Philosophy

The College of Arts and Letters is committed to the equitable evaluation of each candidate for tenure, promotion, and appointment, consistent with the highest professional standards of faculty activities. Every application will be accorded due attention to its merits, both general and discipline-appropriate. Each department within the College will develop its specific process and criteria for the various types of personnel decisions within the parameters of University and College guidelines. Further, each department will provide mentoring assistance to all faculty. The College and departments regard the nurturing and development of faculty to be among their highest priorities.

In keeping with the Faculty Handbook (see Section 2.3.1.2) and the Faculty Roles and Rewards document, the College affirms the value of a variety of types of scholarship as defined by Ernest Boyer in Scholarship Reconsidered: Priorities of the Professoriate, Princeton, 1990.

The College recognizes that, though a department’s overall profile must present a balanced picture of teaching, scholarship, and service, faculty members may play different roles in ensuring the fulfillment of the departmental mission, and their roles are likely to change over time. Administrative duties and other special assignments are therefore valid activities for which due credit should be given in the adjudication of tenure, promotion, and annual appointment applications.

Structures and procedures established in the College of Arts and Letters and its departments, and consistent with criteria affirmed by the Faculty Senate in 1996, assure that faculty seeking tenure, promotion, or annual appointment will understand what they must do and when they must do it in order to be recommended by their colleagues for the personnel action they seek. Moreover, the structures and procedures assure that decisions will be based on appropriate, properly documented criteria judged not just for quantity but for quality according to standards established and applied within their disciplines. These criteria will be communicated both to all parties responsible for making recommendations regarding the application.

The procedures and guidelines described here apply to ranked faculty. Instructors, adjunct, and per course faculty are evaluated according to procedures and guidelines developed within each department.

Procedures

These College-specific procedures are consistent with the University’s Promotion, Tenure, and Annual Appointment Guidelines approved by the Faculty Senate in 1996. In addition, each department in the college has its own policy statement that specifies reappointment, tenure, and promotion procedures and criteria.

1. The University specifies deadline dates by which groups (i.e., the personnel committees) or individuals at each level of review must submit their recommendations regarding reappointment, tenure, and promotion. Each
department, however, specifies deadline dates for the faculty to turn in their
dossiers to the department.

2. Each level of review has access to the dossiers and the written recommendations
made at prior levels and in previous years at the University.

3. The faculty member receives the written recommendations produced at each
level of review.

4. Recommendations made by Department Personnel Committees must be based
upon materials submitted by the candidate, written evaluations (internal and
external), department heads’ evaluations and/or written reports, and other such
documents.

5. The Department Personnel Committee (each department has its own procedures
for constituting its Personnel Committee) forwards its recommendation to the
Department Head by the specified University deadline.

6. The Department Head forwards his/her recommendation to the Dean by the
specified University Deadline.

7. The College of Arts and Letters Tenure and Promotion Advisory Committee,
composed of one full professor from each department, reviews all applications
for tenure and promotion; committee members and the dean meet to discuss these
applications, with committee members providing oral assessments of each tenure
and promotion dossier.

8. The Dean forwards his/her recommendations to the Provost.

9. The Provost forwards his/her recommendations to the President, who
makes final recommendations to the Board of Governors.

Dossier

Faculty cannot assume that individuals or groups evaluating their dossiers are familiar with the
traditions of the discipline from which they come. After the dossier leaves the department, those
who review the applications may know nothing about the faculty member’s particular discipline.
Therefore, it is important that faculty members make it easy for others to review their dossiers
and to understand the relevance of the materials included within them. Materials do not speak for
themselves; faculty are expected to interpret their materials and make clear arguments describing
the relevance and the significance of the materials. The dossiers for personnel decisions must be
thoughtful compilations of materials that clearly reflect sufficient output of high quality work in
the appropriate areas of professional evaluation. They should not be laundry lists of
accomplishments, with fillers included simply to take up space.

Required materials:

1. Each untenured, ranked faculty member (assistant professor through professor)
applying for reappointment, tenure, and/or promotion must provide all elements
of the dossier described as follows, in the order listed.

2. Each applicant for tenure and promotion must provide at least three
external letters of evaluation. “External” means “external to Missouri
State University,” not “external to the department.” Each department has its own
procedures for deciding who the external evaluators will be. The external
evaluators do not make a recommendation about whether the dossier merits
tenure or promotion at their institutions; instead, they evaluate the dossiers and
provide assessments of the strengths and weaknesses of the applicant records.

3. Tenure and promotion are decided separately; it is possible to be granted tenure
without promotion and, in rare cases (usually when a faculty member is credited
for work at another institution), promotion without tenure. The same dossier may be submitted in support of each action; however, in the letter of application, the applicant should state clearly the action(s) for which s/he is applying.

4. **Continuing instructors** who are evaluated for reappointment should follow the procedures and guidelines developed by their individual departments. Generally, their dossiers will not be required to supply all the elements listed here (although they may choose to include relevant elements from the list below and to follow the order required for ranked faculty).

Contents of Dossier

A complete dossier should include, in this order, the following:

I. **Letter of Application**: state clearly the actions(s) for which you are applying (e.g., tenure, promotion, to which rank, or both). If applying for both tenure and promotion, one form must be completed for each action.

II. **Application Form**: If applying for both tenure and promotion, one form must be completed for each action.

III. **Table of Contents**

IV. **Current Curriculum Vitae** (in a standard format):

   A. Name
   B. Education
      1. Begin with most recent degree or program of study
      2. Include title of dissertation, if applicable
   C. Teaching experience, beginning with most recent
   D. Courses taught
   E. Listing (in chronological order with most recent first) of scholarly and creative activity as deemed appropriate by the department
   F. Grants funded, honors, awards, etc.
   G. Departmental, College, and University service assignments
   H. Service in professional organizations. Indicate whether service is local, regional, or national
   I. Professional and community activities relevant to the candidate’s discipline or research agenda.
   J. Other service activities

V. **Personal Statement** (three pages maximum). The applicant should use this opportunity to provide an overview of all aspects of his/her professional endeavors, detailing how s/he has integrated teaching, scholarly and service activities into a focused effort to support the missions of the department, College, and University. This statement might also include an assessment of his/her career at the point of application and a projection of the future course of that career. The personal statement should highlight the merits of the application, conveying why the applicant deserves the desired status.
VI. Applicants for tenure and/or promotion must supply three external letters (these are not required for annual appointments). Additional letters (internal and external) should not exceed three in number.

VII. Previous letters of evaluation from Personnel Committee, Department Head, Dean.
A. If applying for tenure or first promotion, these will be all the annual reappointment evaluations.
B. If applying for subsequent promotion, these will be the evaluation letters (either annual or every-third-year-post-tenure letters) since the previous promotion.

VIII. One-page Evaluation of Teaching Effectiveness along with Appropriate Supporting Materials. Documentation should not provide an exhaustive compilation of all existing materials but rather should be thorough enough only to provide convincing evidence of one’s teaching effectiveness. Examples of appropriate materials may include a statement of teaching philosophy, examples of one’s use of assessment, examples of curricular development, examples of the integration of teaching and research, summaries of teaching evaluations, sample syllabi, examples of student projects which were successful, and peer evaluations.

VIII. One-page Evaluation of Scholarly and Creative Accomplishments along with Appropriate Supporting Materials. Documentation should not provide an exhaustive compilation of all relevant materials but rather should be only thorough enough to provide convincing evidence of one’s success in the arena of scholarship and creative activity. Examples of appropriate materials may include abstracts of published works, evidence of curricular development based on research, and reviews of scholarly and creative activity.

IX. One-page Evaluation and Interpretation of Professional Service Activities along with Appropriate Supporting Materials. Documentation should not provide an exhaustive compilation of all relevant materials, but rather should be only thorough enough to provide convincing evidence of the significance and relevance of one’s service activities.

X. Discussion of Work in Progress supported by relevant materials such as project description; outline; timetable; work already completed; letters from publishers, editors, meeting coordinators indicating that, for example, a book contract has been signed, a chapter in an edited compilation has been assigned, the applicant has agreed to speak on a panel at a national or regional professional meeting, etc.

Place these materials in a sturdy three-ring binder and make sure all parts of the dossier are labeled with your name and campus address.