

generic sense as follows: (a) mandates of the Tennessee Board of Regents and the Tennessee Higher Education Committee; (b) university mission and long-term goals; and (c) departmental academic program emphases, specialized orientation, and long-term goals.

2. Where departments demonstrate a clear need for additional tenured faculty, the following general criteria are used for assessing the work and potential of probationary faculty who are candidates for tenure:
 - a. documented evidence of quality professional performance in instruction;
 - b. documented evidence of continuing direct participation in research and/or creative activity and public service;
 - c. documented evidence of thorough and systematic study of the research and/or creativity activity of others;
 - d. evidence of character, attitude, and personality that will ensure cooperation with colleagues and commitment to programs and students of the department, the college, and the university;
 - e. probationers must have earned the requisite degrees and gained the necessary teaching experience; they are expected to participate in professional activities and demonstrate membership and leadership in activities and organizations germane to their discipline; and
 - f. demonstrated evidence of potential for continuous growth.

I. Performance Criteria for Tenure

Faculty members considered for tenure shall be evaluated with respect to their performance in (1) instruction, (2) research and/or creative activity, (3) public service, and (4) cooperation with colleagues and commitment to programs and students. They are expected to demonstrate excellence in two of the first three areas. The expectations for excellence shall depend on the faculty member's rank. All faculty members are expected to demonstrate quality teaching. Moreover, all faculty members are expected to demonstrate evidence of character, attitude, and personality that will ensure cooperation with colleagues and commitment to programs and students of the department, the college, and the university. The specific performance criteria for instruction, research and/or creative activity, public service and professional activities, and cooperation with colleagues and commitment to programs and students are identical to those enumerated for promotion (see MTSU Policy No. II:01:05B, sections I-B-1, I-B-2, I-B-3, and I-B-4).

J. Documentation

1. Candidates for tenure shall submit a completed Outline of Faculty Data form. Candidates may also submit an orderly file of supporting materials (reprints, letters of support, creative works, etc.), but this is not required. A list of any supporting materials shall be attached to the Outline of Faculty Data form. However, the supporting materials themselves shall be stored in the department. Administrators and committees involved in the review process may ask to review any or all of these supporting materials at their discretion. Departments and/or colleges may require additional specific supplemental documentation.

2. Administrators and committees involved in the review process shall submit materials, forms, letters, etc. as appropriate in the course of the review process described below.
3. Student evaluations shall be added to the candidate's file by the department chairperson and should be made available to all others involved in the review process.

III. Procedures for Tenure Review and Recommendations

No faculty member shall be entitled to or acquire any interest in a tenure appointment at the university without a recommendation for tenure by the president of the university and an affirmative award of tenure by the Tennessee Board of Regents. No other person shall have authority to make representation concerning tenure to any faculty member. Failure to give timely notice of a non-renewal of a tenure-track appointment shall result in the right of the faculty member to another year of service at the university. By TBR policy, denial of tenure unaccompanied by notice of termination in the fifth year of the probationary period is not appealable to the chancellor, unless there is a violation of state or federal law under the limitations described in the TBR Policy on Appeals (1:02:11:00). In the event that tenure is awarded by the Board, the president shall furnish to the faculty member written confirmation of the award.

Peers and other faculty members serving on committees that make evaluations are expected to observe the highest appropriate standards of confidentiality concerning deliberations. A qualified privilege of academic confidentiality will be observed for all internal university proceedings unless evidence develops that casts doubt upon the integrity of the committee.

In general, no such privilege is recognized for proceeding outside of the University. The records created during the tenure process are subject to disclosure pursuant to Tennessee Code Annotated, §10-7-503 *et seq.* and information regarding the process may be sought by subpoena or court order.

The office of the provost and vice president for academic affairs shall issue annually a calendar for the tenure review process, which shall include key dates at each major step in the process.

