

2017-18
Promotion & Tenure
Dossier Guide

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SECTION A: TITLE PAGE

RECOMMENDATION FOR [Click here to choose an item.](#)

Of

Dr. [Click here to enter candidate name and rank.](#)

[Click here to enter department name.](#)

I have reviewed all of the non-confidential material in my dossier and certify that it is accurate and complete.

Faculty Member's Signature

Date

Candidate Verification of Accuracy

This page should be signed by the faculty member when any major documentation is added to the dossier following the initial submission to the Departmental Chair. This page should be completed and signed each time documentation is added.

Description of documentation added:

Date

Faculty Member's Signature

PROMOTION/TENURE RECOMMENDATION SUMMARY

Name: _____

Current Rank: _____ Area Subcommittee: _____

I. Recommendation for promotion to rank of: Professor Associate Professor

II. Date of initial appointment:* _____

III. Rank at time of initial appointment:* _____

IV. Years toward tenure at initial appointment:* _____

V. Number of years in current rank as of September 1, 2017:* _____

VI. Current FTE Assignment to: Teaching %: _____ Research %: _____ Other %: _____

VII. Mandatory Tenure: Yes No If tenured, check

VIII. Degrees Earned (Institution and Date):

B.A. B.S. _____

M.A. M.S. _____

Ph.D. _____

Discipline: _____

Action	Recommendations/Votes (Report or note N/A) __ Electronic Signature	
Department Committee:	P Vote: _____	T Vote: _____
Department Chair:	P Vote: _____	T Vote: _____
Area Committee:	P Vote: _____	T Vote: _____
Vice Provost/Dean:	P Vote: _____	T Vote: _____
Campus Committee:	P Vote: _____	T Vote: _____
Provost:	P Vote: _____	T Vote: _____
Chancellor:	P Vote: _____	T Vote: _____

*These questions refer to appointment on the tenure track. This information is available in the offer letter or from the Provost's Office.

SECTION C: PROCEDURES

COMMENTS CONCERNING PROMOTION AND/OR TENURE

Promotion and tenure documentation must adequately demonstrate that thorough consideration has been given to all facets of the abilities and performance of a faculty member being considered for promotion and/or tenure. The candidate should be thoroughly familiar with the contents of the following documents, which are reproduced from the University of Missouri Collected Rules and Regulations (CRR), Missouri S&T Promotion and/or Tenure Procedures, and relevant campus policy memoranda. Additional documents with which the candidate should be familiar are included below.

Key documents include, but are not limited to:

- [CRR 310.020 – Regulations Governing Application of Tenure](#)
- [CRR 320.035 – Policy and Procedures for Promotion and Tenure](#)
- [Missouri S&T Promotion and/or Tenure Procedures](#)
- [Missouri S&T Policy Memorandum No. II-10](#) – Qualifications for Professorial Academic Ranks
- **Departmental Policies and Procedures for Promotion and Tenure – to be inserted by the candidate’s department.**

Campus Committee Procedures

Campus Promotion and Tenure Committee procedures beyond those described in the Missouri University of Science and Technology Promotion and Tenure Procedures should be described in this section.

Area Subcommittee Procedures

The procedures for promotion and/or tenure require that each dossier contain a copy of the area subcommittee's procedures with specific references to faculty participation. If there are special criteria or unusual circumstances that affect the candidacy of the individual in question, a notation of the facts and circumstances should be included. Area subcommittee procedures should be inserted after this page.

Departmental Policies and Procedures for Promotion and Tenure

The Missouri S&T procedures for promotion and/or tenure require that each dossier contain a copy of the departmental procedures with specific references to faculty participation. Departmental procedures should be inserted after this page by the Department Chair.

SECTION D: DEPARTMENT COMMITTEE NARRATIVE

The Department Committee narrative should summarize the discussion of the department Promotion and Tenure committee regarding their deliberations of the dossier. The narrative should include the perspectives of the committee with regard to the scholarship, research, teaching, and service contributions and accomplishments of the candidate. Before deliberations regarding the candidate's dossier, the committee should review pertinent Collected Rules and Regulations regarding promotion and tenure: [CRR 310.020 – Regulations Governing Application of Tenure](#) and [CRR 320.035 – Policy and Procedures for Promotion and Tenure](#). Missouri S&T [Policy Memorandum II-10](#) also provides information on qualifications for professorial academic ranks. Sections of particular importance in these documents include:

- CRR 320.035 B.2.a – Sustained Contributions Essential
- CRR 320.035 B.2.b – The Role of Research and Scholarship
- CRR 320.035 B.2.c – The Role of Teaching, including Extension
- CRR 320.035 B.2.d – The Role of Service
- CRR 320.035 B.2.f – Promotion to Professor (if appropriate)
- Policy Memorandum II-10 – Qualifications for Professorial Academic Ranks

The above documents clarify the expectations for promotion and tenure that should form the foundation of the discussion regarding the dossier and the candidate's promotion and/or tenure case. Prior to their deliberations, each committee member should also review their department's promotion and tenure policies with regard to procedures, as well as expectations for promotion and/or tenure.

