

Guidelines for Faculty Reappointment, Promotion and Tenure in the Department of Kinesiology at Michigan State University *

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Faculty reappointment, promotion and tenure are among the most important decisions made by the university. As described in the university policies concerning appointment, reappointment, tenure and promotion, Michigan State University is a research intensive, land-grant university that is dedicated to the highest levels of scholarship and education and to continuous enhancement of its academic excellence. This document describes the criteria for promotion and tenure in the Department of Kinesiology and guidelines for the evaluation process. It adds to and is consistent with college and university policies.

Promotion in the Department of Kinesiology is evaluated in the areas of research, teaching and advising, and outreach/service. The following describes the characteristics expected for reappointment and promotion for tenure-track faculty positions. Following the university policy of continuous enhancement of academic stature, the expected level of performance for promotion and tenure in the department increases with time, and what has characterized successful prior reappointments and promotions will not necessarily be sufficient to meet future expectation for reappointment and promotion.

In all cases, a candidate will be recommended for renewal or promotion when in the judgment of the department chair, in consultation with the department ad hoc promotion and tenure committee, the following conditions are met: (a) it is in the best interest of the university, (b) when the totality of the record is consistent with renewal or promotion, and (c) when there is a high level of performance consistent with the candidate's appointment.

*Much of this document was adapted from the College of Natural Science's *Guidelines for Faculty Reappointment, Promotion and Tenure in the College of Natural Science at Michigan State University*. <http://ns.msu.edu/index.php/faculty/administration/rpt-guidelines/>

Renewal of Appointment as Assistant Professor (after 3rd Year Review)

The normal initial appointment for an assistant professor is for 4 years followed by a second 3 year probationary appointment. All tenure system probationary appointments begin on August 16 (following the initial appointment in the tenure track) regardless of when during the calendar year the appointment is effective. A candidate's application materials are typically submitted in the fall semester of the 3rd year.

Research

Successful candidates for renewal will demonstrate excellent progress toward establishing a productive, systematic, sustainable, and high-quality program of research at MSU. Candidates must address how their work is significant, what impact it makes on their field, and to what extent it is consistent with the University mission statement.

The candidate's laboratory or other needed research facilities and infrastructure should be established and functioning. If this has been delayed by circumstances beyond the candidate's control, the department chair should document the delay. If the delay is substantial, the candidate should request an extension of the tenure clock as soon as the duration of the delay is known.

The candidate's research program should be established with well-defined research directions. The candidate should demonstrate successful research interaction with Kinesiology graduate students, either as a graduate advisor or as a collaborator on relevant projects.

Competitive, external research funding is available in most kinesiology subdisciplines and is usually necessary to support a research program of the quality and impact expected at MSU. The candidate should have submitted proposals for competitive, external research funding within the first two years and continue to aggressively pursue such funding. In a few fields, obtaining independent external funding may not be the disciplinary norm. In these cases, the disciplinary norm must be clarified and understood by the candidate, department, and college at the time the candidate is hired and documented in the promotion documents.

In most cases, all publications from work completed in previous positions, including graduate school and post-doctoral positions, should be published or in press.

Strong papers based on research done at MSU should have been, at least, submitted to leading journals. Development of a leading, independent research program is a very important criterion for reappointment. Demonstrated independence from previous mentors, such as Ph.D. and post-doctoral advisors with whom collaborations continue, is essential. In most fields, a substantial proportion of the publications originating from MSU should be based on research for which the candidate is the intellectual leader. In fields in which research is done primarily in large national and international teams, the department must document the candidate's leadership in the collaboration and the significance and impact of the candidate's contributions.

Collaborative research is highly valued at MSU. If results from collaborative projects of any type are a substantial component of the case for reappointment, the candidate and department should document the candidate's leadership role in them.

National visibility is critical, and the candidate should begin to have invitations to speak at professional meetings or leading universities and research organizations as well as contributed conference presentations based on research done at MSU.