A. Departmental Review

1. Consideration for tenure originates in the department to which the faculty member has been assigned. Faculty members are responsible for initiating the tenure process, and are responsible for submitting to the department chairperson such pertinent supporting materials as are called for in section II-J, above.
2. The department chairperson, after examining all materials submitted by each candidate, then forwards the materials to the departmental promotion and tenure review committee, composed of tenured department members elected annually by full-time faculty members. The promotion and tenure review committee shall elect one member to serve as department chairperson. Faculty competence in teaching, research and/or creative activity, and public service shall be appropriately represented among the members of the committee. Neither persons undergoing evaluation nor the department chairperson shall serve as a member of the promotion and tenure review committee.
3. In situations where the promotion and tenure review committee staffing procedures cannot be implemented because of a small number of tenured faculty, an alternate plan

MIDDLE TENNESSEE STATE UNIVERSITY

POLICIES AND PROCEDURES MANUAL

POLICY NO. II:01:05B

DATE: August 1, 1996

SUPERSEDES POLICY NO. II:01:05B

DATED: July 14, 1992

SUBJECT: POLICIES AND PROCEDURES FOR PROMOTION AND APPOINTMENT

APPROVED: James E. Walker, President _____

I. Guidelines for Faculty Promotion Recommendations

Introduction

Promotion in rank is a recognition of the achievements as well as of the considered potential of the person being recommended for promotion. The policy of Middle Tennessee State University is to make promotions strictly on consideration of merit tempered by institutional and fiscal considerations.* In maintaining this policy, promotions are made objectively, equitably, and impartially in accordance with the policies and procedures outlined below. It is important to note that the listed criteria represent minimums set by the Tennessee Board of Regents and MTSU. All college and department policies and guidelines relating to the promotion process must meet or exceed the criteria as specified herein and shall be reviewed and approved for consistency with university and Board of Regents policies by the vice president for academic affairs. College and departmental criteria should be made available to the faculty in the office of their department chairperson or dean.

A. Minimum Academic Rank Criteria**

1. Instructor

- a. Master's degree in the instructional discipline, or related area, from an accredited college or university. The department chairperson, college dean, and vice president for academic affairs must approve the degree as being related if the degree is outside the faculty member's teaching field; this determination shall normally be made at the time of a faculty member's initial appointment.
- b. Potential ability in instruction, public service, and research and/or creative activity.
- c. Evidence of character, attitude, and personality that will ensure cooperation with colleagues and commitment to programs and students of the department, the college, and the university.

*The president of MTSU is responsible for the master staffing plan of the university. In developing and maintaining the plan, the president will consider: (1) the fiscal impact of each promotion recommended to the board; i.e., resources allocated to the university and distributed throughout the university for current operations; and (2) the rank distribution in each department to ensure it is commensurate with the mission outlines for the department; e.g., level of courses being taught as well as student demand for offerings.

**In order to ensure the development of a faculty of the highest quality and, at the same time, to ensure access to appropriate rank for all members of the faculty, justifiable exceptions to these criteria may be recommended. Exceptions to board criteria may be made by recommendation of an exception by the president and approval of the board. Exceptions to MTSU criteria may be made by recommendation of the president and approval of the board.

***When a faculty member's appointment begins in January, service for that semester shall be counted toward promotion as one whole academic or fiscal year.

in which personnel holding higher degrees are not available, the master's degree when accompanied by extensive, distinguished professional experience and a record of distinguished accomplishment may meet the minimum requirement for the rank of professor. The department chairperson, college dean, and vice president for academic affairs are responsible for evaluating a candidate's professional experience and record of accomplishment. They also are responsible for determining whether the terminal degree is appropriate to the teaching field if it is outside a candidate's discipline. These determinations shall normally be made at the time of a faculty member's initial appointment.]

[When the earned doctorate is not normally available in a faculty member's teaching field, other degrees -- for example, the M.F.A.-- may substitute for the earned doctorate. It shall be the responsibility of the department chairperson, dean, and vice president for academic affairs to determine whether an earned doctorate is normally available in a faculty member's teaching field. This determination shall normally be made at the time of a faculty member's initial appointment.]

- b. Ten (10) years full-time collegiate experience in the instructional discipline or related area.
- c. Five (5) years of full-time collegiate experience in the teaching field or related area as an associate professor.
- d. Documented evidence of quality professional performance in instruction.
- e. Documented evidence of quality professional productivity in research and/or creative activity and in public service. Regional recognition is expected in at least one of these areas. The term "regional" shall mean beyond the state of Tennessee.
- f. Documented evidence of thorough and systematic study of the research and/or creative activity of others.
- g. Evidence of character, attitude, and personality that will ensure cooperation with colleagues and commitment to programs and students of the department, the college, and the university.

B. Performance Criteria for Promotion

Faculty members considered shall be evaluated with respect to their performance in (1) instruction, (2) research and/or creative activity, (3) public service, and (4) cooperation with colleagues and commitment to programs and students. They are expected to demonstrate excellence in two of the first three areas. The expectations of excellence shall depend on the rank to which a faculty member seeks promotion. All faculty members shall be expected to demonstrate quality teaching. Moreover, all faculty members are expected to demonstrate evidence of character, attitude, and personality that will ensure cooperation with colleagues and commitment to programs and students of the department, the college, and the university.

1. Instruction

- a. Faculty members considered shall be evaluated by the department chairperson, college dean, and peers with respect to:
 - (1) Teaching.

- (2) Efforts to improve their own courses and also the course and curriculum offerings of the department, the college, and the university.
 - (3) Efforts to improve their instructional techniques, including efforts to integrate appropriate new instructional technologies into their courses.
 - (4) Performance in the advisement of students.
 - (5) Supervision of specialized instructional activities (student research, thesis direction, internships, student teaching, etc.).
 - (6) Honors received and recognition for contributions to teaching.
 - (7) Continued intellectual development within the field of specialization.
 - (8) Efficiency in meeting the expectations of the university pertaining to record keeping and reporting, attendance at faculty meetings, and other such duties and responsibilities related to their role as a member of the university professional community.
 - (9) Seeking internal and external funding for instructional activities; funded grants from MTSU, public agencies, or private foundations; submitted proposals for external funding by public agencies or private foundations. The quality of the grant proposals, whether funded or unfunded, shall be stressed in the evaluation.
- b. Faculty members considered shall be evaluated by their students with respect to teaching.

2. Research and Other Creative Activity

a. Research

- (1) Evaluation of faculty members' research shall consist of documenting their:
 - (a) Direct participation in scholarly investigation; published articles or presentations before one's professional peers; monographs, proprietary research and other evidence of scholarly investigation shall constitute documentation. The quality of scholarly work published shall be stressed in the evaluation.
 - (b) Thorough and systematic study of the research and creative work of others; textbooks, monographs, published articles, or presentations before one's professional peers based on one's study of the research and creative activities of others shall constitute documentation. The quality of scholarly work published shall be stressed in the evaluation.
 - (c) Seeking internal and external funding for research activities; funded grants from MTSU, public agencies, or private foundations; submitted proposals for external funding by public agencies or private foundations. The quality of the grant proposals, whether funded or unfunded, shall be stressed in the evaluation.

- (2) Faculty members shall be evaluated by the department chairperson, the college dean, and their peers with respect to the extent and the quality of their participation in research activity.

and/or

b. Creative Work and Performances

- (1) Evaluation of faculty members' original and/or creative activity shall consist of documenting their direct participation in the creation or the creative performance of the work. Published work and exhibition of original work shall constitute documentation of original work. Published programs or reviews of public performance or public display shall constitute documentation of performance of creative work. The quality of the creative activity shall be stressed in the evaluation.
- (2) Faculty members shall be evaluated by the department chairperson, the college dean, and their peers with respect to the extent and the quality of their participation in creative activity.

3. Public Service and Professional Activities

- a. Evaluation of the public service component shall be based on performance in three areas: (1) public service to the community as defined by the university's role and mission; (2) service to the university, which shall include serving on departmental, college, and/or university committees; and (3) work related to similar kinds of time-consuming assigned initiatives and projects across the university; and service within the bounds of the person's academic discipline and budgeted assignment.
- b. Specific evaluation criteria shall include the following:
 - (1) An appraisal of faculty members' ability, resourcefulness and creativity, and an assessment of the results of their work. This should include: benefits or savings to clientele; ratings of work output; success; tasks completed; and the origination of new public service programs that have been seen through to successful completion.
 - (2) An evaluation of faculty members' effectiveness, as judged by their impact on individuals, groups, or organizations served. This should include indices of the success of the service, in terms of improvement of communities, programs, operating agencies, production processes, or management practices. The evaluations should also include indications of client satisfaction with the service provided by the person, and of the magnitude and complexity of his or her work (as opposed to perfunctory activity that does not lead to noteworthy results).
 - (3) An appraisal of faculty members' local, regional, and national stature. Although the achievement of national stature is sometimes difficult for public service faculty whose activities are primarily directed to groups within the State, public service professionals should take advantage of

every opportunity to project their accomplishments among peers on a local, regional, and national basis. Public service work is sometimes not publishable. The results may be in the form of direct consultations, planning reports, or instructional time directed largely to the recipients of university-service programs. But certain aspects of applied research and the results of other public service work are suitable for publication in professional journals. For example, unique techniques developed to motivate clients, or new approaches to the transfer and application of knowledge, would be of interest to peers in other public service programs across the nation.

(4) Seeking internal and external funding for public service and professional activities; funded grants from MTSU, public agencies, or private foundations; submitted proposals for external funding by public agencies or private foundations. The quality of the grant proposals, whether funded or unfunded, shall be stressed in the evaluation.

4. Cooperation with Colleagues and Commitment to Programs and Students

- a. Faculty members considered shall be evaluated by the department chairperson, college dean, and peers with respect to character, attitude, and personality that will ensure cooperation with colleagues and commitments to programs. Departments are expected to design and use instruments to measure objectively these behavioral characteristics. Such instruments shall be filed with each academic dean and the vice president for academic affairs.
- b. Faculty members shall also be evaluated by students with respect to their commitment to students' intellectual growth and development.

C. Documentation

1. Candidates for promotion shall submit a completed Outline of Faculty Data form. Candidates may also submit an orderly file of supporting materials (reprints, letters of support, creative works, etc.), but this is not required. A list of any supporting materials shall be attached to the Outline of Faculty Data form. However, the supporting materials themselves shall be stored in the department. Administrators and committees involved in the review process may ask to review any or all of these supporting materials at their discretion. Departments and/or colleges may require additional specific supplemental documentation.
2. Administrators and committees involved in the review process shall submit materials, forms, letters, etc. as appropriate in the course of the review process described below.
3. Student evaluations shall be added to the candidate's file by the department chairperson and should be made available to all others involved in the review process.

II. Procedures for promotion recommendations

A. Departmental Review

1. Consideration for promotion originates in the departments to which eligible faculty have been assigned. Faculty members are responsible for initiating the promotion process and are responsible for submitting to the department chairperson such pertinent supporting materials as are called for in I - C, above. The Tennessee Board of Regents' nepotism policy shall apply to all steps of the promotion process.

2. The department chairperson, after examining all materials submitted by each candidate, then forwards the materials to the department promotion and tenure review committee, composed of tenured department members elected annually by the full-time faculty. The department promotion and tenure review committee shall select one member to serve as department chairperson. Faculty competence in teaching, research and/or creative activity, and public service shall be represented among the members of the committee. Neither persons undergoing evaluation nor the department chairperson shall serve as a member of the promotion and tenure review committee.

3. In situations where the peer committee staffing procedures cannot be implemented because of a small number of faculty, an alternate plan may be developed with the annual approval of the academic dean, vice president for academic affairs, and faculty senate president prior to consideration of promotion applications.

4. The department chairperson and the promotion and tenure review committee will consider each candidate's qualifications for promotion on such departmental, college, and university criteria as have been developed, along with the student evaluations. If conflicting recommendations result, the department chairperson and the department promotion and tenure review committee will collaborate in an attempt to resolve conflicts. Separate reports shall be filed by the committee and by the department chairperson on each candidate to the college dean and to the college promotion and tenure review committee. When deliberations are concluded, the department chairperson and the committee will notify each person considered for promotion of the recommendations that have been forwarded to the college dean. The department chairperson will afford each candidate an opportunity to meet and discuss the review process and the data upon which the decision was made. The promotion and tenure review committee will also afford the candidate the same opportunity. It is the candidate's responsibility to initiate any request to review the process and data upon which the decision was made.

5. The candidate for promotion may withdraw from the review process at any level without prejudice.

B. College Review

1. Members of the college promotion and tenure review committee shall be tenured faculty. They are responsible for reviewing all departmental recommendations on promotion and for making recommendations from their respective departments to the vice president for academic affairs. Members of the aforementioned college promotion and tenure review committee shall be elected to terms of three years. (To provide for committee rotation, those tenured faculty elected to serve on the first college promotion and tenure review committee shall draw numbers to determine whether they serve for periods of one, two or three years; one-third of the members shall rotate off the committee each year.) Neither persons undergoing evaluation nor the department chairperson shall serve as a member of the promotion and tenure review committee. Colleges will determine whether there shall be rank requirements for those faculty members serving on the college promotion and tenure review committee. Colleges with six or more departments will elect one faculty member