2) the College Tenure and Promotion Committee, (3) the College Dean, (4) the University Tenure and Promotion Committee, (5) the Provost, (6) the President, and (7) the Board of Regents.¹

Any application that accumulates two negative recommendations as it proceeds to the President will be terminated at the point at which the second negative recommendation is received. All other applications will be reviewed by the President, who will decide whether or not to recommend tenure and/or promotion to the Board of Regents.² The Board of Regents will make the final decision.

Department Chair

The Department Chair will initiate the development and periodic review of department-wide guidelines for the evaluation of satisfactory performance, ensure

¹ If the Department Chair is the candidate, evaluation of his/her portfolio will begin with his/her College Tenure and Promotion Committee. The Chair's portfolio will be submitted first to the Dean. The Dean will transfer the portfolio to the College Tenure and Promotion Committee. If the Dean is the candidate, his/her portfolio will be transferred from the College Tenure and Promotion Committee to the Provost. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee.

² However, the President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

that all faculty members are aware of the guidelines, and add a copy of the guidelines to each application portfolio. These guidelines shall be in accord with, and shall further detail, the college guidelines initiated by the deans. After reviewing the candidate's portfolio, the Department Chair will prepare a discrete written recommendation to accompany each evaluation form regarding the candidate's qualifications, complete the appropriate evaluation form and the portfolio check-off form, and add the forms, along with the written recommendation to the candidate's portfolio. The Department Chair will communicate his/her recommendation to the College Tenure and Promotion Committee. A copy of the Department Chair's evaluation form and written recommendation will be sent to the applicant.³

College Tenure and Promotion Committee

The College Tenure and Promotion Committee will consist of at least three senior, tenured members of the faculty. Whatever the total, there must be an odd number of members on the College Tenure and Promotion Committee. At the discretion of the College Dean, the committee may be either elected by the college faculty or appointed by the College Dean based on recommendations from the College Council. Representatives will serve two-year staggered terms. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those serving is being considered for promotion, an alternate will be selected to serve one year of the term. The College Dean may not serve on the committee. The Department Chair may not serve on the committee if a faculty member from that chair's department is being considered for promotion and/or tenure. No member of the College Tenure and Promotion Committee may serve concurrently on the University Tenure and Promotion Committee. The committee will elect a chair from among its members. The committee will prepare a discrete written recommendation of the candidate to accompany each evaluation form within the context of the departmental and college guidelines, and will report the result of its votes, but not the number of yes and no votes. The committee will also complete the appropriate evaluation form and the portfolio check-off form and will add the forms, along with the written assessment, to the candidate's portfolio. The chair will communicate the committee's recommendation to the College Dean.⁴ A

³ If the Department Chair is the candidate, evaluation of his/her portfolio will begin with his/her College Tenure and Promotion Committee. The Chair's portfolio should be submitted first to the Dean by the October 1 deadline. The Dean will transfer the portfolio to the College Tenure and Promotion Committee by the October 15 deadline. The Chair should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her department. The Chair may also mark NA in the space on the Check-Off Form designated for the Chair's evaluation form and written recommendation.

⁴ If the Dean is the candidate, his/her portfolio will be transferred from the College Tenure and Promotion Committee to the Provost by the November 15 deadline. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee by the January 10 deadline. As part of his/her initial preparation of his/her portfolio, the Dean should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her college. The Dean may also mark NA in the space on the Check-Off Form designated for the Dean's evaluation form and written recommendation.

copy of the College Tenure and Promotion Committee's evaluation form and recommendation will be sent to the applicant and the Department Chair.

College Dean

The College Dean will initiate the development and periodic review of college-wide guidelines for the evaluation of satisfactory performance, ensure that all faculty members are aware of the guidelines, and add a copy of the guidelines to each application portfolio. Those guidelines shall be in accord with, and shall further detail, the university-wide guidelines defined in this handbook. After reviewing the candidate's portfolio, the College Dean will provide a discrete written recommendation to accompany each evaluation form regarding the candidate's qualifications, complete the appropriate evaluation form and the portfolio check-off form, and add the forms, along with his or her written recommendation, to the candidate's portfolio. The College Dean will communicate his/her recommendation to the University Tenure and Promotion Committee. A copy of the dean's evaluation form and written recommendation will be sent to the applicant and the Department Chair. If there are two negative recommendations within the first three evaluations (Department Chair, College Committee, and College Dean), the College Dean will send the portfolio directly to the Provost, and the Provost will notify the candidate.

University Tenure and Promotion Committee

The University Tenure and Promotion Committee will consist of senior, tenured members of the faculty. Each college shall be represented by one tenured committee member for each twenty line-item, full-time positions, or major fraction thereof. Members of the committee are elected within their college. All representatives will be elected for two-year staggered terms. In a college with two or more representatives, the terms will be staggered so as not to run concurrently. No academic department may have more than one elected representative. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those elected is being considered for promotion, an alternate will be elected from that college to serve one year of the term. No faculty member can serve more than two consecutive terms. No College Dean, the Provost, or the University President may serve on the committee. A Department Chair may serve on the committee, provided that no faculty member from that chair's department is being considered for tenure and/or promotion. No member of the University Tenure and Promotion Committee may serve concurrently on the College Tenure and Promotion Committee. As it concludes its work, the committee will annually elect a chair for the next year from those members not serving the final year of a two-year term.