SECTION E: DEPARTMENT CHAIR'S NARRATIVE

The department chair's narrative should summarize the candidate's contributions and impact to the department and institution in the areas of teaching, research, and service. The narrative should principally include the chair's perspective on the candidate's performance in these areas. CRR 310.020 and 320.035 describe institutional expectations in each of these areas and these documents should form the basis for the development of the chair's narrative. Another document the chair should consult in drafting the narrative include Missouri S&T Policy Memorandum II-10, which describes the qualifications for assistant, associate and full professor.

Any further information the chair feels should be known about the candidate should also be included in the narrative. The chair should address any controversies regarding the committee deliberations and any periods of apparent inactivity, apart from FMLA reasons, in the candidate's record. Note that recommendations for "early" promotion and tenure are rare and are restricted to truly exceptional cases (CRR 310.020 and CRR 320.035). The department chair's comments constitute a critically important part of the dossier and should be based on the measures and considerations outlined in CRR 320.035, sections B.1 – Philosophy, B.2.a – Sustained Contributions, B.2.b – The Role of Research and Other Scholarly Contributions, B.2.c – The Role of Teaching, including Extension, and B.2.d – The Role of Service. For promotion to Professor, section B.2.f discusses additional considerations. The chair is encouraged to review these sections of the Collected Rules and Regulations prior to developing the narrative.

Research and Scholarship (CRR 320.035 B.2.b)

The quality of the scholarship and research and the contributions that the candidate's activities in this area make to the department and the discipline should be discussed. The sustained nature of these contributions (CRR 320.025 B.2.a) should also be considered. The assessment of research and scholarship should include a comparison to departmental expectations and may also discuss the role of the candidate's scholarship and research on the undergraduate instructional mission of the department. It is particularly important that the chair assess the comments in the letters from external referees relative to research quality.

The significance of any technology transfer or economic development activities of the candidate should also be discussed, as should any important external collaborations that have proven beneficial to the candidate and/or institution.

Teaching (CRR 320.035 B.2.c)

The department chair's analysis of the candidate's teaching contributions to the educational mission of the department should be reviewed. The chair may also be aware of comments and concerns of students, which should be addressed. The chair should also discuss possible limitations in the teaching capabilities of the candidate. Is the candidate able to teach the full range of departmental courses? Is the candidate effective in both large and small classes, laboratories, and lecture sections? Can the candidate teach effectively to both undergraduate and graduate students? How does the candidate's teaching effectiveness compare to departmental expectations?

Since the mission of the campus includes continuing education of professionals in the discipline, the narrative should also address the ability of the candidate to present advanced professional material to a mature audience of professionals who are knowledgeable in the area. In this regard, documentation of successful experience in teaching short courses, etc., should be included, when available.

Service (CRR 320.035 B.2.d)

A faculty member must be willing to accept and fulfill the service duties that are required by collegiality and those that benefit the institution. Candidates for full professor, in particular, should have demonstrated the ability and willingness to assume a greater degree of participation as they move into more senior positions on the campus. These issues must be addressed in the department chair's narrative. The narrative should clarify and explain national offices, honors, etc., and the level and significance of the candidate's contributions to professional organizations should be addressed.

Other

The chair's narrative should directly address any controversies on the deliberations of the department promotion and tenure committee and rebuttal submitted by the candidate. The narrative report should also include any additional background on the candidate's service at Missouri S&T, the candidate's professional experience at other institutions, and other relative experience not reported in the candidate's vita. The department chair should highlight special contributions of the individual to the mission of the department. Note that a person with special duties requires unusually detailed justification (CRR 320.035 B.2.g). Documentation of special assignments, analysis of the success of the individual in those special assignments, a clear statement of the benefit to the institution of the special assignment, and, if possible, documentation of the approval for the special assignment should be included.

SECTION F: AREA SUBCOMMITTEE'S NARRATIVE

The Area Subcommittee shall review and address the contributions and performance of the candidate in the areas of research and scholarship, teaching, and service. It is expected that the Area Subcommittee will provide a broader perspective of the dossier through comparison to related disciplines based on its broader membership compared to the Department Committee.

