



MISSISSIPPI STATE
UNIVERSITY™

COLLEGE OF ARTS & SCIENCES

**PROMOTION AND TENURE
POLICIES AND PROCEDURES**

**PROMOTION AND TENURE
POLICIES AND PROCEDURES
For the College of Arts & Sciences**

Approved 5/2015 by the College of Arts & Sciences faculty

Approved 5/2015 by Greg Dunaway, Dean of the College

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Sunset clause: This document will be enforced only until Aug. 15, 2025 or until the College of Arts & Sciences promotion and tenure committee creates a permanent document approved by the A & S Faculty Senate and the Dean of the College of Arts & Sciences.

Scope

This document records the College of Arts & Sciences policies and procedures governing academic tenure and promotion in academic rank. These policies and procedures are in accordance with the Bylaws and Policies of the Board of Trustees of State Institutions of Higher Learning (Sections 402, 403, and 404) and the Mississippi State University Promotion and Tenure guidelines.

This document applies only to faculty members in tenure-track positions. The appointment and termination of non-tenure-track faculty members is governed by IHL Board Policy 404.01-401.02, and their promotion is governed by university, college, school and departmental policies. Such faculty members are not eligible for tenure, but may apply for open tenure track positions.

Overview

The University Promotion and Tenure document requires the College of Arts & Sciences to have a college promotion and tenure committee and a promotion and tenure document. The role of a college committee is to ensure that all departments within the college write promotion and tenure documents that meet the standards provided for in the university document. Further, the college committee shall review promotion and tenure decisions made by department's promotion and tenure committees to ensure that committees have met the standards and followed the procedures established in their promotion and tenure documents.

The Arts & Sciences promotion and tenure document

All suggested changes in the Arts & Sciences promotion and tenure document will be made to the President of the Arts & Sciences Senate. The President will distribute copies of the suggested change(s) to all Senate members, and the Senate will prepare its own recommendation(s). The Senate's report on the recommended changes shall be reviewed at two regularly scheduled Senate meetings before a vote on the recommendations shall be held. A courtesy copy will also be sent to the College Promotion and Tenure Committee.

Only the elected, tenure-track Senators may vote on changes in the promotion and tenure document. Senators must be present to vote, and a quorum is required.

If changes are approved by the Senate, the new promotion and tenure document must be approved by the Dean of the College before they take effect. A signed copy of the new document shall be made available by the dean to all tenure-track faculty in the college.

The policies and procedures in effect in any academic year must have been fully approved by July 1 of that year.

Academic Rank

A faculty member of professorial rank must have a professional or terminal degree appropriate to the discipline (or the equivalent in training and experience), a strong commitment to higher education and to the mission of Mississippi State University, and a willingness to assume the responsibilities and obligations appropriate to a university faculty member.

Academic ranks at Mississippi State University include:

Assistant Professor: A faculty member with a terminal or professional degree (or on the rare occasion when a person has established a national reputation because of the equivalent in training and experience) in the discipline and a potential for successful teaching, research and/or creative achievement, and service.

Associate Professor: A faculty member who has met the criteria for assistant professor, who has consistently demonstrated an ability to perform at a satisfactory level in teaching, research and/or creative achievement, and service, and who excels in at least one of these. Based upon the criteria established in the departmental promotion and tenure documents, an associate professor is developing a national reputation, and is showing potential for sustained contributions to the university and to his/her profession or field.

Professor: A faculty member who has met the criteria for associate professor, who has consistently demonstrated an ability to perform at a satisfactory level in teaching, research and/or creative achievement, and service, and who excels in at least two of these areas. Based upon the criteria established in the departmental promotion and tenure documents, a professor is expected to have a national reputation in the person's area of expertise.

Promotion: Promotion is never granted routinely for simple satisfactory performance or for length of service, but reflects progressively higher professional competence and accomplishment. Promotion from assistant professor to associate professor, or from associate professor to professor, will normally only be considered after a faculty member has served at least five years in rank so that sustained productivity at MSU can be demonstrated. Applications for promotion prior to that time will be regarded as early action and considered only for exceptionally strong and well documented cases. Rank should reflect comparable stature with others in similar disciplines in other university settings.

Professional achievement at another academic institution may be considered for promotion.

