

MISSOURI STATE UNIVERSITY

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

DEPARTMENT: Media, Journalism & Film

COLLEGE: Judith Enyeart Reynolds
College of Arts and Letters

SEMESTER/YEAR OF CURRENT REVIEW: FA2020

SEMESTER/YEAR OF NEXT REQUIRED REVIEW: FA2023

DEPARTMENT ADOPTION SIGNATURES:

Timothy R. White 10/6/2020
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APPROVAL SIGNATURES:

Shawn Wolf 10/6/2020
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Provost Date

THIS PLAN IS IN EFFECT FROM 2020, THROUGH 2023.

**MEDIA, JOURNALISM & FILM DEPARTMENT
PERSONNEL COMMITTEE PROCEDURE
MANUAL AND EVALUATION GUIDELINES
Approved by the Faculty, September 29, 2020**

*(Sections 1.5.1.8; 1.5.2.3; 1.4.3.1; 2.2 September 2020 with input from the
Provost Office)*

1 THE PERSONNEL COMMITTEE: STRUCTURE, FUNCTIONS, AND MEMBERSHIP

The particular procedures adopted by this department are consistent with and reflect the annual appointment, tenure and promotion policies laid out in the 2011 MSU Faculty Handbook.

The department's personnel and governance document shall be presented in writing to the candidate at the time of employment. If it is expected that some of these criteria will be met at different points in a faculty member's career, the timetable must also be placed in writing with notification given to the Office of the Provost and Office of Human Resources. (Faculty Handbook, Section 4.8.5.)

1.1 The Charge of the Personnel Committee

The Personnel Committee has two major purposes. First, it makes written recommendations to the Department Head regarding annual performance reviews for all faculty members.

All tenured faculty will participate in an annual performance review, and, as appropriate, promotion reviews. Ideally, each ranked faculty member should be evaluated no more than once annually.

Probationary tenure-track faculty will be evaluated annually by the Personnel Committee for progress toward tenure and promotion.

The basis for annual faculty performance reviews and progress toward tenure and promotion reports will be the annual reports that individuals submit to the Department in February, based on work completed during the calendar year.

Second, the Personnel Committee establishes and employs departmental policies that take the form of procedures and guidelines relevant to personnel actions. Any faculty member may initiate a request for a particular Department policy to be created or reviewed by the committee.

1.2 Membership

Membership on the Personnel Committee includes all tenured faculty members of the Department.

Tenured members of the Department who serve as full-time administrators at the University have generally removed themselves from participation in and voting on matters where they may subsequently have to act in their administrative capacities. For example, although such members have participated in discussions of procedural matters, they have not participated in discussions of substantive matters relating to specific personnel actions, although they do receive information from the committee as a courtesy.

From time to time, the committee may ask non-tenured members to attend meetings, provide information, help review policies, work on subcommittees, and so forth. While such “invited” faculty may participate fully and vote on subcommittee matters, they do not participate in or vote on Personnel Committee matters of annual appointment, tenure, or promotion.

1.3 Leadership

1.3.1 Chair

The Personnel Committee is headed by the chair, who is responsible for organizing and conducting meetings, obtaining and circulating information and materials required by the committee, and producing the written recommendations of the committee. The chair serves as a coordinator and is free to participate and vote on all matters, not just to break voting ties. Normally, the vice chair succeeds to the chair’s position in the following year; otherwise, the chair is elected.

1.3.2 Vice Chair

The vice chair is responsible for carrying out the duties of the chair during the chair's absence and generally helps with the organization of the committee. The vice chair is usually elected at the initial organizational meeting of the academic year, when newly tenured members of the committee have the first opportunity to vote. The vice chair then becomes chair of the committee during the following academic year.

1.4 Committee Procedures

1.4.1 Discussion Procedures

The parliamentary authority for the Personnel Committee in all matters not in conflict with the Faculty Handbook or other applicable Department or College policy and procedure statements shall be the most recent edition of Robert’s Rules of Order, Newly Revised. Unless otherwise required, either by University or College procedure or by Department bylaws, the Personnel Committee will conduct its business and make its reports or recommendations in accordance with the parliamentary authority identified above.

1.4.2 Voting Procedures

1.4.2.1 Absentee Votes

Absentee votes are permitted at committee meetings when members are required to be absent and by prior arrangement with the chair of the committee. The Committee chair will accept and count absentee votes on Personnel Committee actions in advance of the meeting at which other committee members cast their votes.

1.4.2.2 Proxy Votes

Proxy votes are not permitted.

1.4.3 Reporting Procedures

Personnel Committee members vote on and correspondingly report or recommend regarding two categories of business: personnel actions and personnel policies (i.e., procedures and evaluation guidelines).

1.4.3.1 Reporting on Policy Issues

Routine matters, such as discussions of procedure or other issues that do not pertain to the evaluation of specific individuals are recorded in the minutes and circulated to members.

1.4.3.2 Reporting Personnel Actions

The Personnel Committee will provide annual written evaluations for all probationary ranked faculty outlining their progress toward tenure and promotion. This annual report will be conducted according to the Calendar for Faculty Evaluation by the Provost's Office. In addition to written comments outlining progress toward tenure and promotion in the areas of teaching, research, and service, the Personnel Committee will indicate whether the probationary faculty member's progress toward tenure and promotion is "satisfactory," "questionable," or "unsatisfactory."

In all matters of annual appointment, tenure, or promotion, the committee chair produces a letter that reflects the committee members' assessment of that faculty member's performance. This letter also includes the results of the committee's vote and is signed by all committee members. A copy of that letter goes both to the individual faculty member and to the Department Head and accompanies all subsequent evaluation letters through the chain of command to the president.

In certain instances, some members of the committee may disagree with the majority's assessment of the individual and may wish to produce a minority report. In that case, a copy of the minority report, signed by the appropriate individuals, is included with the evaluation letter and sent both to the faculty member and to the Department Head. The minority report accompanies the letter through the entire process.

1.4.4 Subcommittee Structure

The Personnel Committee operates using an ad hoc committee structure by creating subcommittees as needed to handle specific items.

In some instances, the subcommittee will report to the Personnel Committee, which is empowered to take final action (for example, consideration of the Personnel Committee Procedure Manual). In other instances, the subcommittee will submit its recommendations to the Personnel Committee, which will discuss the subcommittee recommendations and submit the committee's recommendations to the ranked faculty and Department Head for final action.

1.4.5 Submitting Items for Committee Consideration

The Personnel Committee encourages tenured and non-tenured faculty to submit items to

be considered by the committee. Such items should be submitted in writing to the chair of the Personnel Committee for inclusion on the agenda.

1.5 Definition of Terms

The University uses a number of terms that pertain to matters of personnel. Those used most often by the Personnel Committee are described as follows.

1.5.1 Personnel/Appointment Terms

1.5.1.1 Unranked

Faculty in non-tenure-track positions.

1.5.1.2 Ranked

Faculty holding a tenure-track academic rank of Assistant Professor, Associate Professor, Professor, or Distinguished Professor. Faculty hired as Instructors prior to January 1, 2007, also are ranked faculty.

1.5.1.3 Tenure Track

Faculty members appointed to positions that lead to tenure upon successful completion of a probationary period.

1.5.1.4 Probationary Faculty

Faculty appointed for a stated term to a tenure-track position with provisions for review and renewal at the end of the appointment term and designed to lead to a tenure decision at the end of the probationary period.

1.5.1.5 Promotion

A progression within a faculty appointment following fulfillment of criteria and review as specified in departmental promotion documents.

1.5.1.6 Tenure

A faculty member who is protected from arbitrary dismissal and has the contractual right to be re-employed until retirement, resignation, or dismissal for cause.

Only members of the tenure track faculty are eligible for tenure.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (Refer to Section 4). All initial appointment letters for individuals hired in tenure-track faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations to tenure as specified in this Faculty Handbook. De facto tenure will not occur. Tenure-track faculty who have not been granted tenure by the end of their seventh year of employment at Missouri State University shall not be further employed by Missouri State University in a tenure-track position.

1.5.1.7 Probationary Period and Prior Service

Beginning with appointment to a tenure-track position, the probationary period at Missouri State University shall not exceed seven academic years. Credit toward the probationary period may be granted for prior full-time service to Missouri State University or to other regionally accredited baccalaureate-degree-granting institutions of higher education (or the equivalent as determined by the Provost) equivalent to service to Missouri State University. Credit for previous service is specified in the initial appointment letter. If no credit is specified, none is given. Time spent in scholarly leave will count as part of the probationary period. In all cases, tenure decisions are made by the final probationary year.

1.5.1.8 Definition of ranked faculty positions as they apply to promotion and tenure cases:

Non-Tenure Track Academic Positions (*Faculty Handbook, 3.6*)

Faculty who hold non-tenure track positions are given term appointments that automatically terminate upon the expiration of the specified term. Non-tenure track appointments may be given annual or multi-year contracts as determined by the Department Head with approval of the Dean and the Provost. No notice of non-reappointment is given, and re-employment of the employee after the conclusion of the contractual term is solely within the discretion of the University.

Non-tenure track faculty members are not eligible for tenure, educational leave, or sabbatical leave. With the exception of visiting Professors, time spent in a non-tenure track position does not count toward tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position. Non-tenure track faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is preferred. All non-tenure track academic positions have the same right to academic freedom accorded tenure-track faculty.

Instructor (*Faculty Handbook, 3.6.1*)

An Instructor is appointed to teach full-time and to provide appropriate service and may participate in research or creative activities. An Instructor may be appointed to an annual or to a multi-year term of up to five years. Contingent upon satisfactory performance reviews, educational needs and continued funding, the Instructor appointment is renewable without constraint of term limits. Instructors shall have earned a terminal degree or possess the degree required for teaching in specific disciplines, have potential or demonstrated teaching ability, and a willingness to serve the academic unit, College, and University. An Instructor who has demonstrated excellence in teaching and service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. If an Instructor applies for and is appointed to a tenure-track position, the time spent as Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Instructors on 9-month contracts will receive salary compensation and benefits for 12 months. Criteria for promotion to Senior Instructor include: (1)

demonstrated excellence in teaching and service at Missouri State University for at least five years; (2) evidence of successful student learning outcomes; (3) effective teaching; and (4) leadership in curriculum development, advising, and/or other areas of service.

See Sections 3.2.1. Teaching and 3.2.3. Service below for specific examples of activities deemed significant and appropriate in these areas by the department.

Tenure: Instructors are not tenure-eligible.

Senior Instructor (*Faculty Handbook, 3.6.2*)

An Instructor who has demonstrated excellence in teaching and service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. Senior Instructors may participate in research or creative activities. A Senior Instructor shall be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs and continued funding. A Senior Instructor who is reappointed will be reappointed at that rank. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

Eligibility for Promotion: Senior Instructors are not eligible for promotion.

Tenure: Senior Instructors are not tenure eligible.

Assistant Professor (*Faculty Handbook, 3.4.1*)

An academic rank of one who has demonstrated achievement or potential in the areas of teaching, research, and service appropriate to the discipline.

Basis of Appointment: A terminal degree or equivalent as determined by appropriate department faculty or a master's degree combined with significant industry and teaching experience with the approval of the Provost. In exceptional cases, individuals with doctoral course work complete and dissertation in progress (ABD) may be appointed with the stipulation that the degree must be completed within the first year of appointment to be specified in the contract letter. Under extraordinary circumstances, an extension can be granted with the approval of the Provost.

Criteria for Tenure and Promotion: In addition to meeting years-of-service requirements, those seeking tenure and/or promotion must have demonstrated sustained effectiveness in teaching, peer-reviewed scholarship, research or creative activity, and service as defined in the Assistant Professor rank. (Refer to Sections 3 and 4 of the 2011 Faculty Handbook for criteria for promotion.) It is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion. Faculty hired before January 1, 2007, have the option of a six- or seven-year probation period.

Tenure: Assistant Professors normally apply for tenure in their sixth year of probationary status at Missouri State. Faculty hired with credit toward tenure will normally apply for tenure in the equivalent of their 6th year, e.g., faculty granted 2 years of credit toward tenure would normally apply during their fourth year of academic service at Missouri State.

The earliest any Assistant Professor may apply for tenure is during the third year of probationary status at Missouri State, regardless of the number of years credited toward tenure at the time of hiring.

Individuals with exceptional records of accomplishment may apply for early tenure and promotion in their fourth or fifth year (adjusted as described above for those faculty hired with credit granted toward tenure). Exceptional records of accomplishments will significantly exceed the standard expectations associated with teaching, service, and research, which are required to obtain tenure and promotion over the course of the normal six-year probationary period. Examples of exceptional accomplishment in the area of scholarly research or creative activity would include:

- a. Winning a major award – an Emmy, an Oscar, a Sundance Film Festival award, etc. – for a creative television or film project.
- b. Publishing a scholarly book that receives a major book award or secures significant recognition for its scholarly contributions to its field of inquiry.
- c. Securing a major grant from a national granting agency such as the NEA, NEH, or Annenberg Foundation involving a significant amount of money to fund a scholarly or creative project.

Please note that early tenure and promotion candidates must have achieved not only an exceptional record in the area of scholarly research or creative activity, but also have built a strong record in the areas of teaching and service in order to achieve a successful early tenure and promotion evaluation. Examples of exceptional accomplishment in the area of teaching would include:

- a. Receiving a teaching excellence award from the Missouri State University Foundation or some nationally recognized association in the Media, Journalism and Film areas.
- b. Engaging in curricular development by creating a new course or successfully conducting a major curricular revision in the Media, Journalism & Film Department that changes at least 25 percent of an existing program.
- c. Receiving student evaluation results that are all better than the departmental mean for at least four consecutive semesters.

Student

- d. evaluation results can count for no more than 50 percent of teaching evaluation.
- d. Having at least two different faculty members observe and critique classroom teaching.

Eligibility for Promotion: Assistant Professors are minimally eligible to apply for promotion to the Associate rank in the same year they become eligible to apply for tenure.

Policy in Effect for Promotion:

Faculty applying for tenure and promotion concurrently have the option of using the promotion criteria in effect at the time of their hiring or a more recent version. Tenured faculty applying for promotion have the option of using any promotion policy in effect since the time of their hiring provided that is not more than six years old at the time of application.

Associate Professor (*Faculty Handbook, 3.4.2*)

An academic rank of one who has demonstrated a sustained record of effectiveness in teaching, peer-reviewed scholarship, research, or creative activity, and service appropriate to the discipline.

Basis of Appointment: Any of the following: (1) promotion from the rank of Assistant Professor or (2) terminal degree and a minimum of four years of experience equivalent to academic service to Missouri State University in the rank of Assistant Professor.

Tenure: Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility they had as Assistant Professors. Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by their fourth year of probationary status, excepting those circumstances where the Provost has granted a temporary stopping of the tenure clock. Individuals with exceptional records of accomplishment may be granted tenure earlier than their fourth year. Refer to Sections 3 and 4 for criteria for tenure.

Eligibility for Promotion: Associate Professors are eligible to apply for promotion after five years of academic service to Missouri State University in the rank of Associate Professor. Individuals with exceptional records of accomplishments may be granted early promotion.

Policy in Effect for Promotion:

Faculty have the option of using either the most current version of promotion criteria or an earlier version of criteria that has been in effect since their promotion to Associate and is not older than seven years at the time of application. Refer to the 2011 Faculty Handbook sections 3.4.3, 4.2-4.4, and 4.7-4.8 for criteria for promotion.

Professor (*Faculty Handbook, 3.4.3*)

Professors are recognized leaders who have a cumulative record of teaching effectiveness, of peer-reviewed scholarship, research, or creative activity appropriate to the discipline, and of substantial service to the discipline. Emphasis for promotion to professor in this department will be placed on teaching, scholarship, research or creative work, and service since the promotion to Associate Professor.

Basis of Appointment: (1) Promotion from the Associate Professor rank or (2) terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State University in the rank of Associate Professor.

Tenure: Professors normally will be hired with tenure. A Professor who is hired without tenure is minimally eligible to hold tenure following one year of academic service to Missouri State University. The tenure decision will occur at the latest during the second year of probationary status.

Promotion: Professors with extraordinary accomplishments may apply for promotion to Distinguished Professor.

Distinguished Professor (*Faculty Handbook, 3.4.4*)

Definition: Distinguished Professor is a rank beyond Professor that recognizes extraordinary accomplishment in research. The year of appointment to the rank of Distinguished Professor will include an addition to base salary greater than the amount given for promotion to Professor.

Eligibility: To be eligible for Distinguished Professor rank, an individual must have Professor rank for a minimum of five years, with at least three years in the rank at Missouri State University; have a record of extraordinary performance in research with a national or international reputation; and have a sustained record of excellence in both teaching and service.

1.5.2 Types of Materials Used In Decision Making

The Personnel Committee will use only material supplied by the faculty member, by that faculty member's supervisor (if applicable), and departmental data in making personnel decisions.

1.5.2.1 Materials Supplied by the Faculty Member for Personnel Decisions

The faculty member is urged to prepare his or her materials with care so that the strongest possible case may be presented. The faculty member's mentor and members of the Personnel Committee may be consulted about how to prepare convincing materials.

After the dossier is submitted, the candidate can make additions only to update the Curriculum Vitae. The candidate must include all prior evaluations by the Department Head and the Personnel Committee. The purpose and role of the professional statement should be clear. It should include information regarding the manner in which constructive feedback was addressed in previous years. The CV should be complete and meet the highest professional standards in terms of preparation, format, and citations.

1.5.2.2 Departmental Data

Certain data about the faculty member are considered departmental data that belong to the Department and are readily available to the Personnel Committee for the purpose of making evaluation decisions. There are three categories of departmental data: 1) student evaluations of teaching, both numeric student evaluation of teaching summaries and the handwritten comments of students; 2) results of any peer and external reviews made; and 3) any conditions or

contingencies of employment that are relevant to personnel decisions (such as deadline dates by which a dissertation must be completed).

In promotion, tenure, and annual reappointment considerations, the Personnel Committee will base no more than 50 percent of the evaluation of teaching on student evaluations. The Personnel Committee will use peer reviews and any teaching materials provided by the faculty member as part of the committee's evaluation of teaching.

No other data are automatically available for Personnel Committee perusal. If other information is needed by the committee (such as transcripts), it may be obtained in one of two ways: 1) It may be released by the faculty member for use in the particular personnel decision being made, or 2) the Personnel Committee Chair may request it of the Department Head after the committee has voted to request it. Certain information may be confidential, and the Department Head may not have authority to release it; if so, the Personnel Committee is bound by any such additional restrictions.

1.5.2.3 Peer and External Review

All faculty applying for tenure and/or promotion or who are undergoing pre-tenure review must have their teaching reviewed by at least two departmental faculty members in the applicants' teaching subfield. All faculty reviewing the applicants' teaching should be at the applicants' rank or higher.

For all ranked faculty applying for tenure and/or promotion, at least three external peer reviews of the applicant's scholarship/creative materials must be included in the applicant's dossier.

Department Heads are responsible for managing the external review process. They work with the faculty applicant and Department Personnel Committee to ensure an appropriate pool of potential reviewers and selection of the final individuals from whom reviews will be solicited. Department Heads send out the faculty applicant's materials and ensure that reviews are returned on time. They place the reviews within the applicant's dossier so that they are available for all subsequent levels of evaluation. The external reviewers will be invited to consider the whole of the candidate's CV, but the primary focus of the external review will be focused on scholarship and research.

In the spring semester prior to applying in the fall, the faculty applicant and the Department Head will meet to develop two lists from which the external reviewers will be selected.

- a. The faculty applicant submits four names.
- b. The Department Head collaborates with the Department Personnel Committee to submit four names.
- c. The faculty applicant, Department Head, and Departmental Personnel Committee select two members from each list, and reviews are solicited from these four individuals.

External reviewers should meet the following criteria:

- a. A reviewer should possess a terminal degree.

- b. A reviewer typically holds an academic appointment; however, individuals may be drawn from research/creative institutes, foundations, organizations or the private sector.
- c. A reviewer should be employed in an institution/program at or above the level of the faculty applicant's program at Missouri State University.
- d. A reviewer should hold a rank higher than the faculty applicant.

Faculty applicants should disclose any relationship or association with a potential reviewer prior to selection, so as to avoid any potential conflict of interest.

Potential reviewers would be disqualified if they are:

- a. Individuals with whom the faculty applicant has collaborated
- b. Mentors, former professors of the faculty applicant
- c. Individuals with a personal relationship with the faculty applicant

Working in consultation with the Department Head, the candidate will prepare a packet

of materials to be sent to the external reviewers. Materials should include:

- a. Faculty applicant's personal statement (2-5 pages, summarizing program of research)
- b. An up-to-date curriculum vita
- c. Departmental criteria for tenure and/or promotion, which have been approved by the Dean and the Provost that aligns with the criteria in the Missouri State University Faculty Handbook. Relevant University criteria found in the Faculty Handbook also can be provided.
- d. Information on the number of hours taught and other pertinent details concerning the candidate's teaching assignment in each academic year since the last promotion or since the time of hire if this is a tenure consideration.
- e. Samples of research selected by the candidate that are of the type for which the enclosed criteria would be applied as part of the tenure and/or promotion decision. Only materials produced since the last promotion should be considered. Materials from each academic year in the current rank are encouraged in order to document ongoing productivity.

The external reviews are confidential and will not be accessible to the candidate until the tenure/promotion process has been completed. Within the parameters of federal and state laws, we make every effort to maintain confidentiality on behalf of the individual candidate for appointment, promotion and/or tenure. The external reviewer is asked to provide an honest assessment of the candidate for tenure and/or promotion in the area of scholarship, but it is made clear that these letters may be reviewed upon request of the candidate at the end of the review process.

Instructors applying for appointment as Senior Instructors after at least five years of service to the department are not required to have external peer reviews.

1.5.3 Help Available to the Applicant

Both formal and informal channels are available to assist the applicant throughout the application process. First, the Personnel Committee Chair and/or the Department Head will notify the faculty of the deadline dates for

applying and submitting materials. The Chair of the Personnel Committee is available to help explain the process of preparing application materials. The applicant's mentor is also encouraged to provide help to the applicant.

Applicants are urged to let the Department Head and the Personnel Committee Chair know as early as possible that they plan to apply so that the help needed may be provided in a timely fashion.

2 COMMITTEE PROCEDURES REGARDING PERSONNEL ACTIONS

2.1 General Guidelines

The following sections describe in detail the major tasks to be undertaken by the Personnel Committee and the procedures that are followed. Additional information about each procedure is available in the Faculty Handbook as identified throughout this document. In all cases, the Personnel Committee makes recommendations to the Department Head but is not the final decision maker. The Personnel Committee's recommendations are forwarded through the channels along with subsequent recommendations from the Department Head, Dean, and the Provost.

2.2 Procedures for Annual Reviews for Probationary Faculty

As stipulated in the 2011 Faculty Handbook (*section 4.6.1.*), Annual Reviews are conducted for probationary faculty to assess appropriate progress toward tenure. Probationary faculty members initiate this process by submitting relevant materials to the chair of the departmental Personnel Committee by a date specified by the committee. The Department Head shall not be a participant in the voting or deliberations of the departmental committee. The Personnel Committee will annually assess the probationary faculty member's cumulative record as he or she progresses toward the tenure decision year and will specify in writing one of three outcomes:

1. that progress toward tenure/promotion is satisfactory
2. that progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions
3. that progress toward tenure/promotion is unsatisfactory, providing specific rationale

In all cases the committee will provide clear feedback, identifying areas for improvement, making specific suggestions or recommendations regarding continued appointment or non-renewal, and provide appropriate rationale in the event the committee recommends non-renewal. This feedback will be signed by all committee members.

The Personnel Committee's written recommendations will be given to both the faculty member and the Department Head, where they become part of the formal performance evaluation process.

The Department Head shall not be a participant in the voting or deliberations of the Personnel Committee. The Personnel Committee will make the initial review and forward the recommendation for progress toward tenure and promotion with the dossier of materials to the Department Head, who will then add his or her recommendation and forward both reviews and the dossier to the Dean. For the purpose of acknowledging that they have been received, the candidate must indicate he/she has read the reviews of the Personnel Committee, the Head, and the Dean by signing them. Signing the review does not imply that the candidate endorses all that is stated therein. The candidate may append a response before the review is forwarded. This response will remain attached throughout the review process.

Discussions and/or negotiations will occur in those cases where the recommendations are not acceptable to the higher-level administrator. In instances of disagreement between the Personnel Committee and the Department Head, there shall be a good faith effort to resolve these differences. In all tenure and promotion cases where the recommendation of the Department Head, Dean, Provost, or the President differs from that of the departmental Personnel Committee, the administrator initiating the change shall state in writing to the affected faculty member, the departmental committee, and other involved administrators, compelling reasons why he or she cannot agree with the original recommendation.

Throughout the entire process, confidentiality of information must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure confidentiality is not violated. (*Faculty Handbook, Section 4.6*)

2.3 Procedures for Other Personnel Actions

2.3.1 Role of the Candidate

2.3.1.1 Annual Review

The candidate will provide appropriate materials, including annual assignments, work with Department Head and faculty to address feedback, and develop appropriate assignment with Department Head.

Documentation shall include, but not be limited to, letters of understanding at the time of hire; applicable departmental guidelines signed by faculty member and Department Head; participation in teaching improvement activities; any recommendations made by departmental Personnel Committees prior to the final review; previous annual reviews, required performance reviews, and annual letters from the Department Head; summaries of all teaching evaluations; committee assignments and results; proposals written or grants received; and other scholarly/creative activities.

At the time of evaluation for required performance reviews, promotion, tenure, or annual review of appropriate progress toward tenure, the candidate shall submit to the Personnel Committee a current vita as well as all the documentation that has been maintained up to that time. Additional materials supporting teaching, research, and service activities may also be submitted as required by the department/school/college. The Personnel Committee shall have access to all information to be used in the decision regarding teaching, research, or service. (*Faculty Handbook, Section 4.8.6.*)

2.3.1.2 Tenure and Promotion

The candidate will identify potential external reviewers, prepare the tenure/promotion dossier and professional statement, and work with Department Head to update materials in the submitted dossier if necessary. (*See section 1.5.2.3. Peer and External Reviews for details.*)

2.3.2 Role of the Personnel Committee

2.3.2.1 The Chair of the Personnel Committee should work to ensure that all appropriate tasks of the reviews are carried out and that all candidates receive clear and appropriate feedback and guidance.

2.3.2.2 Personnel Committee members who vote on the actions to be taken are expected to review the materials provided by the candidate.

2.3.2.3 Personnel Committee members who vote on promotion decisions shall be at or above the rank to which the candidate aspires. If there is an insufficient number of departmental faculty at the appropriate rank to vote on a promotion, the Dean in consultation with the applicant will select faculty from other departments within the College at the appropriate rank. All tenured faculty members are expected to vote on the awarding of tenure.

2.3.2.4 Department Heads who are associate professors should have a means of receiving feedback from the faculty on their progress toward promotion.

2.3.3 Role of Department Head

2.3.3.1 Annual Reviews

2.3.3.1.1 Assessment – Faculty performance should be summarized and evaluated in a professional manner. Information on faculty assignment should be included in the assessment.

2.3.3.1.2 If remediation is required, the Head should provide guidance.

2.3.3.1.3 Resolving Conflicts – The Head should work in good faith to resolve conflicts in evaluative processes involving peer review.

2.3.3.1.4 University Forms – Forms should include the year being evaluated by date and chronology (e.g., 2012-2013 and 2nd year in rank) and number of years credited toward tenure consistent with University policy.

2.3.3.2 Tenure and Promotion

2.3.3.2.1 The Head should work with the applicant to identify potential external reviewers.

2.3.3.2.2 The Head should solicit external reviews, submit appropriate materials to reviewers, set deadlines for the materials to be returned, encourage the reviewer as necessary, and solicit additional reviews (with the consultation of the candidate to ensure minimum number obtained.)

2.3.3.2.3 Ensure that all appropriate information is included in the dossier, including updates as needed.

2.3.4 Academic Achievement

In keeping with the Faculty Handbook, the Department and the College affirm the value of a variety of types of scholarship. Like all members of the faculty at Missouri State University, the Media, Journalism and Film faculty members are charged with demonstrating academic achievement in teaching, scholarship/creative activity and

service.

2.3.4.1 Teaching

Demonstrating expertise in teaching is essential. A primary mission of the Media, Journalism and Film Department is to provide an excellent educational experience for its major and non-major undergraduate students. See 3.2.1 below for more detail.

2.3.4.2 Scholarship/Creative Activity

Scholarship/creative activity is central to teaching excellence. Department faculty are members of a larger intellectual and artistic community. In this respect, their contributions in basic and applied research are important and central to performing as genuine teacher/scholars. See 3.2.2 below for more detail. Included in scholarship/creative activity is Engaged Public Scholarship (see Faculty Handbook 4.2.2.3).

2.3.4.3 Service

Because Media, Journalism and Film faculty are members of an academic department within a publicly supported institution, their contributions in the service of university governance, community relations, and the goals of professional associations in the field are also important. Taking the University's statewide mission in public affairs and its emphasis on citizenship, social responsibility, and public involvement into account, service activities to the Department, College, University, profession, and public communities take on special significance. Because of the educational mission of the Department, those service activities that are intertwined with instruction and scholarship are especially valued. See 3.2.3 for more detail.

3 CRITERIA USED FOR FACULTY EVALUATION: ANNUAL APPOINTMENT, TENURE, AND PROMOTION

3.1 Introduction

In keeping with the Faculty Handbook, the Department and the College affirm the value of a variety of indicators of faculty accomplishment to use in evaluating applications for reappointment, tenure, and promotion.

3.2 Criteria

To ensure equitable and consistent decision-making in annual appointment, tenure, and promotion cases, the criteria listed below will serve as indicators of achieving the standards (for annual faculty reviews and progress toward tenure and promotion reports) stipulated in the Faculty Handbook. These indicators may be used by applicants to establish evidence of effectiveness in teaching, scholarship/creative activity, and service.

Instructors seeking advancement to the rank of Senior Instructor should review and focus only on the criteria identified in the Teaching and Service Sections below.

3.2.1 Teaching

The evaluation of teaching is presumed to be instrumental in sustaining quality instruction. The Department requires each faculty member to administer student course/teacher evaluations for each course/section he or she teaches. The results of these evaluations, including the written comments of students, will be employed as evidence of teaching effectiveness. However, student evaluation results may count for no more than 50 percent of the evaluation of teaching effectiveness. Combinations of the following also will serve as evidence of teaching effectiveness.

- The results of student course/teacher evaluations, including the written comments of students, may be employed as evidence of teaching effectiveness. (Student evaluation of teaching will count for no more than half of the faculty member's rating for Teaching.)
- Textbooks, workbooks, anthologies, and other teaching resources produced for use within the discipline.
- Evidence of new-course development, instructional innovations, online, and distance learning, as well as accessibility measures and contributions to curricula or program enhancements.
- Evidence of effective indirect instruction resulting in superior student work, including such activities as advising student organizations, supervising student organizations or student media, supervising student productions, directing theses and seminar papers, serving on thesis committees, overseeing student internship activities and directing independent study projects.
- Student advisement activities, of special departmental assignments related to student advisement, of special services to advisees, (petitions, letters of support, etc.), of contributions toward improved advisement.
- Oversight of graduate assistants and teaching assistants.
- Invited lectures in other than assigned Departmental courses, or in courses offered through other departments.
- Recognition of teaching effectiveness through awards or other forms of professional recognition.
- Recognition of teaching effectiveness through peer review of teaching.
- Evidence of promoting the appreciation of diversity.
- Evidence of student learning, such as awards won by students for work accomplished in a class you taught.
- Evidence of professional development related to pedagogy.

- Other evidence of teaching effectiveness.
- Evidence of achieving learning outcomes supported by data collected in the course.

3.2.2 Scholarship/Creative Activity

Media, Journalism and Film faculty are expected to engage in on-going scholarship relevant to their primary teaching responsibilities. In addition, they may pursue other types of research and/or creative activity. A publication or production count alone will not guide performance evaluation; the quality, complexity, and the degree of collaboration involved in combinations of the following shall also serve as indicators of effective scholarship or creative activity.

It is the applicant's responsibility to provide evidence that any publications, whether in traditional journal format or in electronic journal format, have been refereed. Works published in non-refereed publications will not count as much as works published in refereed or reviewed publications. Unreviewed creative works will not count as much as creative work that has been reviewed or professionally assessed via competitions, broadcast on air, won juried awards, etc.

Evidence of a cumulative record of scholarship/creative activity may be provided by (but is not limited to) research in progress, manuscripts, bibliographies, data collection, media scripts, contracted studies, or presentations at faculty colloquia. Demonstrating dedicated, on-going scholarly and/or creative activity may, in some instances, be as important as reporting only a few tangible examples of published or refereed works.

Examples of scholarship include:

- Scholarly monographs or books that advance understanding and are editorially selected.
- Original research findings published in editorially selected scholarly journals or monographs.
- Juried or competently recognized productions, creative productions evaluated by practicing professionals, and/or qualified colleagues at other universities or institutions.
- Published, juried, or competitively recognized writing for film, radio, television, print, or multi-image media; peer-reviewed writing for instructional media.
- Successful national/regional/local grant applications for research/creative activity.
- Receipt of competitive individual or team grants for research/creative production, or other individual or joint awards, prizes, or honors for scholarship/creative activity.

- Having a creative project picked up for public distribution by a reputable distributor.
- Having a creative project aired on radio, broadcast, or cable television.
- Published textbook summarizing existing research, such as: textbooks, manuals, edited anthologies, or other monographs used for instruction at other universities, colleges, or educational institutions.
- Professional or applied research journal articles.
- Presentation of juried exhibits or performances.
- Published literature reviews or position papers.
- Published research protocols.
- Published bibliographies.
- Published critical reviews of scholarly projects.
- Successful grant applications for applied research and performances.
- Presentation of integrative or applied research.
- Competitively selected papers or presentations of original research at professional conferences or conventions. These works carry greater importance than those presented at less competitive gatherings.
- Book or media reviews by individual or joint authorship published in professional or trade journals, or in national or regional publications.
- Critiques of book proposals or articles in academic journals solicited by the book or journal publisher or editor.
- Reviews of one's work, published and/or written by outside colleagues or established scholars at other universities possessing expertise in the field. Peer reviews by colleagues within the department are important but carry less significance.
- Evidence of engaged public scholarship as outlined in the Faculty Handbook.
- Other evidence of meritorious research/creative activity. Evidence of on-going scholarship/creative activity aimed at enhancing classroom instruction.
- Scholarly presentations to campus-based, professional or community groups including students or student work.
- Critiquing one's own students or colleagues or consulting with community organizations.

- Improving the effectiveness of one's own teaching through seeking and using peer and student feedback.
- Assessing effectiveness of new learning technologies for teaching one's own courses.
- Successful grant applications (such as MSU University Curriculum, Funding for Results, or research grants) for developing or enhancing one's own courses.
- Evidence of mentoring student research and/or creative activity.
- Research related to pedagogical, scholarly and/or creative activity including developing expertise in grant writing.
- Evidence of a special effort to share knowledge/creative work with a larger audience.
- Other evidence of meritorious research/creative activity.

3.2.3 Service

The service activities of Department members may take many forms, ranging from holding positions of leadership in professional associations to participating in professional associations to participating in University governance to providing student services to advising/consulting institutions or agencies at the international, national, state, regional, or local level. It is also understood that while some service activities represent instances of genuine leadership, others produce significant results through joint effort; some require extensive investments of discretionary time while others are compensated by release from teaching or other duties. Taking these variables into account, evaluations of faculty service contributions include but are not limited to the following indicators:

- Holding office or performing functions (editor, manuscript referee, pre-publication reviewer, panel critic, etc.) on behalf of international, national, or regional associations and professional organizations.
- Critiquing book proposals or articles in academic journals for which you have volunteered your services.
- Organizing state or regional professional or research conferences, or local or departmental colloquia.
- Chairing or actively serving on committees at the university, college, or department level.
- Serving as an active, productive member of university, college, or departmental committees.

- Serving as a consultant to business, other universities, not-for-profit, or government organizations in an area of the faculty member's disciplinary expertise.
- Serving as an adjudicator or organizer of a media competition.
- Providing significant administrative services to the department, college, or the university.
- Delivering invited lectures, conducting developmental workshops, or providing other professional services to business, institutions, associations, or not-for-profit organizations.
- Providing other professional services deemed significant by the Department.

4 AMENDMENTS AND REVIEWS OF PERSONNEL COMMITTEE PROCEDURE MANUAL AND EVALUATION GUIDELINES

4.1 Amendments to the Personnel Guidelines

All sections of the Personnel Committee procedure manual and evaluation guidelines may be amended by the following procedure. Amendments may be proposed by a member of the Personnel Committee. To be adopted, the proposed amendment must first receive a majority vote of the Committee, after it has sought input from the ranked faculty in the Department.

4.2 Review of Personnel Committee Procedure Manual and Evaluation Guidelines

As specified in the faculty handbook (Section 4.8.5), this tenure and promotion document shall be reviewed by a departmental committee at least every three years. This review is to ensure that the guidelines appropriately reflect the goals and mission of the department and remain in compliance with the criteria, goals, and mission of the University community. The departmental review committee will first forward the reviewed document with or without changes to the departmental faculty for approval. Upon receipt of faculty approval, the document will 1) be forwarded to the Department Head for review; 2) after review of the Department Head forwarded to the Dean for review; 3) and after review of Dean forwarded to the Provost's Office for review and final approval. A department's tenure and promotion guidelines are under the purview of the departmental faculty. If compelling reason or explanation is provided (by the Department Head, Dean, or upper administration) to the faculty for modifications, it is the responsibility of the departmental faculty to consider suggested modifications, and for all parties to make a good faith effort to work collaboratively in achieving resolution. Administrators' recommendations should be based on issues of compliance and clarity.

ADDENDUM (Workload Policy) *added May 2016*

Department of Media Journalism and Film

I. GENERAL GUIDELINES

- During the annual performance review process early each calendar year, the Department Head consults with each faculty member to determine the mix of teaching, research, and service that will constitute his or her workload. The key considerations in the determination of workload are institutional parameters, the needs of the department, and the faculty member's talents and interests.

- Although each faculty member should have a full and fair workload, the relative amounts of teaching, research, and service may vary as faculty move through different stages in their careers.
- At the same time, the needs of the department may also vary over time. The department retains the right to call upon faculty members to fulfill teaching and service roles they are qualified to fulfill, if and when a sufficient need arises.
- University policy establishes a full workload as 30 equated hours distributed over the two semesters of an academic year. That totals consist of 24 equated hours of teaching (four three-hour courses per semester) and six equated hours (three hours per semester) for “time assigned to activities that are equivalent to credit hours of teaching,” understood by MJF to designate, in most cases, scholarly research and creative activity.
- Consistent with University policy, the default teaching load for faculty is 12 equated hours per semester, i.e. a 4-4 load. Teaching also includes advising responsibilities, which should be spread evenly among full-time faculty in a section.
- Subject to approval by the Dean, the Department Head may grant course releases for reasons other than research, such as administrative duties or assistance with specific departmental priorities and initiatives. (See Section IV below.)
- Activities that result in extra compensation (such as overload pay) are not generally considered in the calculation of workload or eligibility for course releases.
- Consistent with University policy, any work a faculty member agrees to perform that exceeds his or her agreed-upon workload must be compensated in a manner agreeable to the faculty member, the Department Head, and the Dean (e.g. overload pay, release time, extra travel money, stipend, etc.). The terms of such compensation must be negotiated in advance, i.e. before engaging in additional duties. (See Section IV below.)
- Per *Faculty Handbook* Chapter 13, any faculty member found to be neglecting or refusing to perform any part of his or her teaching, research, or service duties may be subjected to administrative sanctions (see also *FH* 13.22, *FH* 14.5).

II. CATEGORY-SPECIFIC GUIDELINES AND DEFINITIONS

TEACHING

- Default load for full-time faculty is 4/4 (ideally two preps per semester, not more than three unless absolutely unavoidable).
- Load for tenure-track faculty and other “research-active” tenured faculty is 3/3 (ideally two preps per semester, but 3 may be unavoidable).
- Supervising 20 or more advisees is part of a regular teaching load for full-time faculty.

RESEARCH

- Three equated hours are awarded per semester as reassigned time for research to faculty members with “research-active” status, resulting in a 3-3 load.
- For “research-active” status, a faculty member must demonstrate an ongoing and active research agenda by documenting at least one research presentation, creative activity, work on an ongoing research project, or publication submission per academic year and by documenting, within a period of three consecutive academic years, completion of at least one research product recognized in the

MJF department’s RPT guidelines (peer-reviewed book, refereed journal article, book chapter, creative film or television program, and other similar documentable progress in research including recurring activity on contracted book, article, and/or program).

- If a faculty member fails to complete a qualifying research product and/or recurring activity on contracted product in a three-year period, he or she may lose “research-active” status. His or her teaching load could revert to 12 equated hours per semester until he or she completes a qualifying research product or shows documented progress to that end (conference presentation and draft of article, review, and/or program).

SERVICE

- All faculty are expected to engage in service to the department, college, institution, community, profession, etc., as part of a full and fair workload. Consequently, no faculty member is exempt from the university service requirement.
- Service includes discipline-related service to the community, profession, university, college, and department not counted under teaching or research on annual performance and/or promotion and tenure reviews.
- Service includes discipline-related outreach activities not counted under teaching or research on annual performance and/or promotion and tenure reviews.
- Service that is neither discipline-related nor connected to the profession, university, college, and department may be counted only by agreement with the Department Head.

ADMINISTRATIVE

- Includes key roles in departmental administration (e.g. section coordinator) and other administrative activities, such as assessment or accreditation report writing.
- Administrative tasks may be counted under service for the purposes of annual performance and/or promotion and tenure reviews.

III. TYPICAL WORKLOAD PROFILES

By taking into consideration factors such as rank, years in rank, tenure status, research-active status, service engagement, etc., a number of typical workload profiles can be identified. The following sample profiles reflect common 15-equated-hour workloads. They are meant to serve as examples and should be thought of as starting points rather than prescriptive frameworks in the workload determination process.

Tenured Faculty (not research-active)

| Teaching | Research | Service |
|-----------------------|-----------------|--------------------------|
| 12 equated hours | 0 equated hours | 3 equated hours |
| 4 courses (2-3 preps) | -- | 1 HL or 2 LL commitments |

Tenured Faculty (research-active)

| Teaching | Research | Service |
|-----------------------|------------------------|--------------------------|
| 9 equated hours | 3 equated hours | 3 equated hours |
| 3 courses (2-3 preps) | Research-active status | 1 HL or 2 LL commitments |

Tenured Faculty (not research-active with administrative duties)

| Teaching | Research | Service | Administrative |
|-----------------------|-----------------|-----------------|--------------------------|
| 9 equated hours | 0 equated hours | 3 equated hours | 3 equated hours |
| 3 courses (2-3 preps) | -- | 1 HL or 2 LL | 1 HL or 2 LL commitments |

Tenure-Track Faculty (research-active)

| Teaching | Research | Service |
|-----------------------|------------------------|--------------------------|
| 9 equated hours | 3 equated hours | 3 equated hours |
| 3 courses (2-3 preps) | Research-active status | 1 HL or 2 LL commitments |

Tenure-Track Faculty (research active with administrative duties)

| Teaching | Research | Service | Administrative |
|---------------------|------------------------|-----------------|--------------------------|
| 6 equated hours | 3 equated hours | 3 equated hours | 3 equated hours |
| 2 courses (2 preps) | Research-active status | 1 HL or 2 LL | 1 HL or 2 LL commitments |

Senior Instructor

| Teaching | Research | Service |
|-----------------------|-----------------|--------------------------|
| 12 equated hours | 0 equated hours | 3 equated hours |
| 4 courses (2-3 preps) | -- | 1 HL or 2 LL commitments |

Instructor

| Teaching | Research | Service |
|-----------------------|-----------------|--------------------------|
| 12 equated hours | 0 equated hours | 3 equated hours |
| 4 courses (2-3 preps) | -- | 1 HL or 2 LL commitments |

Instructor (with administrative duties)

| Teaching | Research | Service | Administrative |
|-----------------------|-----------------|--------------------------|-----------------|
| 9 equated hours | 0 equated hours | 3 equated hours | 3 equated hours |
| 3 courses (2-3 preps) | -- | 1 HL or 2 LL commitments | GBL advising |

Per-course Instructor

| Teaching | Research | Service |
|------------------------|-----------------|-----------------|
| Max of 6 equated hours | 0 equated hours | 0 equated hours |
| 2 courses (1-2 preps) | -- | -- |

IV. OTHER CONSIDERATIONS AFFECTING WORKLOAD DETERMINATION

OVERLOADS

In case of departmental need, a full-time faculty member may offer or be asked to take on assignments in excess of his or her agreed-upon workload for a given semester. Typically, an overload results from a teaching assignment that exceeds four sections, but in rare cases teaching assignments of four or fewer classes, in conjunction with higher than normal loads in research and/or service, might also be justly considered overloads and should be treated as such. Faculty members are not obligated to teach overloads and are not entitled to them. Once the head and a faculty member have agreed upon the terms of an overload, the proposal, including the form of compensation, must be approved in writing by the Dean. Overloads, especially those relating to teaching, are generally compensated through overload pay at the rate stipulated in the Faculty Handbook. However, other forms of compensation, such as a course release in a subsequent semester, additional travel funding, or a summer stipend, also may be negotiated.

COURSE RELEASES

In most cases, course releases are granted to faculty members deemed “research-active.” The Department

Head determines whether faculty members are research-active during the annual performance review early each calendar year by assessing their involvement in research activities recognized in the department's RPT guidelines. In order to be considered "research-active," a faculty member must demonstrate an ongoing and active research agenda by documenting at least one research presentation or publication submission per academic year and by documenting, within a period of three consecutive academic years, completion of at least one research product recognized in the department's RPT guidelines (peer-reviewed book, refereed journal article, book chapter, creative film or television program, and other similar documentable progress in research including recurring activity on contracted book, article, and/or program).

Course releases also may be used to recognize or compensate prior work done on a recurring basis (multiple independent studies, high-enrollment courses, heavy advising loads, etc.), work on specific projects deemed important to the department (accreditation, program review, etc.), or previously unremunerated overloads. In rare cases, course releases also may be used as incentives to encourage faculty members to jump-start dormant research agendas.

Factors that may warrant course releases include:

Research

- Status as tenure-track faculty
- Research-active status as determined by Department Head
- Resumption of a dormant research agenda

Service

- Higher than expected overall engagement in service
- Unusually high number of service commitments
- Substantial leadership role on a major committee (e.g. Faculty Senate chair)
- Coordination of major service or outreach projects (cumulative)

Teaching

- Development of a new online course or iCourse or other major course redesign (when not otherwise compensated)
- Teaching several independent studies courses (cumulative, after 10 students)
- Teaching a number of high-enrollment courses (cumulative, head's discretion)
- Advising more than Department Head designated amount of students
- Prior uncompensated teaching overload

Administrative/Other

- Engaging in grant-related duties (when time is bought out)
- Service as section coordinator (cumulative, every fourth semester)
- Authoring major reports, such as accreditation reports, self-studies, etc.
- Other tasks or duties as requested by Department Head and approved by the Dean

ADDENDUM (Research Active Status) added May 2016

RESEARCH

- Three equated hours are awarded per semester as reassigned time for research to faculty members with "research-active" status, resulting in a 3-3 load.
- For "research-active" status, a faculty member must demonstrate an ongoing and active research agenda by documenting at least one research presentation, creative activity, work on an ongoing research project, or publication submission per academic year and by documenting, within a period of three consecutive academic years, completion of at least one research product recognized in the MJF department's RPT guidelines (peer-reviewed book, refereed journal article, book chapter,

creative film or television program, and other similar documentable progress in research including recurring activity on contracted book, article, and/or program).

- If a faculty member fails to complete a qualifying research product and/or recurring activity on contracted product in a three-year period, he or she may lose “research-active” status. His or her teaching load could revert to 12 equated hours per semester until he or she completes a qualifying research product or shows documented progress to that end (conference presentation and draft of article, review and/or program).