Prior to its deliberations, members of the Area Subcommittee should review CRR 310.020 and CRR 320.035. In particular, committee members should review:

- CRR 320.035 B.2.a – Sustained Contributions Essential
- CRR 320.035 B.2.b – The Role of Research and Scholarship
- CRR 320.035 B.2.c – The Role of Teaching, including Extension
- CRR 320.035 B.2.d – The Role of Service
- CRR 320.035 B.2.f – Promotion to Professor (if appropriate)

Members of the Area Subcommittee should also review the instructions and narratives provided in the Department Committee's Narrative and Department Chair's Narrative sections. During their deliberations, the Area Subcommittee should also consider any Institutional goals in their area that are pertinent to the review of the dossier. Lastly, the Area Subcommittee's narrative should specifically address any differences between the recommendation of the Area Subcommittee and the recommendations of the Departmental Committee and Department Chair.

In addition to the Area Subcommittee narrative, the chair of the subcommittee should also prepare a brief summary of the vote and rationale for the vote for use by the Provost in notifying the candidate of the committee's recommendation.

SECTION G: VICE PROVOST AND DEAN'S NARRATIVE

The Vice Provost and Dean's recommendation narrative should review and discuss critical issues addressed in the Department Chair's comments noting the guidelines in the section of the Department Chair's narrative.

As a result of the Vice Provost and Dean's broader responsibility, issues related to university-wide responsibilities in the area of service and the contribution of the individual to the college's goals in teaching and research should be addressed.

The Vice Provost and Dean's recommendation narrative should specifically address the Area Committee's vote distribution, if appropriate, and any differences between the recommendations of the Department Chair and those of the Area Committee. Since the campus Promotion and Tenure Committee is generally aware of these debates, failure to address controversial issues provides particular problems for the committee.

The Vice Provost and Dean's recommendation narrative should include a justification regarding the Vice Provost and Dean's tenure and/or promotion recommendation.

SECTION H: CAMPUS COMMITTEE'S NARRATIVE

The Campus Committee shall review and address the contributions and performance of the candidate in the areas of research and scholarship, teaching, and service. It is expected that the Campus Committee will provide a broader perspective of the dossier based on its broader membership compared to the Department Committee and Area Subcommittee.

Prior to its deliberations, members of the Campus Committee should review CRR 310.020 and CRR 320.035. In particular, committee members should review:

- CRR 320.035 B.2.a – Sustained Contributions Essential
- CRR 320.035 B.2.b – The Role of Research and Scholarship
- CRR 320.035 B.2.c – The Role of Teaching, including Extension
- CRR 320.035 B.2.d – The Role of Service
- CRR 320.035 B.2.f – Promotion to Professor (if appropriate)

Members of the Campus Committee should also review the instructions and narratives provided in the Department Committee's Narrative, the Department Chair's Narrative and the Area Subcommittee Narrative sections. During their deliberations, the committee should also consider any Institutional goals that are pertinent to the review of the dossier. Lastly, the Campus Committee's narrative should specifically address any differences between their recommendation and those of the Area Subcommittee, Departmental Committee and Department Chair.

In addition to the Campus Committee narrative, the chair of the campus committee should also prepare a brief summary of the vote and rationale for the vote for use by the Provost in notifying the candidate of the committee's recommendation.

SECTION I: PROVOST AND CHANCELLOR'S NARRATIVES

The Provost's review shall be consistent with the requirements of the University-wide and campus-wide policies referenced in Section I.A. of Missouri S&T's Promotion and Tenure Procedures document. The Provost shall provide written notification to each candidate of the Provost's recommendation with respect to his/her candidacy. Further the Provost shall offer to discuss with the candidate involved any recommendation regarding promotion and/or tenure. In the event of a negative recommendation, the candidate shall have the option of preparing a rebuttal as described in Section II.A.4 and Section III of this document. The Provost provides a written recommendation back to the campus review committee, which in turn, has the discretion to submit a supplemental report to the Chancellor. The Provost shall transmit to the Chancellor his/her promotion and/or tenure recommendations along with appropriate forms and supporting information. If the Provost or Chancellor disagrees with any of the majority recommendations of the campus review committee, he/she may discuss the case(s) with the committee. The purpose of such a meeting would be to increase mutual understanding of the case(s) in question, but in any event the decision to call or not call a meeting rests solely with the Provost or Chancellor.

The Provost's and Chancellor's letters are placed in this section.

SECTION J:
SUPPLEMENTAL CAMPUS COMMITTEE RESPONSE

Missouri University of Science and Technology Promotion and Tenure Procedures allow for the Campus Promotion and Tenure Committee to respond to the letter provided by the Provost. That response, if any, should be included in this section. If the committee does not wish to respond to the Provost's letter, that should also be indicated in this section.