Tenure

The granting of tenure is a faculty driven process and is the academic community's chief guarantee of academic freedom for the faculty member to perform his/her academic duties without undue or inappropriate external pressures.

Definition:

Tenure is defined by IHL Board Policy 403.01 as:

Continuing employment that may be granted to a faculty member after a probationary period upon nomination by the Institutional Executive Officer for election by the Board.

IHL Board Policy 403.0104 further provides that a tenured faculty member is protected from dismissal except under the following extraordinary circumstances:

- a. Financial exigencies as declared by the Board;
- b. Termination or reduction of programs, academic or administrative units as approved by the Board;
- c. Malfeasance, inefficiency or contumacious conduct; or
- d. Cause.

According to IHL Board Policy 403.01, tenure is granted in a department unless otherwise designated by the IHL Board.

Attainment of tenure at Mississippi State University is by no means automatic, based on years of service, but is the result of a thorough evaluation of a faculty member's performance in teaching, research and/or creative achievement, and service. The proportions of these activities will vary by discipline. A performance rating of excellence in one area, and at least satisfactory in the others, is needed to qualify a faculty member for tenure.

Tenure is granted with the college's expectation that the faculty member will continue to perform at or above the minimum standards set by the department and college.

Eligibility: Tenure may hereafter be granted only to associate professors, professors, and simultaneously to assistant professors upon promotion to associate professor. Professors of all ranks in specifically designated tenure-track positions may work toward tenure. An employee cannot be promoted into a professional position unless specified in the original offer letter. Non-tenure track faculty positions cannot be converted to tenure-track positions (IHL section 404.01). Graduate assistants and adjuncts, research assistants and associates, lecturers, instructors, visiting or adjunct professors, and all other employees are non-tenure-track. An instructor, even if a full-time employee in an academic department, may not be automatically promoted to assistant professor upon earning a terminal degree.

Probationary Period: At MSU, a faculty member may apply for and be recommended for tenure by the president during the sixth full contract year of employment in a tenure track position. Failure to earn tenure after the sixth full contract year will result in a terminal contract in the seventh full contract year. The probationary period for tenure track faculty begins at the start of the faculty member's first full contract year. A full contract year is defined as one that starts on or prior to August 16 for 9-month employees and on or prior to July 1 for 12-month employees and continues until the next contract period. If the initial contract is for a partial year, e.g., starts after August 16 for a 9-month employee and after July 1 for a 12-month employee, that time is not included in the probationary period allowed.

Up to four years at other universities and up to three years in the rank of instructor may be counted in this probationary period, as determined and agreed upon by the university and the faculty member in the letter of offer at the time of initial appointment.

For clearly stated personal reasons (e.g., emergencies related to health, activation of military service, pregnancy, adoption, child care, care of parents), a faculty member may request exclusion of up to two years from the first five years of this probationary period for an approved leave of absence or a modified assignment. Specific aspects of such an extension must be established by the department head or director, the dean, the provost, and the faculty member. Such an agreement must be in writing. The department promotion and tenure committee shall be notified in writing of the extensions and the revised probationary period.

IHL Board Policy 403.0101 allows an administrative employee who held faculty rank and tenure at another institution to be awarded tenure at the time of initial appointment upon the recommendation of the faculty of the tenuring department, the dean, the provost, and the president.

For faculty members with a shortened probationary period as specified in an offer letter or an approved extended probationary period, the "third year review" should be held at the midpoint of the individual's probationary period.

Performance Standards and Evaluation of Professional Activities

Every faculty member is expected to meet high standards of professional competence, integrity, and collegiality and to further the goals of his/her department or unit. In every case, a faculty member's performance in teaching, research/creative achievement, and service will be judged by all parties to

promotion or tenure decisions on the basis of specific criteria in written policy statements, developed by the appropriate academic units. All criteria should be based on the application of the highest professional standards and are to be in harmony with the following university criteria:

Teaching includes regular classroom and laboratory instruction; supervision of field work, internships, performances, and fellowships; direction of theses and dissertations; development of educational materials including books and web sites, including materials developed with educational grants; and conduct of other academic programs that confer university credit; and presentation of non-credit and off-campus public lectures and demonstration, and other teaching activities that could be defined by the academic units.