The committee will prepare a written recommendation regarding the candidate's qualifications within the context of the departmental and college guidelines, and

will report the result of its votes, but not the number of yes and no votes. The committee will also complete the appropriate evaluation form and the portfolio check-off form and will add the forms, along with the written recommendation, to the candidate's portfolio. The committee chair will ensure that, once the merits of all the applicants have been evaluated and recommendations prepared, all portfolios are sent to the Provost. A copy of the University Tenure and Promotion Committee's evaluation form and written recommendation will be sent to the applicant, the Department Chair, and the College Dean.

Provost, President, and Board of Regents

If there are two negative recommendations in the first four evaluations (Department Chair, College Tenure and Promotion Committee, College Dean, and University Tenure and Promotion Committee), the Provost will notify the candidate. Otherwise, the Provost will evaluate the applicant's performance within the context of the departmental and college guidelines and make a recommendation to the President. Once the President has decided whether or not to forward the application to the Board of Regents, the Provost will so inform the candidate in writing, with copies to the Department Chair and College Dean.⁵ After the Board of Regents has made the final decision on the recommendations it has received, the applicants will be informed by the President, with copies to the Department Chair, College Dean, and Provost.

IV. Definition of Terminal Degree

Deans will initiate discussions in their colleges as to which degrees will be considered terminal and forward their recommendations to the Provost. The Provost will forward these recommendations to the President, who will rule on them. An up-to-date list of degrees honored as terminal will be maintained in the Office of the Provost.

V. Development Schedule for Tenure-Track Faculty

Tenure-track faculty members are subject to the following categories of evaluation: (1) teaching effectiveness, (2) research and scholarly activity, and (3) service. A thorough discussion of expectations implicit in these categories is presented in the *Requirements and Criteria for Tenure* presented later in this handbook.

⁵ The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

Tenure Application Timeline

Academic Year

1	2	3	4	5	6	7
Four years MSU experience as Assistant Professor or above				Initial application occurs at beginning of fifth year.	1. Successful applicant is tenured at beginning of sixth year. 2. Final application for tenure at beginning of sixth year.	All applicants must either be tenured or receive terminal contract.
One year credit as Asst. Prof. or above	Three years MSU experience as Asst. Prof. or above					
Two years credit as Asst. Prof. or above	Two years MSU experience as Asst. Prof. or above					

Beginning with a full-time nine-month academic appointment at the rank of assistant professor or higher, the probationary period for considering a faculty member for tenure shall not exceed six years. A faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or above before being eligible for application for tenure. If another institution of higher education has employed a faculty member, prior service toward tenure at Midwestern State University may be agreed upon in writing between the individual and the university at the time of employment. In no case will the faculty member be eligible for application for tenure prior to completion of a minimum of two (2) years of full-time academic experience at Midwestern State University.

The schedule below is intended to guide the applicant, department, and college in facilitating the continuous development of faculty members toward their achievement of tenure.

Academic Year 1

1. **Development of Tenure and Promotion Application Portfolio:** Each faculty member should begin creating his/her portfolio during the first year of employment at Midwestern State University. While the faculty member is in a tenure-track position, the development of all aspects of his/her professional life should be reflected in the portfolio. Elements that bear witness to achievement at each stage of the faculty member's career should be included. Specific tenure and promotion requirements are discussed later in this handbook.
2. **Teaching Effectiveness:** Teaching is the most important function performed by a faculty member at MSU. For this reason, each faculty member is expected to attain a high level of quality and effectiveness in his/her teaching activities. From the beginning, a faculty member should focus on sustaining excellence or improving performance in all areas of teaching: course design, instruction, and continuing development. In

assessing teaching effectiveness, student evaluations of teaching will be considered, together with any other forms of evaluation agreeable to faculty and administrators within the college. The university's expectations for effective teaching are reflected in the *Eligibility Requirements and Criteria for Tenure*.

3. **Research and Scholarly Activity:** Scholarly and creative activities should be initiated in the first year. These activities should include the development of scholarly and/or creative interests, research within these areas of interest, and professional contributions as a scholar. Each college should develop specific criteria that are communicated to new tenure-track faculty members through written documents and explained by Department Chairs and/or senior, tenured faculty members. More detailed information is available in the *Eligibility Requirements and Criteria for Tenure*.
4. **Service:** Minimal service activities are expected during the first year. Any accomplishments in this area should be clearly evaluated. Major elements of the service component are (1) service to the university, (2) service to the profession, and (3) service to the community. For additional information see *Eligibility Requirements and Criteria for Tenure*.
5. **Collegiality:** A tenure-track faculty member should demonstrate a willingness to work respectfully and courteously with faculty, staff, administration, students, and others in attaining the goals of the department, college, and university. See *Eligibility Requirements and Criteria for Tenure*.
6. **Evaluation:** Each faculty member is responsible for preparing an Annual Faculty Personal Report that forms the basis for an annual evaluation by the Department Chair and/or College Dean.

Academic Year 2

1. **Teaching Effectiveness:** The faculty member should sustain excellence or improve performance in all facets of teaching effectiveness. Quality of teaching should remain excellent or improve.
2. **Research and Scholarly Activity:** Projects initiated in the first year should be continued, if not completed.
3. **Service:** The Department Chair should begin to assign departmental responsibilities and committee participation. Student advising and/or mentoring duties should be initiated and increased gradually.
4. **Collegiality:** The faculty member should continue to exhibit collegiality in teaching, research, and service.