Teaching and Advising

The candidate should demonstrate success in classroom teaching. The candidate should maintain a teaching portfolio, and the department should effectively advance the candidate's teaching skills through evaluation of one's teaching, assignment of a teaching mentor, and annual review by the personnel committee and chair. The teaching portfolio should include SIRS scores for all courses, evidence of efforts at classroom teaching enhancement (such as attendance at college and university programs related to instruction and results of mentoring interactions), and demonstration of effective engagement with undergraduate or graduate students on an individual basis. The engagement may include but is not limited to graduate advising, supervision of undergraduate or graduate research, advising of student organizations, and participation on graduate internship, thesis, or dissertation committees.

Service/Leadership/Outreach

Beginning assistant professors should not be overly burdened with internal service activities, but there should be demonstrated and growing contributions to departmental, college or university committees.

There should be evidence of developing disciplinary leadership and service as demonstrated by, for instance, reviewing of papers and research proposals, significant roles in professional societies, meeting organization, or other professional service, outreach, and leadership activities. For guidelines on planning quality outreach activities, the candidate should consult, outreach.msu.edu/documents/pod.pdf

Promotion to Associate Professor with Tenure

The standard for promotion to associate professor with tenure is demonstrated excellence in research, teaching, and leadership/service/outreach and convincing evidence that a comparable level of performance will continue after promotion.

Research

An essential criterion for promotion to associate professor with tenure in the department is demonstrated stature as one of the leading researchers nationally and internationally in the candidate's field and career cohort. This stature must be demonstrated by outstanding research publications, efforts at on-going competitive external research funding, and strong letters of review from leading senior researchers who are independent of the candidate. Candidates must address how their work is significant, what impact it makes on their field, and to what extent it is consistent with the University mission statement.

The record of publication must constitute a systematic program of research of the highest quality and of sufficient quantity to demonstrate a leading and highly productive research program with strong and growing national/international impact. These publications should be based on work at MSU or at other institutions where the candidate previously held a comparable position. They should be published or accepted for publication in leading peer-reviewed scientific journals and comparable outlets. Demonstrated independence from previous mentors such as Ph.D. and post-doctoral advisors is essential, and independent scientific leadership must be demonstrated. In most fields a substantial majority of the publications based on work done after appointment at MSU or at other institutions where the candidate previously held a position of comparable rank, should be from the candidate's research program with the candidate as the intellectual leader. Exceptions to these criteria, such as in fields where very large teams are needed for important progress to be made, must be agreed to at the time the candidate is hired and documented in the promotion documents.

Competitive, external research funding is available in most of the subdisciplines in kinesiology and is usually necessary to support a research program of the quality and impact expected at MSU. External funding must be at a level sufficient to support an on-going research program and in keeping with disciplinary norms for excellent research programs in the candidate's field. Funding should be in place to support continuing research after promotion. Independent scientific leadership is expected, and in most fields the candidate should have obtained funding as principal investigator. In a few fields, obtaining independent external funding may not be the disciplinary norm. In these cases, the disciplinary norm must be clarified and understood by the candidate, department, and college at the time the candidate is hired and documented in the promotion documents.

Collaborative research is also highly valued. Candidates should clearly identify their role in any collaborative projects, provide evidence of a substantial role in each major collaboration and describe their unique contribution (such as technical expertise or intellectual leadership). If collaborative funded research is a substantial component of the justification for promotion, the candidate's role in obtaining the funding and undertaking the research should be described.

The candidate must show a clearly defined direction for leading research after promotion as demonstrated by, for instance, on-going research projects, publications in preparation, on-going external funding, statements in letters of evaluation, and discussion in the candidate's

research narrative in the promotion documents.

National visibility is critical, and the candidate should have a growing number of invitations to speak at professional meetings or leading universities and research organizations and also a growing number of submitted conference presentations based on research done at MSU.

Teaching and Advising

An essential criterion for promotion to associate professor with tenure is demonstrated effectiveness at successfully engaging undergraduate and graduate students in the classroom, through individual research supervision, or in less formal settings.

The candidate should demonstrate success at classroom teaching at the undergraduate level or graduate level. The candidate should maintain a teaching portfolio, and the department or program should effectively promote the candidate's teaching skills through evaluation of the teaching portfolio, assignment of a teaching mentor if needed, and annual review by the personnel committee and chair. The teaching portfolio should include SIRS scores for all courses, evidence of efforts at enhancement of classroom teaching (such as attendance at college and university programs related to instruction and results of mentoring interactions), and demonstration of success in engaging graduate students on an individual basis.