SECTION K: SOLICITATION AND INCLUSION OF LETTERS FROM EXTERNAL REVIEWERS

Letters from external reviewers assessing accomplishments of the candidate and worthiness for promotion and/or tenure are required. Five such letters are considered to be a minimum, though six or seven letters is more desirable. Sample solicitation letters follow.

The attached form should be completed and included together with a brief description of the process used to select reviewers. Please note that each assessment provided by an external reviewer must be included in the dossier. Reviews cannot be excluded for any reason after being received. Approximately one-half of the nominations for external reviewers may be made by the candidate and one-half by the department. All parties shall attempt to exclude individuals with any potential conflicts of interest to the candidate.

The final selection of external reviewers is to be made only by the department chair or department P&T Committee. At least half of the reviewers selected should be from nominees other than those supplied by the candidate (not including reviewers nominated by both).

The professional stature of the reviewer, including research, publication, and professional activities, should also be reported and the qualifications of the reviewer must be appropriate so that the reviewer is able to provide an assessment of the dossier. Letters should be solicited from peer or greater ranked departments and from reviewers of higher rank. Letters of support from collaborators, former advisors, and friends of the candidate should be included in the section on "Letters of Support," not as external references. External reviewers must be able to provide an unbiased assessment of the candidate. An abbreviated curriculum vita for each reviewer who has submitted a letter shall be included. A sample of the letter used to solicit the external letters and one copy of the materials provided to the external references should also be included in this section.

The external review letters shall be returned directly to the department chair for inclusion in the dossier. The evaluations by external reviewers should address the accomplishments of the candidate. *For promotion cases to the rank of full professor, please ask the external reviewer to comment on whether the candidate has developed a national reputation or has gained distinction nationally.*

PROCEDURE FOR SELECTION OF OUTSIDE REVIEWERS

Name of Faculty Member: _____

Department: _____

Faculty Member being considered for promotion to: *(Ex: Promotion to Associate Prof.)*:

Person completing this form: _____

(Print name and sign)

Check all that apply:

REVIEWER NAME (IN ALPHABETICAL ORDER) AND INSTITUTION		ACCEPTED*	
		YES	NO
_____ Nominated by <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		
_____ Nominated by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm <input type="checkbox"/> Candidate <input type="checkbox"/> Other**	Selected by: <input type="checkbox"/> Dept Chair <input type="checkbox"/> Dept Comm		

*If a selected reviewer did not accept, provide an explanation, if known, on a separate sheet.

**If any other method was used, please explain on a separate sheet.

(Letter or email)

Date

Dr. Mary Smith
Top Tier Technological Research University
Department of Engineering Mechanics
101 ABC St.
Hometown, ST

Dear Dr. Smith,

I am writing to request your service as an external reviewer for Dr. William Miller, who has applied for promotion to the rank of Associate Professor and tenure in the department of Engineering Mechanics at the Missouri University of Science and Technology. I have attached an abbreviated curriculum vita for Dr. Miller and I am hopeful that you will agree to serve as one of his external reviewers. If you are willing to serve in this capacity, I will forward you Dr. Miller's complete CV and other review materials, including representative publications. Please let me know if you will be able to accept this invitation or if you require any further information to determine your ability to serve in this role.

I deeply appreciate your consideration of this request.

Sincerely,

Dr. Joseph Jones
Professor and Chair

Date

Dr. Mary Smith
Top Tier Technological Research University
Department of Engineering Mechanics
101 ABC St.
Hometown, ST

Dear Dr. Smith,

Thank you for agreeing to serve as an external reviewer for Dr. William Miller's promotion and tenure request at Missouri University of Science and Technology. The granting of promotion and tenure at Missouri S&T requires the individual to have demonstrated sustained contributions in the traditional areas of research, teaching, and service. The University seeks faculty who are creative scholars and inspired teachers, and who are dedicated to the pursuit of knowledge and its transmission to others. Outstanding intellectual qualities as reflected in teaching and scholarship are the primary criteria for recommendation for promotion and tenure. The University expects faculty members to be engaged in scholarly activities appropriate to their disciplines. Additional criteria include professional-oriented service contributions and service to a faculty member's department and institution. In your evaluation, please consider the research contributions that Dr. Miller has demonstrated, as well as the quality and impact of his most important contributions as well as his status in his area of specialization.

I have attached two documents to assist in your assessment. The first is Dr. Miller's complete curriculum vita, which highlights his contributions in research, teaching, and service. The second document includes several of Dr. Miller's significant publications demonstrating his contributions in his area of specialization.