5. **Evaluation:** The faculty member's Annual Faculty Personal Report should reflect sustained excellence or improvement in teaching effectiveness, research/scholarly activity, and service.

Academic Year 3

1. **Teaching Effectiveness:** Sustained excellence or improvement in all the facets of teaching effectiveness continues.
2. **Research and Scholarly Activity:** The faculty member should continue scholarly research and/or creative activities. Some external evaluation of work should be evident via scholarly submissions, conference participation, and appropriate venues for creative expression.
3. **Service:** The faculty member should be active in departmental, college, and university level activities and committees, and should assume full responsibility for student advising and/or mentoring. Participation in departmental curriculum development should begin. So should community involvement.
4. **Collegiality:** The faculty member should have clearly demonstrated a willingness to work cooperatively with individuals and groups within the department, college, and university.
5. **Evaluation:** The faculty member should undergo an intensive self-evaluation and peer evaluation by the Department Chair, the College Dean, and senior, tenured faculty members in the department and/or college during the third year of probationary service as stipulated by departmental and college guidelines. Annual Faculty Personal Reports will provide significant information for academic years 1-3. The objective of these evaluations is to identify strengths and weaknesses in order to enhance the former and eliminate the latter. Each third-year faculty member should be given a thorough appraisal of his/her work. On the basis of this review, a candid judgment of the feasibility of continuing to seek tenure should be provided in writing by the Department Chair and College Dean.

Academic Year 4

1. **Teaching Effectiveness:** The faculty member should demonstrate a growing mastery of the subject matter and the ability to present it effectively in the classroom.
2. **Research and Scholarly Activity:** Scholarly and creative work should become more important in years four and five. The faculty member must show evidence of external recognition in terms of securing grants,

participating in conferences, writing manuscripts or producing creative works, or having manuscripts or creative works accepted for publication/presentation.

3. **Service:** The faculty member should continue to be actively involved in professional organizations, should actively participate in university committees, should be fully engaged with student advising and/or mentoring, and should begin to create new courses where appropriate within his/her areas of expertise. Active community involvement should also continue.
4. **Collegiality:** The faculty member should continue to work cooperatively with individuals and groups within the department, college, and university.
5. **Evaluation:** The faculty member and members of the department should work closely together to ensure that all requirements for attaining tenure are being achieved. The faculty member will begin preparation of the *Tenure Application Portfolio*.

At the end of the fourth year, the Provost will notify in writing the faculty members who meet the eligibility requirements for tenure.

Academic Year 5

1. The faculty member seeking tenure may apply (for the first time) in the beginning of the fifth academic year of probationary service following the procedures outlined in the *Eligibility Requirements and Criteria for Tenure*. Applicants for tenure will be notified of the tenure decision after the Board of Regents has met, unless there are two negative recommendations within the first five tiers of evaluation (Department Chair, College Tenure and Promotion Committee, College Dean, University Tenure and Promotion Committee, and Provost) or unless the President decides not to forward the application to the Board of Regents, in which cases the Provost will notify the candidate.
2. If the faculty member is awarded tenure, his/her sixth-year contract will reflect the tenured status.
3. A faculty member who is denied tenure may re-apply for tenure in the sixth academic year.
4. A faculty member may choose not to apply for tenure in the fifth academic year.

At the end of the fifth year, the Provost will notify in writing the faculty members who meet the eligibility requirements for tenure.

Academic Year 6

1. All faculty members who are re-applying for tenure or applying for tenure for the first time must do so in the beginning of the sixth academic year. Applicants must follow the procedures outlined in the *Eligibility Requirements and Criteria for Tenure*.
2. Faculty members who are awarded tenure will receive notification from the President. The faculty member’s tenured status will be indicated in his/her seventh-year contract.
3. Faculty members who are not awarded tenure will receive notification from the President (or the Provost if there are two negative recommendations within the first five tiers of evaluation) and will be given a terminal contract for the seventh year.

VI. Procedures for Tenure and Promotion Application

Each faculty member is responsible for initiating the process of applying for tenure or promotion in rank. Upon notification of eligibility at the end of probationary service, the applicant should complete the application narrative for tenure or promotion in rank. An electronic copy of the appropriate template for the narrative can be obtained from the Office of the Provost website and the MSU Forms Library [http://forms.mwsu.edu/library/tblFormLibrary_list.asp]

Once the application has been submitted, it will continue through the tiered tenure and promotion system to the President of the University and the Board of Regents unless withdrawn by the applicant or unless there are recommendations against advancement at any two of the previous levels. Two negative recommendations will terminate the faculty member’s application process for that year.⁶

The annual calendar for the process will be fixed according to the following dates (or the first business day following these dates if they fall on a weekend or holiday):

May 15Notification of eligibility for promotion and/or tenure by the Provost
October 1Portfolio due to the Department Chair
October 15 Portfolio due to the Office of the College Dean for transfer
to the College Tenure and Promotion Committee
November 15Portfolio due to the College Dean
January 10Portfolio due in the Office of the Provost for transfer

⁶ The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

to the University Tenure and Promotion Committee
February 20 Portfolio due to the Provost
March 25 Recommendation due to the President
May Board Meeting Recommendation due to the Board of Regents