The teaching portfolio, peer evaluations and SIRS scores should provide evidence that effective action was taken to improve teaching, including correcting any significant deficiencies noted in departmental evaluations during the first years of a candidate's appointment.

Candidates should show effective mentoring of graduate students as demonstrated by supervision of students who have completed, or are well advanced toward completing a Ph.D. Comparable supervision and placement of post-doctoral fellows is equivalent.

There should also be evidence of successful student engagement in less formal ways. These may include but are not limited to undergraduate advising, supervision of undergraduate research, advising of student organizations, and participation on graduate dissertation committees.

Service/Leadership/Outreach

All faculty candidates for promotion to associate professor with tenure must be able to effectively support the internal academic functions of the university and significantly impact the national/international scientific environment.

Assistant professors should not be overly burdened by internal service responsibilities, but candidates should demonstrate effectiveness in this area by an increasing level of successful service at the department level over the probationary period. The candidate must be demonstrably prepared to effectively take on the service and leadership responsibilities of a tenured faculty member.

Candidates should be demonstrably prepared to take on disciplinary leadership as shown, for instance, by leadership in scientific societies and other organizations, substantial engagement with funding organizations (proposal reviewing and panel participation), reviewing of research papers and organization of meetings, or leadership in outreach activities. For guidelines on planning quality outreach activities, the candidate should consult, outreach.msu.edu/documents/pod.pdf

Timing of Review for Promotion to Associate Professor with Tenure

Review for promotion to associate professor with tenure normally takes place in the candidate's 6th year as a tenure track assistant professor at MSU, in rank in a comparable position at another university, or in some combination of time at a comparable position at another university and time at MSU. It is important that the university have as complete a picture of a candidate's record as possible at the time of promotion review. Thus, reviews prior to 6 years in rank at the assistant professor level will be undertaken only for compelling reasons. Departments should contact the college before beginning a review prior to the 6th year.

Extension of the Tenure Clock

Extensions of the tenure clock may be granted under the procedures and criteria of the university. Extensions should be requested as soon as the triggering reason is known (for instance, birth of a child, family emergency, or delay in preparation of adequate laboratory space). Extensions will not be granted within 2 years of the promotion review unless the triggering event occurs within that time period.

Promotion to Professor

Promotion to the rank of professor requires the candidate to have demonstrated outstanding performance in research, teaching/advising and leadership/service and to be demonstrably prepared to take on the intellectual and organizational leadership expected at this rank.

Research

An essential criterion for promotion to professor is demonstrated stature as one of the leading researchers nationally and internationally in the candidate's field.

This stature must be demonstrated by continuing publication of outstanding research in leading peer reviewed scientific journals and other high-impact outlets, on-going competitive external research funding sufficient to support a leading research program, and strong letters of review from leading researchers.

Since the previous promotion, the candidate should have published a body of high-impact research of sufficient quality and quantity to demonstrate national/international scientific leadership.

The candidate should have obtained continuing, competitive external funding at a level sufficient to support a strong, on-going research program at a level commensurate with disciplinary norms for leading research programs. Funding should be in place to support continuing research after promotion. In most disciplines, the candidate should have a demonstrated record of external competitive funding as principal investigator. In a few fields, obtaining independent external funding is not the disciplinary norm. In these cases, the disciplinary norm must be clarified and understood by the candidate, department and college early in the candidate's career and documented in the promotion documents.

Collaborative research is also highly valued. Candidates should clearly identify their roles in any collaborative project, and evidence of a substantial role in each major collaboration and the candidate's unique contribution to it (such as technical expertise or intellectual leadership) should be clearly described and recognizable. If collaborative funded research is a substantial component of the justification for promotion, the candidate should have demonstrated strong leadership in obtaining the funding.

The candidate must show a clearly defined direction for leading research after promotion as demonstrated by, for instance, on-going research projects, publications in preparation, on-going external funding, statements in letters of evaluation, and discussion in the candidate's narrative in the promotion documents.

There should be a continuing and substantial number of invitations to speak at national and international conferences and leading universities and research organizations, as well as contributed contributions to meetings and other venues.