Excellence in teaching includes the ability to impart the knowledge, methods, and standards of the discipline, the ability to communicate effectively with students by counseling, advising, or motivating them, the ability to direct students in their own research, and the ability to evaluate student work accurately and fairly according to prevailing academic standards of the discipline. Excellence in teaching may be documented by peer reviews, student awards, student evaluations, student successes, faculty teaching awards, recognition of teaching excellence, sample course materials, graded student work, recordings of teaching sessions, graduate student theses and dissertations, and any other documentary materials that tend to demonstrate teaching effectiveness on the university campus or at the national or international level.

Research or Creative Achievement includes systematic, original investigation directed toward the enlargement or validation of human knowledge, the solution of contemporary problems, or the exploration of creative forms that bring greater meaning to life. Excellence in research or creative achievement must be established by critical peer evaluation, using standards prevailing in the discipline. Excellence may be documented by books, articles, or reviews published by commercial or university presses or in refereed journals of international, national, or regional prestige; research grants leading to high quality research; presentation of papers before professional groups; invited participation in scholarly conferences; editorial work for professional journals or publishers; or artistic or humanistic performances, presentations, or shows. Evidence of substantive progress on long-term projects that meet the criteria above may be considered as specified by the academic units.

Service includes activities which enhance the scholarly life of the university or the discipline, improve the quality of life or society, or promote the general welfare of the institution, the community, the state, or the nation. Thus it includes extension of academic knowledge to the public, participation on departmental, college, or university committees, or on regional, national, or international scholarly committees, boards, or review panels, or on public boards as a representative of the scholarly community. Membership or participation in such bodies may constitute satisfactory service, but excellence requires leadership or initiative leading to substantial improvements or progress.

In evaluating a faculty member being considered for tenure, the appropriate faculty committees and academic administrators will give adequate consideration to the faculty member's professional performance as a function of his/her relative academic workload assignments within the three academic missions of service, teaching/instruction, and research/creative activities. In the case of a tenure application, only tenured faculty can constitute a committee. Adequate consideration of a tenure case consists of a conscientious review, which seeks out and considers all available evidence bearing on the relevant performance of the faculty member, and assumes that the various academic units follow their approved procedural guidelines during the tenure and promotion review process. Such consideration should be based upon adequate deliberation over the evidence in light of relevant standards and exclusive of improper standards. An improper standard is any criterion not related to the professional

performance of the faculty member. The evaluation of a tenure case should constitute a bona fide exercise of professional academic judgment.

Relation of Promotion and Tenure

Faculty members who have met the requirements for promotion, but who have not fulfilled the probationary period for tenure, may, in exceptionally clear and well documented cases, be promoted without tenure. Only tenured faculty may vote on the promotion from assistant to associate level. Faculty members who are granted tenure as assistant professors automatically meet the criteria for associate professor. Assistant professors who were tenured before the 1998-99 academic year must apply separately for promotion. Effective through the 2003-04 academic year, assistant professors who were hired before the 1998-99 academic year may apply separately for tenure and promotion.

Annual Faculty Evaluation and Review

At the time of initial appointment, each faculty member will be informed in writing by the department head or unit administrator whether the appointment is tenure-track or non-tenure-track and will be given a copy of this promotion and tenure policy, as well as any college or department promotion and tenure policies. The new faculty member will respond in writing that the terms of employment are understood and agreed to.

During the probationary period, the department head will counsel with each faculty member annually about progress toward promotion and tenure. This annual evaluation will comprise a written review of the previous year's progress and a written agreement about the faculty member's objectives, responsibilities, and expectations for the coming year, and the department head's assessment of progress toward tenure. Committees are encouraged to provide input into annual evaluations toward progress toward tenure or into a pre-tenure review.

The written agreement about the coming year must be consistent with the promotion and tenure criteria of the department, the school or college, and the university. If the department head and the faculty member cannot reach agreement, the matter will be referred to the dean or director.

The annual evaluation, signed by both parties, will be sent to the dean or director. A copy will be placed in the faculty member's personnel file. The faculty member has the right to attach a dissenting statement to all copies of this evaluation.