The Tenure and Promotion Application Portfolio

The narrative and all supporting documentation should be contained in one (1) three-ring binder with tabs for each section identified below. The final Tenure and/or Promotion Application Portfolio must include all of the following sections:

1. **Section 1** in all portfolios will include the following:
 - a. Letter of notification showing eligibility for tenure and/or promotion from the Provost
 - b. Letters of recommendation and evaluation forms from the Chair of the Department, the College Tenure and Promotion Committee, the College Dean, and the University Tenure and Promotion Committee (to be added by the appropriate individual or committee)
 - c. Departmental and college guidelines (to be added by the Department Chair and College Dean, respectively)
2. **Section 2** in all portfolios must include an up-to-date, detailed curriculum vitae showing degrees earned along with dates, teaching experience at various universities along with dates, positions held along with dates, published and unpublished research along with dates, and creative works along with dates (an outline of the format for the curriculum vitae can be found in Appendix C).
3. **Section 3** in all portfolios must contain a well-drafted copy of the appropriate narrative in which the applicant comments in detail about all areas (teaching effectiveness, research/scholarly activity, and service). In each area, the criterion of collegiality-should be addressed. The applicant for tenure and/or promotion in rank must make his or her own case as strongly as possible.
4. **Section 4** must document all relevant information regarding achievements in teaching effectiveness, including the faculty member's statement of teaching philosophy. Documentation must include Annual Faculty Personal Reports and Evaluations, as well as summaries of student evaluations and grade distributions for the past five years or every year on contract at MSU if fewer than five years.

5. **Section 5** must document all relevant information regarding achievements in research/scholarly activity.
6. **Section 6** must document all relevant information regarding achievements in service.

Process for Tenure or Promotion Application Consideration

The applicant will verify that all sections of the portfolio are complete by filling out the portfolio check-off form and will submit the portfolio to the Department Chair by the October 1 deadline.

The Department Chair will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank, and add a copy of the departmental tenure/promotion guidelines to the portfolio.⁷ A copy of the evaluation form and the letter of recommendation will be sent to the candidate. It is the responsibility of the Department Chair to ensure that the application is complete before forwarding it to the College Tenure and Promotion Committee.⁸

The Department Chair will forward the portfolio to the College Dean for transfer to the College Tenure and Promotion Committee. The College Tenure and Promotion Committee will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, and write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank.⁹ A copy of the evaluation form and the letter of recommendation will be sent to the candidate and the Department Chair. The committee will report the result of its votes, but not the number of yes and no votes. It is the responsibility of the College Tenure and Promotion Committee to ensure that the application is complete before forwarding it to the College Dean.

The College Tenure and Promotion Committee will forward the portfolio to the

⁷ If the Chair has new information to impart, the information should be included in the Chair's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

⁸ If the Department Chair is the candidate, evaluation of his/her portfolio will begin with his/her College Tenure and Promotion Committee. The Chair's portfolio should be submitted first to the Dean by the October 1 deadline. The Dean will transfer the portfolio to the College Tenure and Promotion Committee by the October 15 deadline. The Chair should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her department. The Chair may also mark NA in the space on the Check-Off Form designated for the Chair's evaluation form and written recommendation.

⁹ If the College Tenure and Promotion Committee has new information to impart, the information should be included in the committee's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

College Dean. The College Dean will evaluate the portfolio, fill out the evaluation form and the portfolio check-off form, write a letter recommending whether the candidate should or should not receive tenure and/or a promotion in rank, and add a copy of the college tenure/promotion guidelines to the portfolio.¹⁰ A copy of the evaluation form and the letter of recommendation will be sent to the candidate and the Department Chair. It is the responsibility of the College Dean to ensure that the application is complete before forwarding it to the University Tenure and Promotion Committee.¹¹ If there are two negative recommendations within the first three evaluations (Department Chair, College Tenure and Promotion Committee, and College Dean), the College Dean will send the portfolio directly to the Provost, and the Provost will notify the candidate.

The University Tenure and Promotion Committee should convene each year no later than January 25. The committee will evaluate each portfolio separately within the context of departmental and college guidelines, fill out the evaluation form and the portfolio check-off form, and vote. A quorum must be present before the committee takes votes. The results of votes will be reported, but not the number of yes and no votes. A candidate's portfolio may be considered only if a representative of the candidate's college is present. Each application, along with the evaluation form and a letter from the committee recommending whether the candidate should or should not receive tenure and/or a promotion in rank, will be forwarded to the Provost.¹² A copy of the evaluation form prepared by the University Tenure and Promotion Committee and of its letter of recommendation will be sent to the candidate, the Department Chair, and the Dean. It is the responsibility of the University Tenure and Promotion Committee to ensure that the application is complete before forwarding it to the Provost.

If there are two negative recommendations within the first four evaluations (Department Chair, College Tenure and Promotion Committee, College Dean, and University Tenure and Promotion Committee), the Provost will notify the candidate, and the application will be terminated. The Provost will review all other applications and recommendations and make his/her own recommendations to the President. After reviewing all applications and recommendations

¹⁰ If the Dean has new information to impart, the information should be included in the Dean's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

¹¹ If the Dean is the candidate, his/her portfolio will be transferred from the College Tenure and Promotion Committee to the Provost by the November 15 deadline. The Provost will transfer the Dean's portfolio to the University Tenure and Promotion Committee by the January 10 deadline. As part of his/her initial preparation of his/her portfolio, the Dean should supply the materials called for under "Applicant" on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her college. The Dean may also mark NA in the space on the Check-Off Form designated for the Dean's evaluation form and written recommendation.