I would request that you address the following issues in your evaluation:

- The creativity and innovation of the candidate's research.
- The quality and impact of the publications included in this package.
- Your perspective on how the candidate compares to other individuals at this point of his career.
- Your assessment of the candidate's accomplishments.

Based on the University's schedule for review of promotion and tenure candidates, I request the submission of your evaluation by **September 1, 2017**. You may submit your evaluation electronically, via fax or by mail to my attention.

I also need you to submit a copy of an abbreviated curriculum vitae, which should be included with your evaluation letter.

External reviews are a vitally important part of our promotion and tenure considerations. On behalf of Dr. Miller, the Department of Engineering Mechanics, and Missouri S&T, I thank you in advance for your thoughtful contribution to our review process. Please contact me if you require any additional documentation or if I may answer any questions.

Sincerely,

Dr. Joseph Jones
Professor and Chair

External Letters

Resumes of External Reviewers

**Request Letter and
Materials Provided to External Reviewers**

SECTION L: LETTERS OF SUPPORT

Letters of support from former advisors, collaborators, friends, and colleagues may be included in this section. The methods and conditions under which the letters of support were received shall be noted. All letters of support must indicate the title of the letter writer or the relationship of the letter writer to the candidate, i.e., colleague, faculty member, administrator, student, former student, etc.

SECTION M: CURRICULUM VITA OR RESUME

It is important that the Curriculum Vita (CV) or Resume convey as accurately as possible the experience and contributions of the candidate. Incomplete information, and information that may be regarded as suspicious or misleading, can weaken an otherwise strong case. Those evaluating the resume will evaluate both what is stated and what is omitted. While there is no intent to dictate the precise form of the CV, at a minimum it should contain the following items:

NAME AND CURRENT ACADEMIC ADDRESS.

ACADEMIC EXPERIENCE: This section should include the department, University, dates of attendance, and degrees obtained. The title of any dissertations or theses, along with the name of the advisor, should be a part of this information.

WORK EXPERIENCE: The CV should include a complete work experience history, including positions held, industry or work place, and dates of employment.

SCHOLARLY CONTRIBUTIONS: It is in the area of research and scholarship that the judgment of those evaluating the resume is most critical. Publications should be categorized and separately listed, grouping books, refereed publications, conference proceedings, other publications, abstracted talks, invited lectures, and other scholarly contributions. Considerable care should be exercised in reporting this information accurately. Mis-categorization, for example, of a non-refereed conference proceedings paper as a refereed journal paper causes the evaluator to question the candidate's standards and judgment. Such negative impressions are far more dangerous to the candidate than the absence of one additional refereed paper in the CV. Refereed conference papers should be listed separately from refereed archival (journal) papers. The degree of contribution in all co-authored papers should be indicated.

All publications, refereed or other, should include the following information to be acceptable: the authors, title, name of the journal, volume of the journal, page number, and date (month and year) of publication. If the contribution is in a book, it should also include the name of the editor and the publisher, as well as the city and state where the publisher is located. To be acceptable, the contribution should have sufficient information so that it can be located in a library. Presentations and verbal contributions should contain the location and the date of the presentation, the sponsoring society, and should provide sufficient information so that an interested evaluator could locate evidence of the contribution made by the given talk.

Scholarly presentations, exhibits, or showings of creative works should be described in sufficient detail to allow the evaluator to properly assess the scholarly achievement or contribution made by the work.

RESEARCH GRANTS AND CONTRACTS: The CV should include any grants or contracts received, the title of the grant or contract, the granting agency, the dollar value of the grant or contract, the number of years over which the dollar figure was actually expended, and the precise contribution of the candidate. The division of labor between the other investigators should be clearly delineated, as in the case of publications. Over-reporting, in this case, tends to have a negative impact on the evaluators.

TEACHING: The CV should indicate teaching experience, including the university or college where courses were taught, the dates of teaching service, the general subjects taught, and the academic level of the courses. Course numbers and detailed course descriptions inappropriately lengthen the resume and should be included elsewhere.

DEPARTMENT AND UNIVERSITY SERVICE: Committees and special responsibilities should be listed along with the dates involved. However, the length of the list is not as important as the evaluation of colleagues as to the contribution made in performing these duties. Thus, clarification of the contribution is important.

PROFESSIONAL SERVICE AND SOCIETY MEMBERSHIPS: The resume should list memberships in professional societies, along with the titles of any offices held and the dates of service. Listing of social, fraternal, and religious organizations is optional and usually does not affect the evaluation.