No record in personnel files relating to promotion or tenure is to be added, changed, or withdrawn without the knowledge of the faculty member and the unit administrator. Personnel files are confidential and are available only to the faculty member, department head, dean or director, provost, and president. With the approval of the applicant, these officers will make all pertinent information available to elected promotion and tenure committees and administrators when the faculty member is a candidate for promotion and tenure. If the material from a personnel file (or other material that is not in the candidate's promotion or tenure application) is provided to a committee or administrator, then the candidate will be provided a copy of the material and an opportunity to submit his/her written comments regarding the material before the material is considered by the committee or administrator. Otherwise, no additions will be made.

College Promotion and Tenure Committee

Members of the College Promotion and Tenure Committee shall be elected by all tenure track members of the college.

Each department shall elect one representative from the tenured faculty. All full-time, tenured faculty members who are not deans, associate deans, department heads, unit leaders, or equivalent are eligible to serve on the committee.

Elections shall be conducted for those departments without representation. Once the fully established committee meets, it shall stagger the three-year terms so that one-third of the members are elected to the committee on a yearly basis. The newly constituted Promotion and Tenure Committee shall decide the three-year rotation by which departments will elect representatives.

Review of departmental promotion and tenure documents

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall approve the original promotion and tenure document and policies of a department and all subsequent changes.

All departmental promotion and tenure documents and all changes in the documents shall be sent to the Dean of the College of Arts & Sciences for approval after the documents have been approved by the college promotion and tenure committee. If a document is not approved, the dean shall report in writing to the committee reasons why a document was not approved and shall assist the committee in assisting the department in revising its document.

The college committee shall ensure that such documents are consistent with the mission of the university and the college. No departmental document will go into effect until the college committee and the dean have approved the document.

Members of the promotion and tenure committee will be provided a copy of a departmental document at least 10 working days in advance of a meeting of the committee to discuss the document.

The college promotion and tenure committee has the authority to reject a department's promotion and tenure document. The college committee shall provide a written explanation for its vote and make suggestions to assist the department in gaining approval. Once a departmental document has been approved, neither the college committee nor the dean may change a department's promotion and tenure document without following these procedures.

All departments must review their documents every five years. The Dean of the College shall establish a rotation schedule for departmental documents to be reviewed. Each department's promotion and tenure committee shall provide a written report of the review to the dean and the college promotion and tenure committee.

Departmental committees may submit revisions of their promotion and tenure documents to the college promotion and tenure committee at any time. The college promotion and tenure committee or the dean may request a review of a departmental document and may suggest changes. However, only the tenure-track faculty of a department may change a promotion and tenure document unless change is required by IHL policy.

Third-year review

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall assist departments in developing procedures for a third-year review of all tenure-track assistant professors.

The purpose of the third-year review is to provide non-tenured faculty with a critical analysis of their progress towards tenure by the department's promotion and tenure committee. Based on the review,

the non-tenured faculty member should understand the relationship of the candidate's work to date as it applies to the standards required for promotion and tenure in the sixth year.

Third-year reviews shall be sent to the Dean of Arts & Sciences as part of the annual review process for all assistant professors in their fourth year.

In establishing a third-year review process as part of a department's promotion and tenure document, departments should establish procedures to achieve these objectives:

- A. The candidate should receive advice and input from faculty of higher rank;
- B. Each candidate shall present to the departmental committee the appropriate documentation that follows the department's guidelines for third-year review;
- C. A vote should not be taken as part of the third-year review because the candidate's current status is not the issue before the committee;
- D. The committee shall provide a specific analysis on the candidate's service, teaching and research and make suggestions that will assist the candidate in reaching the department's standards for promotion and tenure.

External Peer Reviews

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall assist departments in developing criteria for external peer reviews, including the identification of comparable departments at other colleges or universities.

Departments should not consider external peer reviews as a process whereby the reviewers cast votes on promotion and tenure. Instead, the external reviews should serve as a vehicle to help determine the extent to which a candidate has established a national reputation in a field of expertise. The onus lies with the candidate and the departmental committee to establish the credibility of the peer reviewers.

The external reviewers will generally be tenured professors at institutions of at least equal prestige to MSU. An appropriate choice for an external reviewer would be a faculty member in a department that is considered comparable to the candidate's department. Obvious conflicts of interest should be avoided when selecting external reviewers. Conflicts-of-interest in general would include but not necessarily be restricted to previous mentors, previous graduate students, collaborating co-authors, collaborating co-investigators, or relatives/past-relatives. In disciplines or fields where the general conflict of interest definition commonly does not apply, external reviewers normally excluded from the process can be utilized if complete and adequate justification is provided. A collaborator may be an external reviewer, but not if a conflict of interest exists. All promotion and/or tenure applications must include an explanation of the credentials of the reviewers

The identity of the reviewers will not be disclosed to the candidate. Each candidate's application must include a minimum of four external peer reviews, with external reviewers being selected from lists provided by the candidate, department head and/or the departmental P&T committee. At least one external reviewer must be selected from the candidate's own list of eligible reviewers.

The specific procedures regarding solicitation and use of external letters of evaluation should be detailed in departmental policies.

Each department shall include in its promotion and tenure document an exact explanation of the procedure for external peer review.

Reviewers should be furnished with sufficient information to allow them to make a valid judgment. This should include the candidate's updated CV, but could also include other relevant material such as a portfolio, statement of teaching philosophy, research/creative activity agenda, and/or engagement/professional practice program. A copy of the section within the MSU Faculty Handbook that outlines the criteria and guidelines for the promotion and tenure process should also be included. Development of these materials for submission to reviewers should be done by the candidate and based upon the specific criteria established in the departmental promotion and tenure document. Internal documents, such as annual reviews by the department head, shall not be included.

Finally, potential reviewers should be contacted in advance to secure their participation before sending materials, and they should receive the materials with adequate time to complete the review. Of course external letters will normally focus on areas considered to be scholarship whether that be the scholarship of teaching and learning, the scholarship of research/creative activity, or the scholarship of engagement/professional practice. Other contributions that do not produce materials subject to peer review are best evaluated internally.

The college promotion and tenure committee has the authority to reject a department's policy on external reviews. The college committee shall provide a written explanation for its vote and make suggestions to assist the department in gaining approval.

Establishing standards for promotion and tenure in the College of Arts & Sciences

A person of professorial rank in the College of Arts & Sciences is a member of a community of scholars serving the university's mission as a land grant institution and as the primary research university in Mississippi. A professor's record should reflect the interaction of teaching, service, and research as defined by the discipline of the professor and by tenured peers. The standards for promotion and tenure within the College of Arts & Sciences shall be predicated on the premise of helping faculty members achieve the national reputations of their peers in the Mississippi State University community of scholars.

Each discipline and even areas of expertise within disciplines will differ in their concepts of what constitutes excellence and satisfactory in teaching, research, and service. A department's promotion and tenure document should explain these concepts to the college and university community. The document should articulate to new faculty members the standards of the discipline and the department in relationship to the standards of Mississippi State University and the College of Arts & Sciences. The promotion and tenure documents should describe the performance of a person who has earned membership in the community of scholars. As such, departmental documents shall not impose definitions on those evaluating the applicant's performance. For example, departmental documents may wish to list journals that are nationally recognized as top-tier journals in their discipline, and therefore provide evidence that a candidate is developing or has developed a national reputation. However, they should refrain from imposing a single standard on all candidates by equating a specific number of publications in certain journals with a national reputation.

Each applicant has the responsibility to explain to peers and administrators how the standards of the discipline and the department have been achieved.

The process of annual review and reviews by promotion and tenure committees should compare the non-tenured faculty member's performance with the standards established in the department's promotion and tenure document.

Teaching, research, and service

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall assist departments in developing definitions of research, teaching, and service consistent with the mission of the university, the College of Arts & Sciences and the department.

The college promotion and tenure committee has the authority to reject a department's definitions of teaching, research, and service. The college committee shall provide a written explanation for its vote and make suggestions to assist the department in gaining approval. The college committee is responsible for maintaining the standards explained in the previous section of this document.

Because of vast differences among departments in the College of Arts & Sciences, no single set of definitions for teaching, research, and service would be applicable across the college. The college promotion and tenure committee shall be guided by departmental promotion and tenure documents on issues of teaching, research, and service.

Departmental committees seeking assistance shall make a written request to the college committee.

Excellence, satisfactory, and unsatisfactory

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall assist departments in developing definitions of excellence, satisfactory, and unsatisfactory as it pertains to the evaluation of candidates for promotion and tenure.

A candidate with a national reputation in research, teaching, or service would presume to be excellent. A person has established a national reputation in research when the person's work has been regularly published in national or international outlets. Other indicators of national significance include the impact of the person's work on the field, being cited or republished by others, being nationally reviewed, and being recognized for achievements by national organizations. In the application, the candidate is responsible for demonstrating how he/she has attained excellence in research, as defined by their department.

Standards similar to those for research may be used to establish excellence in teaching or service. However, excellence in teaching or service does not require a national reputation. Excellence would be easier to prove in these areas when the candidate's work has been recognized at a level beyond that of the department. The burden of proof of excellence resides with the candidate when the recognition of excellence in teaching and service exists only with the department.

A candidate is satisfactory in research when the person's work appears from time-to-time in outlets with a national reputation and consistently appears in lesser outlets. The burden of proof of satisfactory resides with the candidate when the candidate's work appears in lesser outlets.

Standards similar to these for research may be used to establish satisfactory in teaching or service. Satisfactory in teaching or service does not require a reputation outside of the department. The burden of proof of satisfactory resides with the candidate when the recognition of satisfactory in teaching and service exists only with the department.

Departmental committees seeking assistance shall make a written request to the college committee.

The college promotion and tenure committee has the authority to reject a department's policy on excellence, satisfactory, and unsatisfactory. The college committee shall provide a written explanation for its vote and make suggestions to assist the department in gaining approval.

Applications for promotion and tenure

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall conduct a vote on all applications for promotion and tenure.

Guided by the appropriate departmental promotion and tenure document, committee members are expected to evaluate all applications based on their professional evaluation of the candidate's research, service, and teaching. Committee members shall not apply the standards of their own departments or disciplines. The committee may not apply standards beyond those stated in the university promotion and tenure document, the college promotion and tenure document, and the departmental promotion and tenure document.

As provided for in the university promotion and tenure document, the college promotion and tenure committee shall conduct a vote on all applications for promotion and/or tenure in the college. In a secret ballot, at least three fourths of the elected committee members will conduct a vote on all applications. The record of the vote will be reported to the dean and become part of the candidate's permanent record. If an applicant is applying for promotion and tenure, in secret the committee shall conduct a single vote on the application.

The committee shall discuss each candidate's strengths and weaknesses on research, service, and teaching. A detailed report approved by a majority of the committee on the committee's discussion covering all three areas shall be sent to the dean and made available to the candidate at the conclusion of the tenure/promotion process. The report to the dean may include a summary of the committee's discussion of the applicant's qualifications.

Procedures of the College Promotion and Tenure Committee

Members of the committee shall have access to all promotion and tenure applications for at least 10 business days.

The Dean of the College of Arts & Sciences shall provide each committee member with a complete list of applicants for promotion or tenure.

The committee shall select its own chair from the elected representatives.

The dean, associate dean, provost, president of the college faculty senate, chair of the promotion and tenure committee, or one-third of the sitting representatives may call a meeting of the promotion and tenure committee to discuss issues relating to promotion and tenure.

No committee member may vote on a candidate at both the departmental and college level. If a committee member votes on a candidate at the departmental level, the committee member may answer questions of fact only in the college committee's deliberations.

An individual will not serve on the college promotion and tenure committee in a year that his or her promotion application is being considered.

Committee members must hold a rank at least as high as the candidate's aspirant rank to review and vote on each case. For example, an associate professor can participate in the review of dossiers for tenure and promotion to associate professor but not on the committee reviewing dossiers for promotion to professors. Only tenured faculty may note on a tenure recommendation.

The College of Arts & Sciences promotion and tenure committee may request additional documents or information from an applicant.

The College of Arts & Sciences promotion and tenure committee shall provide to all faculty members in the college a set of guidelines for the submission of application. The guidelines cannot require an applicant to submit material, except that specified elsewhere in the university, or college, or departmental promotion and tenure documents. The purpose of the guidelines is to assist applicants in creating applications. The guidelines should suggest format, organization, what information to include in a packet, what information may be routinely reviewed only at the departmental level, and any other information that the committee believes may assist applicants.