¹² If the University Tenure and Promotion Committee has new information to impart, the information should be included in the committee's letter of recommendation. Furthermore, documentation supporting the new information may be attached to the letter. However, no new information or documentation may be inserted in the candidate's original documentation, and no revision of the candidate's original narrative will be allowed.

forwarded to him/her, the President will decide whether or not to recommend tenure and/or a promotion in rank to the Board of Regents.¹³ The Provost will inform each candidate of the President's decision in writing, with copies to the Department Chair and College Dean. The final decision concerning tenure and/or a promotion in rank will be made by the Board of Regents. The President will inform the candidate of the Board's decision in writing, with copies to the Department Chair, the College Dean, and the Provost.

Disposition of the Tenure and Promotion Application Portfolio

The portfolio of each candidate, exclusive of support materials, will be maintained in a permanent archive, in hard copy or electronic form, as part of the faculty member's permanent personnel file. Supporting material will be returned to the faculty member when the process has been completed.

VI. Eligibility Requirements and Criteria for Tenure and Promotion

ELIGIBILITY REQUIREMENTS FOR TENURE

The criteria for tenure are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or above before being eligible for application for tenure. Up to two of the four years may be awarded for experience at another institution. The award will be decided at the time of employment and included in the contract. Two of the four years *may* be awarded for experience at Midwestern State University in a full-time, non tenure-track position at the rank of assistant professor or above.
- B. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be the highest degree or a terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost, and President.

¹³ The President has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO ASSISTANT PROFESSOR

The criteria for promotion to Assistant Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of seven years of full-time academic experience in higher education (two of which may be awarded for experience at another institution) before being eligible for application for promotion to assistant professor.
- B. The faculty member must have completed a master's degree (not the highest degree available in the discipline of his/her primary teaching responsibility). NOTE: If a faculty member with the rank of instructor completes the highest degree in his/her discipline, promotion to assistant professor will be automatic at the beginning of the next semester following documented completion of all requirements.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO ASSOCIATE PROFESSOR

The criteria for promotion to Associate Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or equivalent experience in the field before being eligible for application for promotion to associate professor. Up to two of the four years may be awarded for experience at another institution or equivalent experience in a non-academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence to the Provost and the President for final approval. The award will be decided at the time of employment and included in the contract.
- B. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be the terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost, and President.

ELIGIBILITY REQUIREMENTS FOR PROMOTION TO PROFESSOR

The criteria for promotion to Professor are to be used after the faculty member has been evaluated using the following eligibility requirements:

- A.** The faculty member must have completed a minimum of five (5) years of full-time academic experience in higher education at the rank of Associate Professor or equivalent experience in the field before being eligible for application for promotion to professor. Up to three of the five years may be awarded for experience at another institution or equivalent experience in an academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence to the Provost and the President for final approval. The award will be decided at the time of employment and included in the contract.

- B.** The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily a doctoral degree but possibly a master's degree if it is acknowledged to be the highest degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost, and President.

CRITERIA FOR TENURE AND/OR PROMOTION

This section delineates the criteria that are used for tenure and all levels of promotion once the eligibility requirements have been met. The specific criteria that must be met for each type of application are shown in the chart below.

	Instructor to Assistant Professor	Tenure	Assistant Professor to Associate Professor	Associate Professor to Professor	
Teaching					
1. Course design – demonstrates the practical application of teaching philosophy	Required	Required	Required	Required	
2. Instruction – demonstrates excellence in instruction	Required	Required	Required	Required	
3. Continuing development – continuously develop professional knowledge and where appropriate incorporate into teaching	Required	Required	Required	Required	
4. Collegiality – demonstrates working with others through teaching activities	Required	Required	Required	Required	
Research and Scholarly Activity					
1. Productivity – demonstrates consistent scholarly involvement through traditional or applied endeavors	Must meet at least three (3) of requirements 1, 2, 3, 4, 5, and 6.	Required	Required	Required	
2. Professional and scholarly recognition – receives recognition both inside and outside of Midwestern State University		Required	Required	Required	
3. Professional involvement – engages in professional academic activities		Must meet at least two (2) of requirements 3, 4, 5, and 6.	Must meet at least two (2) of requirements 3, 4, 5, and 6.	Required	Required
4. Grant writing and acquisition – writes grants that support department, college or the university					Must meet one (1) of requirements 4, 5, and 6.
5. Supervision of research or creative endeavors – supervises and mentors undergraduate or graduate students' research or creative projects					
6. Presentations – presents papers, posters, performances, exhibitions or workshops at professional meetings					
7. Collegiality – demonstrates working with others through research/creative accomplishments		Required	Required	Required	Required
Service					
1. University					
a. Effective participation in administration of department/college activities	Required	Required	Required	Required	
b. Effective participation within Midwestern State University academic community	Required	Required	Required	Required	
c. Responsible and effective out-of-class planning and academic advisement of students	Required	Required	Required	Required	
d. Demonstration of collegiality in service	Required	Required	Required	Required	
2. Profession/Community					
a. Ongoing and active involvement in professional organizations	None Required	Must meet at least two (2) of requirements 2a, 2b, 2c, 2d, and 2e.	Must least two (2) of requirements 2a, 2b, 2c, 2d, and 2e.	Must meet at least three (3) of requirements 2a, 2b, 2c, 2d, and 2e.	
b. Consulting in one's area of professional expertise or providing expertise					
c. Conducting workshops, clinics, and performances or hosting conferences or academic contests of other academic events.					
d. Obtaining external grants or outside contributions for scholarships, student activities, software, equipment and other resources for professional/community use other than research					
e. Participating in public service activities					