Other items may be included in the CV: The candidate should carefully evaluate what is included to be sure that its impact will be positive on an evaluator who is looking primarily for scholarly or creative evidence supporting an academician involved in scholarly activities and research, teaching, and university and departmental service.

SECTION N: EVIDENCE OF SCHOLARLY CONTRIBUTIONS

CRR 320.035, Section B.2.b – The Role of Research and Other Scholarly Contributions describes the distinguishing characteristics of the faculty member. The university expects faculty members to be engaged in scholarly activities appropriate to their discipline. The faculty member may obtain guidance on research and scholarship expectations from their chair. Activities in these areas are to be at the highest level and should demonstrate that the individual's contributions have had an impact on the discipline, i.e., that the research should have made a significant contribution to the body of knowledge recognized by professional colleagues. Evidence of effective and sustained research must be presented.

Typical examples of scholarship include publication of journal articles where expert evaluation is required for publication; favorable reviews of books, appointments or awards that require evaluation of professional competence; and frequent citations by other scholars. Depending on discipline, the awarding of research grants and the development of a research effort funded through external sponsorship are further representative activities that are expected of faculty members recommended for promotion and/or tenure. Additional examples are provided in CRR 320.035.

For this section, evidence of research, scholarship, and creative activity should include a representative selection of publications, performances, or exhibits. This should not be an exhaustive collection, but rather a sampling of the most important contributions. The candidate should clarify his/her role in the various creative activities highlighted, e.g., technical contributions and leadership to grants and publications. Also, the candidate should complete the attached table regarding articles accepted or published.

This section of the dossier should also include a completed **SPONSORED RESEARCH ACTIVITIES LATEST FIVE YEAR SUMMARY** and a self-assessment by the faculty member of their scholarly and research accomplishments. Also included in this section is a report from the Vice Provost for Research regarding research expenditures. The self-assessment may also include a statement of research philosophy and a description of research plans. It should be noted that the ability to evaluate one's own work and the significance of one's publications is, in itself, an indication of professionalism. Care should be exercised in categorizing and grouping refereed publications, un-refereed publications, conference proceedings, abstracted talks, invited lectures, general talks, and other scholarly contributions. Mis-categorization or overstating the importance of a contribution may cause the evaluators to question the candidate's standards and judgment.

SPONSORED RESEARCH ACTIVITIES SUMMARY

NAME _____

Area Subcommittee: _____

DEPARTMENT: _____

GRANTS

FISCAL YEAR*

Complete first column only if you are a candidate for tenure and had an interruption due to an approved leave.

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Total Awarded (\$)	_____	_____	_____	_____	_____	_____
Shared Credit (\$)	_____	_____	_____	_____	_____	_____
Total Expended (\$)	_____	_____	_____	_____	_____	_____
Shared Credit (\$)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	_____

* Note: Fiscal year is defined as July 1 through June 30. For example, FY 2017 is from July 1, 2016 through June 30, 2017. Please note in the spaces below information for any grants obtained in FY 2018 (awarded, (shared credit and expended since July 1, 2017).

Awarded: (\$) _____ Shared Credit (\$) _____ Expended (\$) _____

PROPOSALS

Fiscal Year 2018 Proposals**

Pending: Number: _____ Dollar Amount: _____ Shared Credit (\$): _____

Accepted: Number: _____ Dollar Amount: _____ Shared Credit (\$): _____

** If appropriate, on an attached sheet, report the number, dollar amount and shared credit for any pending or accepted proposals from earlier fiscal years that have not yet been awarded.

Scholarly Work Published Within Last Five Years at Missouri S&T

The Campus Promotion and Tenure committee has asked that the following table be completed by each candidate for articles that have been accepted or published while the candidate has been at Missouri S&T.

Paper Title	Candidate is Corresponding Author (y/n)	Student Authors (number)	Former Advisor is Author (y/n)	Other Faculty/ Post docs (y/n)	Number of authors	Status (accepted or published)
Refereed Journal Articles (RJA)						

On next page, please provide complete reference with abbreviated notation.

N-PublicationsLastnameFirstname

Refereed Journal Articles

Published Within Last Five Years at Missouri S&T

List in same order as previous page; include complete reference information.

(RJA 1, RJA 2, RJA 3, etc.)