Departmental Promotion and Tenure Committees

Every department shall create a promotion and tenure committee. Departmental promotion and tenure committees shall be instituted by majority vote of all full-time tenured or tenure-track faculty members in the unit with the rank of assistant professor or above.

The faculty of each department will determine the structure of its own promotion and tenure committee, subject to the conditions that:

- A. The committee consists of at least three members.
- B. All members of the committee are full-time faculty members with rank equal to or greater than that for which the candidate has applied in a particular case. (Thus an associate professor could sit on the committee to review applications for tenure and promotion to associate professor, but could not sit on the committee to review applications for promotion to professor.) If three members are not available because of absence, recusal or insufficient rank, the professorial faculty of that department will elect substitutes from the professors of an appropriate unit.
- C. Unless a unit uses a committee of the whole, the members of the committee must be elected. The length of terms will be determined by the unit.
- D. No member of the committee will consider the application of a relative.
- E. No dean, associate dean, assistant dean, department head, or unit leader providing an official promotion and tenure evaluation will be a member of the committee. No faculty member may vote at more than one level of review.
- F. The committee will annually elect its chair.
- G. The membership of the committee will be made known to the faculty.
- H. An individual will not serve in a year that his or her promotion application is being considered.

Among the responsibilities of the promotion and tenure committee are the following:

- A. Conduct a third-year review of all assistant professors on tenure track.
- B. Develop criteria for external peer reviews, including the identification of comparable departments or schools at other colleges or universities.
- C. Develop definitions of excellence, satisfactory, and unsatisfactory as it pertains to the evaluation of candidates for promotion and tenure.
- D. Develop definitions of research, teaching, and service consistent with the mission of the department.

- E. Conduct a vote on all applications for promotion and tenure.
- F. Conduct a vote including all tenure track faculty in the department to approve the original promotion and tenure document and policies and all subsequent changes.

Any college or departmental promotion and tenure committees shall consider in their evaluations if submitted, but are not bound by, the Department Head's assessment of a candidate's progress toward tenure. Candidates are not required to submit annual reviews.

Prior to the offer of hire, the appropriate promotion and tenure committee will make a formal recommendation on the initial appointment of any faculty member or administrator at the rank of associate professor or professor, on the acceptance of experience as the equivalent of a terminal degree, and on the award of years of credit for service at another institution of higher education toward fulfillment of the minimum probationary period for tenure.

Procedures for Faculty Promotion and Tenure

The decision to recommend tenure to the IHL Board of Trustees is made by the president. All judgments made at lower levels of the university are recommendations to the president.

A faculty member eligible for consideration for promotion or tenure must notify their department head by April 1 of the year the application will be submitted, and must provide the department head with all pertinent and available information by October 1 of that year. The department head has the responsibility to assist, where appropriate, the faculty member in preparing materials for tenure and promotion review. In addition, the initial list of external reviewers must be compiled no later than May 15.

The candidate makes a formal application for promotion or tenure by completing the MSU Tenure and Promotion Application form and attaching supporting documentation. Each unit will specify the format and the level of detail for the supporting documentation. No material may be added to this file after a decision has been made at the department level, unless the applicant, department head and the departmental committee agree to consider it.

After submission of the application, the candidate customarily takes no further part in the process until a decision has been announced by the president. No discussion of correspondence relating to the application is to be initiated by the candidate with any of the reviewing authorities. Deliberation at all levels will be confidential.

The candidate will be officially notified of the disposition of the application at each level of the process. The written recommendations made at each level in the process will be provided to the candidate, and placed on file by the department head, dean or director, and provost. These recommendations will be the basis of future discussions of professional development between the faculty member and the department head.

The candidate may write a letter at any level addressing any factual errors in the application package. The letter must be received within five working days upon receipt of the application. Additionally, the faculty member has the right to discontinue the review process for tenure or promotion at any point before a decision has been made.

A departmental or college committee on promotion and tenure will assist its department head or dean, respectively, in reviewing the eligibility of all faculty members who have met the minimum requirements for advancement in rank or tenure. The committee will base its recommendation upon available and pertinent evidence documented in the faculty member's promotion and tenure application and

permanent file. One vote on professionalism, teaching, research, and service will be taken. The committee will arrive at its recommendation on the question of promotion or promotion and tenure by a simple majority vote, conducted by secret ballot. This recommendation, with accompanying reasons, including the committee's detailed evaluation of service, research, and teaching, will be provided in writing to the department head or dean. The candidate will receive a copy of the college promotion and tenure committee's letter of recommendation and rationale that is redacted only insofar as necessary to conceal the identity of the external reviewers. The rationale shall characterize external reviewers' comments that informed the committee's decision. The letter of recommendation and rationale of the committee will be included in the dossier as it proceeds through the review process. The candidate may respond to the college promotion and tenure committee's letter to correct any factual errors represented therein within 5 working days of the candidate's receipt of the letter. The committee may address the concerns in a new letter to be included in the dossier within 5 working days of receipt of the candidate's letter of factual correction. All letters shall be included in the dossier as it proceeds through the review process.

The department head and/or dean will make a separate and independent recommendation, based upon available and pertinent evidence, documented in the faculty member's promotion and tenure application and permanent file including the recommendation of the committee. This recommendation may agree or disagree with that of the committee. The candidate will receive a copy of the dean's letter of recommendation and rationale that is redacted only insofar as necessary to conceal the identity of the external reviewers. The rationale shall characterize external reviewers' comments that informed the dean's decision. The letter of recommendation and rationale of the dean will be included in the dossier as it proceeds through the review process. The candidate may respond to the dean's letter to correct any factual errors represented therein within 5 working days of the candidate's receipt of the letter. The dean may address the concerns in a new letter to be included in the dossier within 5 working days of receipt of the candidate's letter of factual correction. All letters shall be included in the dossier as it proceeds through the review process.

By November 15, the department head will send to the dean or director a separate packet of materials for each candidate, consisting of:

- A. The formal application of the candidate with attached materials. Copies of publications, works of art, etc., will be included only if specifically requested by the dean. Copies of these materials will not be forwarded to the provost unless requested.
- B. A letter concerning each candidate, giving the following information:
 1. The head's evaluation of the candidate's teaching effectiveness, research or creative activity, and service including professional service.
 2. The summary vote of the department committee.
 3. A summary of the procedures followed by the academic unit in evaluating the candidate.
 4. The written recommendation of the departmental committee with supporting arguments.
- C. Each of these letters of recommendation and rationale will be copied to the candidate. The letters will be redacted only insofar as necessary to conceal the identity of the external reviewers.
- D. The chair of the college promotion and tenure committee is responsible for inserting letters of recommendation and rationale from the department head and the department promotion and tenure committee, along with any letters related to correction of factual errors at the departmental level, into the dossier of each candidate reviewed by the college promotion and tenure committee.

December 15 (or earlier) the college promotion and tenure's committee letter of recommendation and rationale for each candidate shall be sent to the college dean. Letters of recommendation and rationale shall be copied to the candidate. The letters will be redacted only insofar as necessary to conceal the identity of the external reviewers. The letter concerning each candidate must include the committee's summary of the procedures followed by the college committee in evaluating the candidate and the committee's evaluation of the candidate's teaching effectiveness, research and /or creative achievement, and service to the profession and university. The college promotion and tenure committee chair is responsible for providing the dean each of the candidate's dossier, including letters from previous stages of the review. For each candidate, the dean is responsible for collection and inclusion of any letters related to correction of factual efforts at the college level.

By January 15, the dean or director will send to the provost a separate packet of materials for each candidate, consisting of:

- A. The formal application of the candidate with attached materials, including all materials received from the department head. Copies of publications, works of art, etc., will be included only if specifically requested by the provost.
- B. A letter concerning each candidate, giving the following information will be sent to the provost and copied to the candidate:
 1. The dean or director's evaluation of the candidate's teaching effectiveness, research or creative activity, and service, including professional service.
 2. The summary vote of the college committee.
 3. A summary of the procedures followed by the academic unit in evaluating the candidate.
- C. The written recommendation of the college committee with supporting arguments. The provost will review the recommendations of the department head, the dean or director, and the departmental and college committees and will make a recommendation to the president by March 10.

The president will review the recommendation of the provost and will decide to accept or reject that recommendation.

The president will transmit that decision, together with reasons for a negative decision, to the faculty member directly, with copies to the dean or director, department head, and chairs of college and departmental promotion and tenure committees.