Teaching and Advising

An essential criterion for this promotion is demonstrated, continuing effectiveness in engaging undergraduate and graduate students in the classroom, through research supervision and in less formal settings.

The candidate should demonstrate success at classroom teaching at the undergraduate and graduate levels. The candidate should maintain a teaching portfolio, and the department or program should effectively promote the candidate's teaching skills through evaluation of the teaching portfolio and annual review by the personnel committee and chair. The teaching portfolio should include SIRS scores for all courses, and demonstration of success in engaging graduate students on an individual basis.

The teaching portfolio and SIRS scores should provide evidence of effective, continuing efforts to improve teaching, including correcting any deficiencies.

The candidate should show effective mentoring of graduate students as demonstrated by supervision and strong placement of students who have completed a Ph.D. Comparable supervision and placement of post-doctoral fellows is equivalent.

There should also be evidence of continuing successful student engagement in less formal ways. These may include but are not limited to undergraduate advising, supervision of undergraduate and graduate research, advising of student organizations, and participation on graduate dissertation committees.

Service/Leadership/Outreach

Promotion to professor requires demonstration of effective leadership within the academic sphere of the university and at the national/international level.

Within the university, the candidate must show successful, continuing leadership and service contributions at the department level and the capacity to play a leadership role within the college or university.

The candidate should show continuing national/international leadership through, for instance, significant roles in scientific societies and other organizations, substantial engagement with funding organizations (proposal reviewing and panel participation), organization of scientific meetings or leadership in outreach. For guidelines on planning quality outreach activities, the candidate should consult, outreach.msu.edu/documents/pod.pdf

Timing of Promotion to Professor

The timing of the review for promotion to professor is less well defined than that for promotion to associate professor. Under normal circumstances, several years are needed to develop the necessary record. Promotions soon after promotion to associate professor require compelling justification. Evaluations undertaken prior to the end of the candidate's 5th year as tenured associate professor should be discussed with the department chairperson prior to being initiated.

External Evaluators

External evaluations by highly-qualified researchers are a critical component of the reviews for promotion to associate professor and professor. The request for external letters will comply with MSU policy in the Handbook on Academic Human Resources.

The purpose of the external letters is to help evaluate the quality, significance and impact of candidate's research in regard to both the specific research area and the discipline overall, and to help the review committees in evaluation of the candidate's national/international stature.

Thus, letters should be obtained from a range of knowledgeable individuals with the objective of evaluating both the specifics of the candidate's research and its broader disciplinary impact.

As stated in the College of Education policy for external letters:

For reviews involving the granting of tenure or promotion to full professor, the candidate will provide the chair of his/her department with a list of at least three individuals outside of the university who the candidate believes to be qualified to judge his/her accomplishments. The chair shall form a list of external referees, selecting at least three names from the list provided by the candidate and adding additional names as the chair deems appropriate, to total at least six names. The chair shall solicit confidential letters of evaluation from the external referees. The chair shall ensure that the department adheres to university policies regarding the confidentiality of such materials.

Additionally, the candidate should be told of the criteria for selection of referees prior to developing the recommendation list but should not contact the referees nor be aware of the identities of those chosen.

The set of letters should be from leading researchers at leading AAU Research I universities or comparable research organizations such as national laboratories or leading corporate research laboratories. These should be from individuals who are demonstrably disciplinary leaders, including people holding named faculty positions, fellows of major disciplinary societies, and members of the National Academy of Kinesiology or a comparable organization. Letters should not be obtained from individuals at the assistant professor level or equivalent. For promotions from assistant professor to associate professor, at most two letters may be from people holding the rank of associate professor, and these must be strongly justified. For promotion to professor, letters should not be solicited from individuals at the associate professor level. Reviews from individuals who are independent of the candidate are essential and carry the most weight. Thus, letters from previous mentors (e.g., graduate or post-doctoral advisors) should not be solicited, and only a limited number of letters from research collaborators within the past three years should be solicited. Letters should normally address specific questions about the candidate's contributions to collaborative research projects. In a few fields that involve very large national or international collaborations, the best reviewers are often members of the collaboration team, and letters from such individuals are acceptable. The relationship of each reviewer to the candidate, if any, must be clearly described in the description of the referees' credentials.