C. Teaching Effectiveness

Quality and effectiveness in teaching, as demonstrated through course design, instruction, continuing development, and collegiality, are expected for consideration in tenure and promotion decisions. Submitted materials *must* include (a) a statement of the faculty member's teaching philosophy, (b) copies of the Annual Faculty Personal Report and Evaluation for the past five years or for every year on contract if the faculty member has served MSU for fewer than five years, including copies of grade distributions and summaries of student evaluations, (c) representative copies of course syllabi, and (e) a summary and explanation of grade distributions for each course taught. Additional materials representative of teaching effectiveness beyond those suggested above, such as peer evaluations, may also be included.

All supporting documentation should be inserted in Section 4 of the portfolio.

- 1. Course Design.** Faculty members must demonstrate the practical application of their teaching philosophy into course design. To this end, they must demonstrate the ability to develop and implement pertinent and applied course objectives; a coherent and appropriate series of class topics and exercises; instructional approaches that encourage independent and critical thinking; and properly rigorous course assignments/assessments. Faculty members should demonstrate how class activities or assignments promote critical thinking skills. Documentation may include examples of class assignments, field trips, debates, papers, bibliographies, case analyses, student performances, etc. Faculty members may use up to three specific courses to exemplify their skills in this area.
- 2. Instruction.** Faculty members must demonstrate excellence in instruction. As evidence of this excellence, they may point to their ability to present topics in a clear, organized, and enthusiastic manner; to explain and apply abstract ideas and theories; to motivate students to work and participate in course activities; and/or to develop a balanced treatment of controversial issues. Faculty members must also demonstrate a favorable and supportive attitude toward students by offering regular and meaningful feedback on student activities, providing effective out-of-class instruction/supervision, and being available during office hours.
- 3. Continuing Development.** Faculty members are expected to engage in continuous assessment and improvement of their teaching, using such resources as the Teaching and Learning Resource Center, new technologies, pedagogical workshops and institutes, and evaluative feedback from students, supervisors, and faculty peers. Also, they should continuously develop their professional knowledge and, where appropriate, incorporate this knowledge into their teaching. They should detail the means by which they build their professional knowledge (e.g.,

professional readings, conference attendance, participation in continuing education seminars, acquisition of professional certification, and successful completion of advanced coursework). Faculty members are encouraged to provide up to three specific examples in this area.

4. **Demonstration of Collegiality in Teaching.** Collegiality may be demonstrated through team teaching; interdisciplinary teaching; willingness to teach at odd times and in a variety of formats (e.g., web and other distance courses, concurrent courses, and honors courses); volunteering to teach new classes; contributing to the development, maintenance, and teaching of multiple-section courses; presenting guest lectures when appropriate; substitute teaching for peers when the need arises; relating to others in a respectful and courteous manner inside and outside the classroom; cooperating in the preparation of course/teaching schedules; contributing to the development of common syllabi; sharing resources; and following prescribed curricula.

D. Research and Scholarly Activity

Consistent with its mission, Midwestern State University recognizes that scholarship may consist of traditional or applied research. Traditional endeavors include (1) ongoing research through continuing publication of books, book contributions, textbooks, articles in refereed journals in the faculty member's field (printed or electronic), or refereed conference proceedings (2) presentations of papers at professional meetings, (3) work demonstrating continuing professional commitment to the visual, performing, or literary arts through creative performances and/or presentations, and (4) scholarly achievement in the professional disciplines. Applied endeavors include such activities as (1) basic research conducted for immediate practical application rather than for publication, (2) the integration of information across disciplines or research accomplished to assist organizations, (3) special pedagogical applications of existing or original research, (4) application of existing or original research to artistic pursuits and projects, (5) special applications of technology to scholarly or artistic endeavors, (6) development of educational materials and/or software, and (7) *primary responsibility* (verified in writing by the Chair and/or Dean) for collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies. NOTE: *Assistance* with assessment and accreditation activities should be reported as university service. Departmental and college guidelines will define and clarify traditional and applied research more specifically for the faculty member's particular discipline (8) performance or exhibition of artistic projects.

All supporting documentation should be inserted in Section 5 of the portfolio.