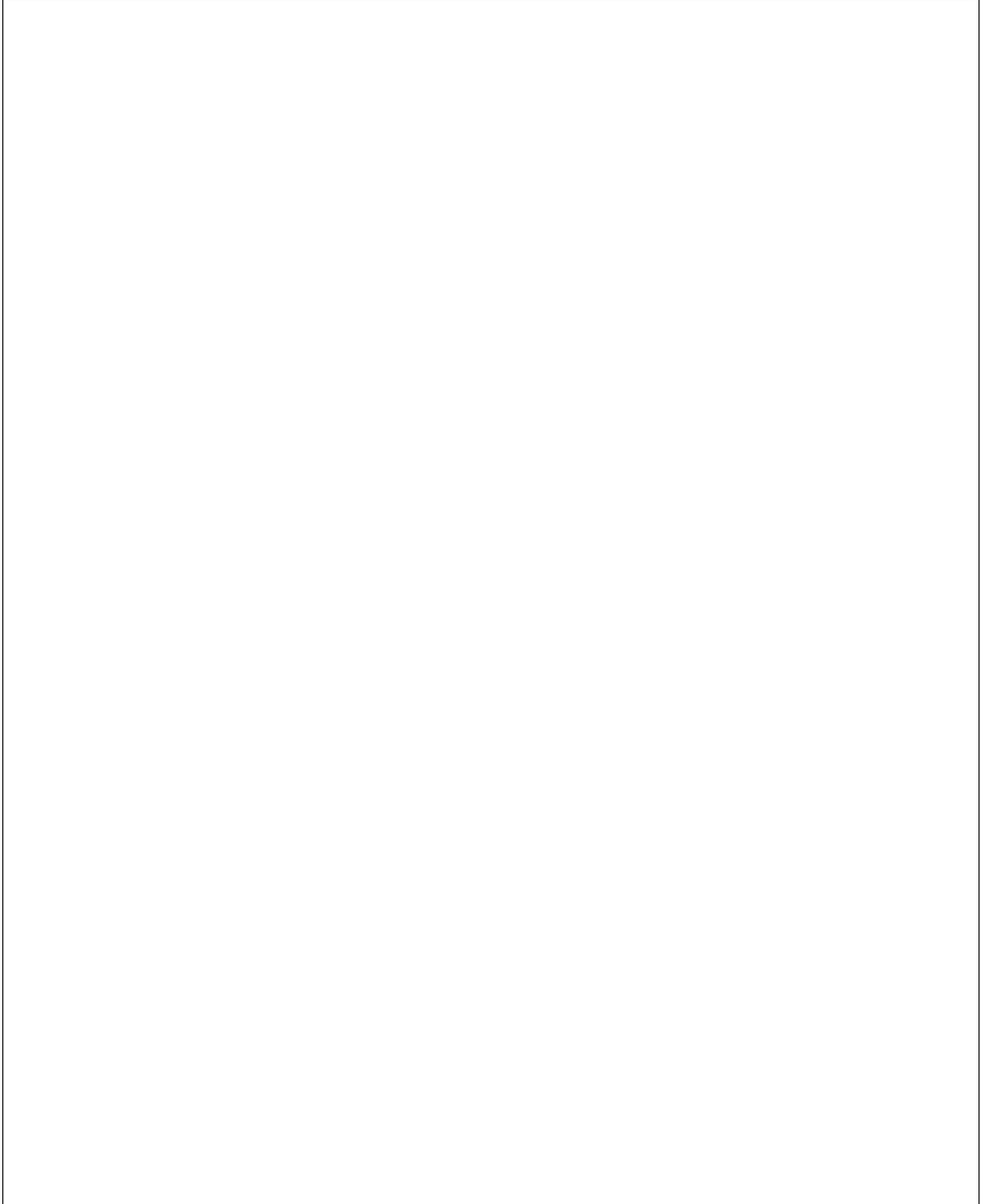
Paper Title	Candidate is Corresponding Author (y/n)	Student Authors (number)	Former Advisor is Author (y/n)	Other Faculty/Post docs (y/n)	Number of authors	Status (accepted or published)
Referenced Conference Proceedings (RCP)						

On next page, please provide complete reference with abbreviated notation.

Refereed Conference Proceedings

List in same order as previous page; include complete reference information.

(RCP 1, RCP 2, RCP 3, etc.)

A large, empty rectangular box with a thin black border, intended for listing refereed conference proceedings. The box is currently blank.

Book Title	Candidate is Corresponding Author (y/n)	Student Authors (number)	Former Advisor is Author (y/n)	Other Faculty/Post docs (y/n)	Number of authors	Status (accepted or published)
Book/Book Chapter (B/BC)						

On next page, please provide complete reference with abbreviated notation.