- 1. Productivity.** The faculty member shows consistent scholarly involvement through regular completion of traditional or applied endeavors. Such involvement should demonstrate intellectual breadth or depth as well as originality and creativity. Intellectual breadth may be documented either by cross-disciplinary involvement or by research activity, artistic endeavor, or scholarship that demonstrates professional diversity. Intellectual depth may be documented by research activity, artistic endeavor, or scholarship in specialized areas that demonstrates continuing development of skills and knowledge. Applicants who have many peer-reviewed publications are urged to include in the portfolio a copy of only the first page or an abstract of each published work, with accompanying information containing the title of the publication in which the article appears, the precise date of publication, and the total number of pages. Published articles that have not been peer reviewed should be included in their entirety. If the applicant has accumulated a large number of such articles, a representative sample will suffice. Documented publication of articles in *Midwestern State University Faculty Papers* may be counted as part of the faculty member's productivity.
- 2. Professional and Scholarly Recognition.** The faculty member's work receives recognition both inside and outside Midwestern State University. This recognition may take the form of invited papers, performances, or exhibitions; reprint requests; citations of the faculty member's work in the published literature; awards; and other accolades deemed meritorious by the department or college. The quality, originality, and creativity of the faculty member's research and scholarly activity will be assessed at each level of review but must be addressed in detail by the College Tenure and Promotion Committee or a recognized group of scholars in the faculty member's field.
- 3. Professional Involvement.** The faculty member engages in such activities as reviewing papers for conferences and publications; adjudicating artistic presentations; serving on the editorial boards of professional or scientific journals; consulting in one's area of expertise; external evaluation of theses or grant proposals; or tenure and promotion applications at other institutions.
- 4. Grant Writing and Acquisition.** The faculty member obtains internal or external research grants that support his/her individual scholarly or creative inquiry or that benefit his/her department, college, or the university. Unsuccessful authoring of substantial grant requests may also be considered (include a copy of the unsuccessful grant in Section 5 of the portfolio). NOTE: External grants or outside contributions for scholarships, student activities, software, equipment, and other resources for professional/community use other than research should be listed under "Service."

5. **Supervision of Research/Creative Endeavor.** The faculty member supervises and mentors undergraduate or graduate students in the development, implementation, and completion of research or creative projects, especially projects that (a) earn publication, presentation, or other recognition or (b) benefit academic, civic, business, or cultural organizations.
6. **Presentations.** The faculty member consistently presents papers, posters, performances, exhibitions, or workshops at professional meetings. Creative performances or exhibitions should be listed here. Participation in the Midwestern State University Faculty Forum may be counted as part of an applicant's presentations.
7. **Demonstration of Collegiality in Research/Creative Endeavor.** Collegiality shall be demonstrated through research/creative accomplishments achieved by working respectfully and courteously with the faculty, staff, and administration of the university, and with others.

E. Service

Ongoing, meaningful, and collegial service is required of all full-time faculty members at Midwestern State University. Service may be demonstrated on a number of levels: contributions to the faculty member's department, contributions to his/her college, university-wide involvements, and professional/community efforts.

All supporting documentation should be inserted in Section 6 of the portfolio.

1. Service to the University

- a. **Effective participation in, and administration of, department/college activities.** This category may include activities associated with undergraduate and graduate instructional programs; committees; student and faculty recruitment; curriculum development; preparation of government documents; and *assistance with* collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies. NOTE: *Primary responsibility* (verified in writing by the Chair and/or Dean) for assessment and accreditation activities may be reported as applied research.
- b. **Effective participation within the Midwestern State University academic community.** This category may include university committee work; service on Faculty Senate; university-sponsored public service programs; and such activities as seminars, panel

discussions and judging, sponsorship of professional or scholarly activities on campus, participation in the American Democracy Project, Constitution Day, Family Day, Mustangs Rally, Spirit Days, and Majors Fair.

- c. **Responsible and effective out-of-class advisement and counseling of students.** This category may include such service as academic advising, personal counseling, sponsoring of non-academic organizations and activities, career counseling, and assisting with graduate school applications and job placement.
- d. **Demonstration of collegiality in service.** Collegiality in service may be demonstrated through the mentoring of other faculty; volunteering to participate in university activities; following through on assigned tasks; being willing to take on administrative responsibilities if needed; and sharing in the preparation for, and participation in, campus events.

2. Service to the Profession/Community

- a. **Ongoing and active involvement in professional organizations,** such as organizing and chairing sessions, serving as a state or regional representative, holding offices, and serving on regional, state, or national committees.
- b. **Consulting in one's area of professional expertise or providing expertise** to agencies, the community, or the university in an ongoing fashion.
- c. **Conducting workshops, clinics, and performances, or hosting conferences or academic contests or other academic events.**
- d. **Obtaining external non-research grants or outside contributions** for scholarships, student activities, software, equipment, and other resources for professional/community use.
- e. **Participating in public service activities,** such as public talks, exhibitions, or training activities; public interviews; presentation of workshops; judging artistic performances; tutoring; participation on boards or in public organizations; and consulting.

F. Other Information

An up-to-date copy of the faculty member's curriculum vitae must be inserted in Section 2 of the portfolio.

APPENDIX A

Tenure and Promotion Evaluation Forms

EVALUATION FORM: TENURE AND/OR ASSOCIATE PROFESSOR

Requirements	Description	Meets	Does Not Meet
Criteria	Teaching: Must meet all		
C1	Course design		
C2	Instruction		
C3	Continuing development		
C4	Demonstration of collegiality in teaching		
Criteria	Research/Scholarly Activity: Must meet D1, D2, D7, and at least two (2) of criteria D3 through D6		
D1	Productivity		
D2	Professional and scholarly recognition		
D3	Professional involvement		
D4	Grant writing and acquisition		
D5	Supervision of research/creative endeavor		
D6	Presentations		
D7	Demonstration of collegiality in research		
Criteria	Service to the University: Must meet all		
E1a	Participation in, and administration of, department/college activities		
E1b	Participation within the MSU academic community		
E1c	Responsible and effective out-of-class advisement and counseling of students		
E1d	Demonstration of collegiality in service		
Criteria	Service to Profession/Community: Must meet at least two (2) of criteria E2a through E2e		
E2a	Ongoing and active involvement in professional organizations		
E2b	Consulting in one's area of expertise or providing expertise to agencies, the community, or MSU		
E2c	Conducting workshops, clinics, and performances or hosting conferences, academic contests, or other academic events		
E2d	Obtaining external non-research grants		
E2e	Participation in non-compensated public service activities		

_____ Recommend for associate professor (if applicable) and/or for tenure

_____ Do not recommend for associate professor (if applicable) and/or for tenure

Submitted by _____ Date _____

EVALUATION FORM: ASSISTANT PROFESSOR

Requirements	Description	Meets	Does Not Meet
Criteria	Teaching: Must meet all		
C1	Course design		
C2	Instruction		
C3	Continuing development		
C4	Demonstration of collegiality in teaching		
Criteria	Research/Scholarly Activity: Must meet D7 and at least three (3) of criteria D1 through D6		
D1	Productivity		
D2	Professional and scholarly recognition		
D3	Professional involvement		
D4	Grant writing and acquisition		
D5	Supervision of research/creative endeavor		
D6	Presentations		
D7	Demonstration of collegiality in research		
Criteria	Service to the University: Must meet all		
E1a	Participation in, and administration of, department/college activities		
E1b	Participation within the MSU academic community		
E1c	Responsible and effective out-of-class advisement and counseling of students		
E1d	Demonstration of collegiality in service		
Criteria	Service to Profession/Community: None required		
E2a	Ongoing and active involvement in professional organizations	n/a	
E2b	Consulting in one's area of expertise or providing expertise to agencies, the community, or MSU	n/a	
E2c	Conducting workshops, clinics, and performances or hosting conferences, academic contests, or other academic events	n/a	
E2d	Obtaining external non-research grants	n/a	
E2e	Participation in non-compensated public service activities	n/a	

_____ Recommend for assistant professor

_____ Do not recommend for assistant professor

Submitted by _____

Date _____

EVALUATION FORM: PROFESSOR

Requirements	Description	Meets	Does Not Meet
Criteria	Teaching: Must meet all		
C1	Course design		
C2	Instruction		
C3	Continuing development		
C4	Demonstration of collegiality in teaching		
Criteria	Research/Scholarly Activity: Must meet D1, D2, D3, and D7, and at least one (1) of criteria D4 through D6		
D1	Productivity		
D2	Professional and scholarly recognition		
D3	Professional involvement		
D4	Grant writing and acquisition		
D5	Supervision of research/creative endeavor		
D6	Presentations		
D7	Demonstration of collegiality in research		
Criteria	Service to the University: Must meet all		
E1a	Participation in, and administration of, department/college activities		
E1b	Participation within the MSU academic community		
E1c	Responsible and effective out-of-class advisement and counseling of students		
E1d	Demonstration of collegiality in service		
Criteria	Service to Profession/Community: Must meet at least 3 of criteria E2a through E2e		
E2a	Ongoing and active involvement in professional organizations		
E2b	Consulting in one's area of expertise or providing expertise to agencies, the community, or MSU		
E2c	Conducting workshops, clinics, and performances or hosting conferences, academic contests, or other academic events		
E2d	Obtaining external non-research grants		
E2e	Participation in non-compensated public service activities		

_____ Recommend for professor

_____ Do not recommend for professor

Submitted by _____

Date _____

APPENDIX B

Portfolio Check-Off Form

Portfolio Check-Off Form

DOCUMENTATION VERIFICATION	APPLICANT	DEPARTMENT CHAIR	COLLEGE TENURE/PROMOTION COMMITTEE	COLLEGE DEAN	UNIVERSITY TENURE/PROMOTION COMMITTEE
Letter of eligibility notification (Section 1 of portfolio)					
Faculty member's CV (Section 2 of portfolio)					
Statement of teaching philosophy (Section 4 of portfolio)					
Annual Faculty Personal Reports and Evaluations for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Summaries of student evaluations for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Grade distributions for past five years or every year on contract if fewer than five years (Section 4 of portfolio)					
Completed evaluation form and written recommendation from Department Chair (Section 1 of portfolio)					
Department tenure and promotion guidelines (Section 1 of portfolio)					
Completed evaluation form and written recommendation from College Tenure and Promotion Committee (Section 1 of portfolio)					
Completed evaluation form and written recommendation from College Dean (Section 1 of portfolio)					
College tenure and promotion guidelines (Section 1 of portfolio)					
Completed evaluation form and written recommendation from University Tenure and Promotion Committee (Section 1 of portfolio)					

APPENDIX C

Tenure and Promotion Format for Curriculum Vitae

Education and Professional Certifications

All degrees, what field, where received, when received (in reverse chronological order)

Professional Experience

Positions held, where held, when held (in reverse chronological order)

Teaching Responsibilities

List of courses taught while untenured or since last promotion

Research and Scholarly Activity (in reverse chronological order by category)

Publications

Books

Refereed journals

Works in press

Works in progress

Creative works

Works completed

Works in progress

Presentations

Applied research

Professional involvements (offices held, sessions given, etc.)

Consultations

Service (in reverse chronological order by category)

University

Profession

Community

Awards and Honors