Books/Book Chapters

**List in same order as previous page; include complete reference information.
(B/BC 1, B/BC 2, B/BC 3, etc.)**

GRADUATE FACULTY RELATED ACTIVITIES SUMMARY

NAME: _____

AREA SUBCOMMITTEE: _____

DEPARTMENT: _____

INITIAL MEMBERSHIP DATES:

General Faculty: _____

Graduate Faculty: _____

ACADEMIC YEAR*

(Complete first column only if you are a candidate for tenure and had an interruption due to an approved leave.)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Thesis/Dissertation Advisor:						
#M.S. students:	_____	_____	_____	_____	_____	_____
#Doctoral students:	_____	_____	_____	_____	_____	_____
Degrees Completed: (advisor/committee member – note both numbers separated by a slash)						
#M.S. students:	_____	_____	_____	_____	_____	_____
#Doctoral students:	_____	_____	_____	_____	_____	_____
Conf. Presentations**	_____	_____	_____	_____	_____	_____
Conf. Papers Published:	_____	_____	_____	_____	_____	_____
Refereed Journal Papers:	_____	_____	_____	_____	_____	_____
Book Chapters Published:	_____	_____	_____	_____	_____	_____
Books Published:	_____	_____	_____	_____	_____	_____
Graduate Courses Taught by Number and (SCH)***						
5000 Level	_____	_____	_____	_____	_____	_____
6000 Level	_____	_____	_____	_____	_____	_____

* For example, AY 2016-17 includes SS2016, Fall 2016, and Spring 2017. It equates to FY2017.
 ** Only list those presentations not accompanied by a conference publication.
 *** The preferred format is to list the course number followed by course enrollment in parentheses. Do not list 5000, 5001, 5099, 6000, 6001 or 6099.

SECTION P: TEACHING PERFORMANCE

CRR 320.035 states that teaching performance is critical in consideration regarding promotion and/or tenure. Evidence of teaching quality should be presented and candidates are encouraged to show additional evidence of teaching effectiveness beyond computer-processed student assessments (CET Evaluations). Student's solicited comments during this process provide additional depth.

Peer evaluation of a candidate's teaching by senior faculty members is particularly valuable in evaluating the currency of course content, the appropriateness of examinations, the validity and fairness of examinations and grading procedures, the appropriateness of the material covered, and other factors related to the quality of the course offering. Comments by peers on other aspects of a candidate's teaching are less appropriate unless the peers have actually conducted a series of class visitations.

Student letters of support are of value only if they are solicited by a third party under controlled conditions. If used to document teaching effectiveness, student letters must be collected in a manner that is statistically meaningful.

A self-assessment of teaching techniques, goals, and methods utilized and developed by the candidate may assist the committee in understanding the individual's teaching performance. The candidate is strongly encouraged to include a self assessment of teaching effectiveness and philosophy.

SECTION Q: SERVICE

Policy Memorandum II-10 states “All faculty members are expected to be involved in a reasonable level of service to the department and institution through committees and other service activities.” Other aspects of expectations with regard to service are discussed in CRR 320.035 B.2.d. The candidate is encouraged to review both of these policy documents.

In order to fulfill its functions, academic departments and the University need the participation of the faculty in a range of service activities. A candidate who is not carrying his or her share of the department’s service load is imposing on colleagues. A faculty member must be willing to accept and fulfill the service duties that are required by collegiality and those that benefit the institution. The absence of real service to the University places a candidate’s loyalty and future benefit to the University in question.

The mere listing of service activities, however, provides little support for a promotion and/or tenure recommendation. In this section, the service activities should not only be listed, but the level and effectiveness of the candidate’s service contributions should be reviewed in a self-assessment. For example, if the candidate made a significant contribution as a member of a campus committee, such as drafting a report, undertaking a survey, etc., these contributions should be documented and discussed.

If no service activities are reported, a page signed by the candidate should be included in this section indicating this.

SECTION R: EXTENSION ACTIVITIES

The completed form is a listing of the last five years of extension and public service activities. It should include teaching short courses, research done through Continuing Education, the details of technology transfer efforts, and similar Continuing Education activities. The Department Chair or Associate Provost for Faculty Affairs can provide guidance regarding appropriate information to include in this section.

If no extension activities are reported, a page signed by the candidate should be included in this section indicating this.

**FACULTY EXTENSION AND CONTINUING EDUCATION
ACTIVITIES
FIVE YEAR SUMMARY**

Credit Courses:	<u>Year</u>	<u>Course Name</u>	<u>%FTE</u>
	_____	_____	_____
	_____	_____	_____

Short Courses and Conferences:	<u>Year</u>	<u>Name of Short Course or Conference</u>	<u>%FTE</u>
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Problem Solving:	<u>Year</u>	<u>Nature of Problem</u>	<u>Hours Spent</u>
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Grants:	<u>Year</u>	<u>Amount Awarded</u>	<u>Grantor</u>
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Publications:
