



**MISSISSIPPI STATE**  
**UNIVERSITY™**

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**COLLEGE OF ARTS & SCIENCES**

**PROMOTION AND TENURE**

POLICIES AND PROCEDURES

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

Table of Contents:

ADOPTION CLAUSE.....	4
SUNSET CLAUSE .....	4
SCOPE.....	4
OVERVIEW .....	4
THE ARTS & SCIENCES PROMOTION AND TENURE DOCUMENT .....	4
ACADEMIC RANK.....	4
TENURE-TRACK POSITIONS .....	5
PROFESSIONAL-TRACK POSITIONS .....	5
I. POLICIES AND PROCEDURES SPECIFIC TO TENURE-TRACK FACULTY.....	7
PROMOTION.....	7
TENURE .....	7
ELIGIBILITY .....	8
PROBATIONARY PERIOD .....	8
RELATIONSHIP BETWEEN PROMOTION AND TENURE .....	9
PERFORMANCE STANDARDS AND EVALUATION OF PROFESSIONAL ACTIVITIES .....	9
ANNUAL FACULTY EVALUATION AND REVIEW.....	11
THIRD YEAR REVIEW .....	11
EXTERNAL PEER REVIEWS .....	12
II. POLICIES AND PROCEDURES SPECIFIC TO PROFESSIONAL TRACK FACULTY .....	12
ANNUAL FACULTY REVIEW AND EVALUATION.....	12
PROMOTION OF PROFESSIONAL TRACK FACULTY.....	13
INSTRUCTORS.....	14
CLINICAL FACULTY, TEACHING FACULTY, AND FACULTY OF PRACTICE.....	16
III. POLICIES AND PROCEDURES RELEVANT TO BOTH TENURE TRACK AND PROFESSIONAL FACULTY.....	18
COLLEGE PROMOTION AND TENURE COMMITTEE .....	18
REVIEW OF DEPARTMENTAL PROMOTION AND TENURE DOCUMENTS .....	19
STANDARDS FOR PROMOTION AND TENURE IN THE COLLEGE OF ARTS & SCIENCES.....	20

TEACHING, RESEARCH, AND SERVICE .....	21
APPLICATIONS FOR PROMOTION AND TENURE .....	21
IV. DEPARTMENTAL PROMOTION AND TENURE COMMITTEES .....	21
PROCEDURES FOR FACULTY PROMOTION AND TENURE .....	23
NOTIFICATION OF APPLICATION FOR PROMOTION AND/OR TENURE.....	23
EXTERNAL LETTERS .....	24
CANDIDATE APPLICATIONS .....	25
DOSSIER REVIEW .....	25
CHRONOLOGY .....	27
APPEALS .....	29
V. NOTICE OF NON-REAPPOINTMENT OF NON-TENURED, TENURE-TRACK FACULTY .....	29

1 **Adoption and implementation clause:** The provisions of this document that pertain directly to the  
2 composition and operation of the College of Arts and Sciences Promotion and Tenure Committee will go into  
3 effect at the beginning of the Fall 2024 semester, following a majority approval vote of the college’s full time  
4 faculty members. Upon approval, the constituent departments, divisions, and units of the College of Arts and  
5 Sciences that have faculty in tenure-track and professional track promotable positions must revise their unit’s  
6 promotion and tenure documents, committee compositions, and procedures to conform with those outlined  
7 herein and in the University Promotion and Tenure Document; the constituent units’ procedures must align with  
8 these documents no later than March 15, 2025, with the revised procedures implemented for the 2025-2026  
9 Promotion and/or Tenure cycle.

10  
11 **Sunset clause:** This document will be enforced only until Aug. 15, 2029, or until the College of Arts &  
12 Sciences Promotion and Tenure Committee, in consultation with the College of Arts & Sciences Senate,  
13 creates a new or revised document approved by the Arts & Sciences Faculty and the Dean of the  
14 College of Arts & Sciences.

### 15 **Scope**

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

20  
21 This document applies to faculty members in tenure-track positions and professional-track positions hereto  
22 referred to as general faculty. The appointment and termination of faculty members is governed by IHL Board  
23 Policy, and their promotion is governed by IHL Policy, university, college, school, and department policies.  
24 Professional-track faculty members are eligible for promotion, but not tenure. Professional-track faculty may  
25 apply for open tenure-track positions or vice versa.

### 26 **Overview**

27 The University Promotion and Tenure document requires the College of Arts & Sciences to have a college  
28 promotion and tenure committee and a promotion and tenure document. Consistent with the 2005  
29 version of the college Promotion and Tenure document, this document was drafted by the College of  
30 Arts & Sciences Faculty Senate. After the adoption of a new document, and consistent with the 2023  
31 University Faculty Handbook, the authority to draft future versions of the Promotion and Tenure  
32 document will move to the college Promotion and Tenure committee, in consultation with the College  
33 of Arts & Sciences Faculty Senate and the Dean of the College of Arts & Sciences.

34 All suggested changes in the Arts & Sciences Promotion and Tenure document will be made to the Chair  
35 of the College Promotion and Tenure committee. The committee chair will distribute copies of the  
36 suggested change(s) to all committee members, and the committee will prepare its own  
37 recommendation(s). The committee's report on the recommended changes will be posted on the  
38 college website for Arts & Sciences faculty comment for four weeks before a vote by the general faculty  
39 on the recommendations will be held.

40 If changes are approved by the college Promotion and Tenure committee, the new promotion and  
41 tenure document must be approved by the Dean of the College before they take effect. A signed copy of  
42 the new document will be made available by the dean to all faculty in the college.

43 For all future changes to Arts & Sciences promotion and tenure document that are approved between May  
44 16 and October 1 of a given year (calendar year 1), those changes will go into effect May 16 of the following  
45 year (calendar year 2). If the changes are approved after October 1 (calendar year 1) and before May 16 of

46 the subsequent year (calendar year 2), then changes will go into effect on May 16 of the following year  
47 (calendar year 3). In both cases, all college and department documents must be revised as necessary no later  
48 than the effective date of the revised Arts & Sciences promotion and tenure document.

49

## 50 **Academic Rank**

51

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

56

57 Faculty-ranks at Mississippi State University include tenure-track positions and professional-track  
58 positions.

59

60 Academic ranks at Mississippi State University include:

### 61 **Tenure-Track Positions**

62 Assistant Professor (*Rank 1*): A faculty member with professional or terminal degree appropriate to the  
63 discipline (or the equivalent in training and experience), a strong commitment to higher education and  
64 to the mission of Mississippi State University, and a willingness to assume the responsibilities and  
65 obligations appropriate to a university faculty member. The individual must also have the potential to  
66 be successful in the areas teaching, research and/or creative achievement, and service.

67 Associate Professor (*Rank 2*): A faculty member who has met the criteria for assistant professor, who  
68 has consistently demonstrated an ability to perform at a satisfactory level in teaching, research and/or  
69 creative achievement, and service, and who excels in at least one of these. Based upon the criteria  
70 established in the departmental promotion and tenure documents, an associate professor is developing  
71 a national and/or international reputation and is showing potential for sustained contributions to the  
72 university and to their profession, field, or discipline.

73 Professor (*Rank 3*): A faculty member who has met the criteria for associate professor, who has  
74 consistently demonstrated an ability to perform at a satisfactory level in teaching, research and/or  
75 creative achievement, and service, and who excels in at least two of these areas. Based upon the  
76 criteria established in the departmental promotion and tenure documents, a professor is expected to  
77 have a national and/or international reputation within their profession, area of expertise, or discipline.

78

### 79 **Professional-Track Positions**

80

#### 81 **Teaching Professor Ranks:**

82

83 Assistant Teaching Professor (*Rank 1*): A faculty member with a terminal degree in a discipline appropriate for  
84 the position, who possesses the potential for successful performance in instructional activities in a university  
85 environment, and who should contribute to the service and/or other scholarly activities of the unit,  
86 university, and/or profession.

87

88 Associate Teaching Professor (*Rank 2*): A faculty member who has met the criteria for assistant teaching  
89 professor, has demonstrated an ability to perform at a level of excellence appropriate for the rank in  
90 instructional activities, and who significantly contributes to the service and/or other scholarly activities of the

91 unit, university, and/or profession.

92

93 Teaching Professor (*Rank 3*): A faculty member who has met the criteria for associate teaching professor, has  
94 consistently demonstrated excellence in instructional activities, and who is consistently contributing at a high  
95 level to the service and/or other scholarly activities of the unit, university, and/or profession.

96

97 **Professor of Practice Ranks:**

98

99 Assistant Professor of Practice (*Rank 1*): A faculty member with a terminal degree in a discipline appropriate  
100 for the position or its equivalent in professional achievement, who possesses the potential for successful  
101 performance in instructional activities in a university environment, and who should contribute to the service  
102 and/or other scholarly activities of the unit, university, and/or profession.

103

104 Associate Professor of Practice (*Rank 2*): A faculty member who has met the criteria for assistant professor of  
105 practice, has demonstrated an ability to perform at a level of excellence appropriate for the rank in  
106 instructional activities, and who significantly contributes to the service and/or other scholarly activities of the  
107 unit, university, and/or profession.

108

109 Professor of Practice (*Rank 3*): A faculty member who has met the criteria for associate professor of practice,  
110 has consistently demonstrated excellence in instructional activities, and who is consistently contributing at a  
111 high level to the service and/or other scholarly activities of the unit, university, and/or profession.

112

113 **Clinical/Extension/Research Professor Ranks:**

114

115 \* Some Extension and Research positions are tenure-track. Faculty holding a tenure-track Extension or  
116 Research position should refer to the tenure-track guidance above.

117

118 Assistant Clinical/Extension/Research Professor (*Rank 1*): A faculty member with a terminal degree in the  
119 discipline, who possesses the potential for successful performance in clinical/extension/research activities or  
120 creative achievement in a university environment, and who should contribute to the service of the unit,  
121 university and/or profession.

122

123 Associate Clinical/Extension/Research Professor (*Rank 2*): A faculty member who has met the criteria for  
124 assistant clinical/extension/research professor, has demonstrated an ability to perform at a level of  
125 excellence appropriate for the rank in clinical/extension/research activities or creative achievement, and who  
126 significantly contributes to the service of the unit, university, and/or profession.

127

128 Clinical//Extension/Research Professor (*Rank 3*): A faculty member who has consistently demonstrated  
129 excellence in clinical/extension/research activities or creative endeavors, and who is consistently contributing  
130 at a high level to the service of the unit, university, and/or profession.

131

132 **Instructor Ranks:**

133

134 Instructor I (*Rank 1*): A faculty member with a minimum of a Master's degree or higher, who possesses  
135 teaching credentials appropriate for the position and the potential for successful performance in instructional  
136 activities in a university environment, and who should contribute to the service of the unit, university, and/or  
137 profession.

138

139 Instructor II (*Rank 2*): A faculty member who has met the criteria for Instructor I, has demonstrated an ability  
140 to perform at a level of excellence appropriate for the rank in instructional activities, and who significantly  
141 contributes to the service of the unit, university, and/or profession.

142

143 Instructor III (*Rank 3*): A faculty member who has met the criteria for Instructor II, has consistently  
144 demonstrated excellence, and who is consistently contributing at a high level to the service of the unit,  
145 university, and/or profession.

146  
147 **Clinical/Extension Instructor Ranks:**

148  
149 Clinical/Extension Instructor I (*Rank 1*): A faculty member with a minimum of a Master’s degree or higher as  
150 appropriate to the profession, in a discipline appropriate for the position, who possesses the potential for  
151 successful performance in clinical/extension activities or creative achievement in a university environment,  
152 and who should contribute to the service of the unit, university and/or profession.

153  
154 Clinical/Extension Instructor II (*Rank 2*): A faculty member who has met the criteria for Clinical/Extension  
155 Instructor I, has demonstrated an ability to perform at a level of excellence appropriate for the rank in  
156 clinical/extension activities, and who significantly contributes to the service of the unit, university, and/or  
157 profession.

158  
159 Clinical/Extension Instructor III (*Rank 3*): A faculty member who has met the criteria for Clinical/Extension  
160 Instructor II, has demonstrated excellence in clinical/extension activities, and who is consistently contributing  
161 at a high level to the service of the unit, university and/or profession.

162  
163 **POLICIES AND PROCEDURES SPECIFIC TO TENURE-TRACK FACULTY**

164  
165 **Promotion:** Promotion is never granted routinely for simple satisfactory performance or for length of  
166 service but reflects progressively higher professional competence and accomplishment in the following  
167 core areas: teaching, research and/or creative achievement, and service. Promotion from Assistant  
168 professor to Associate professor, or from Associate professor to Professor, will normally only be  
169 considered after a faculty member has served at least five years in rank so that sustained productivity at  
170 MSU can be demonstrated. Applications for promotion prior to that time will be regarded as early action  
171 and considered only for exceptionally strong and well documented cases. Rank should reflect  
172 comparable stature with others in similar disciplines in other university settings.

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

174  
175 **Tenure:** The granting of tenure is a faculty-driven process and is the academic community's chief guarantee of  
176 academic freedom for the faculty member to perform their academic duties without undue or inappropriate  
177 external pressures.

178 Definition: Tenure is defined by IHL Board Policy 403.01 as:

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

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

- 183 a. Financial exigencies as declared by the Board;
- 184 b. Termination or reduction of programs, academic or administrative units as approved by the Board;
- 185 c. Malfeasance, inefficiency or contumacious conduct; or
- 186
- 187 d. For legitimate and justifiable cause.

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

189 the IHL Board.

190 Attainment of tenure at Mississippi State University is by no means automatic, based on years of service,  
191 but is the result of a thorough evaluation of a faculty member's performance in the following core areas:  
192 teaching, research and/or creative achievement, and service.

193

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

196

197 The proportions of these activities may vary by discipline. Excellence in at least one area and satisfactory  
198 performance in the other two are needed to qualify a faculty member for tenure, but a department may  
199 require more rigorous standards. Along with the core areas, a faculty member also needs to be certified  
200 satisfactory by the president of the university in the following four areas:

201

202 • Professional training and experience;

203 • Effectiveness, accuracy, and integrity in communications;

204 • Effectiveness in interpersonal relationships, including collegiality, professional ethics, cooperativeness,  
205 resourcefulness, and responsibility;

206 • The absence of malfeasance, inefficiency and contumacious conduct in the faculty member's  
207 performance of his/her faculty position at the university.

208

209 Performance will be assumed satisfactory in each of these four areas unless clear and consistent evidence  
210 has been documented to the contrary.

211

212 Collegiality. For purposes of this document, collegiality is defined as the sharing of authority and  
213 responsibility among colleagues while avoiding patterns of behavior that are of such a disruptive nature  
214 as to hinder members of academic units from fulfilling their core duties or that hinder academic units  
215 from their academic mission. Inherent in that definition is the understanding that academic units and  
216 their members undertake the core duties of teaching, research, and service that are associated with the  
217 university's mission and seek to preserve the well-being of the institution.

218

219 Further, collegiality:

220

221 • will not be associated with ensuring homogeneity and hence with practices that exclude persons on the  
222 basis of their difference from a perceived norm;

223 • will not threaten academic freedom;

224 • will not be confused with the expectation that a faculty member display "enthusiasm" or "dedication,"  
225 evince "a constructive attitude" that will "foster harmony," or display an excessive deference to  
226 administrative or faculty decisions where these may require reasoned discussion;

227 • will not be confused with participation in social gatherings outside of the normal scope of the faculty  
228 member's roles related to research, teaching, and service; and

229 • will not necessarily conflict with criticism and opposition.

230

231 **Eligibility:** Tenure may hereafter be granted only to Associate professors, Professors, and simultaneously to  
232 Assistant professors upon promotion to Associate professor. Faculty members of all professorial ranks in  
233 specifically designated tenure-track positions may work toward tenure. An employee cannot be promoted  
234 into a professional position unless specified in the original offer letter. Professional-track faculty positions



235 cannot be converted to tenure-track positions (IHL section 404.01). Graduate assistants and adjuncts,  
236 research assistants and associates, lecturers, instructors, visiting or adjunct professors, and all other  
237 employees are non-tenure-track. An instructor, even if a full-time employee in an academic department,  
238 may not be automatically promoted to assistant professor upon earning a terminal degree.

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

247 Up to five years of professorial experience at other universities may be counted in this probationary period,  
248 as determined and agreed upon by the department promotion and tenure committee, the department  
249 head or director, the dean, and the faculty member in the letter of offer at the time of initial appointment.

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

257 IHL Board Policy 403.0101 allows a faculty member or an administrative employee who held faculty rank  
258 at the level of Assistant Professor, Associate Professor, or Professor and tenure at another institution to  
259 be awarded tenure at the time of initial appointment if approved by the President.

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

263

#### 264 **Relationship Between Promotion and Tenure**

265

266 Tenure-track faculty members who have met the requirements for promotion, but who have not fulfilled the  
267 probationary period for tenure, may be promoted without tenure.

268 Tenure-track faculty members who are granted tenure as assistant professors automatically meet the  
269 criteria for promotion to Associate Professor.

#### 270 **Performance Standards and Evaluation of Professional Activities**

271 Every faculty member is expected to meet high standards of professional competence and integrity and to  
272 further the goals of their department or unit. In every case, a faculty member's performance in the  
273 following criteria will be judged by all parties to promotion or tenure decisions:

- 274 1. Professional training and experience.
- 275 2. Effectiveness of teaching. Criteria for assessing teaching include regular classroom and laboratory  
276 instruction; supervision of field work, internships, performances, and fellowships; direction of  
277 theses and dissertations; development of educational materials including books and web sites,  
278 including materials developed with educational grants; conduct of other academic programs that  
279 confer university credit; presentation of non-credit and off- campus public lectures and  
280 demonstration; and other teaching activities that could be defined by the academic units.
- 281 Excellence in teaching includes the ability to impart the knowledge, methods, and standards of the  
282 discipline, the ability to communicate effectively with students by counseling, advising, or  
283 motivating them; the ability to direct students in their own research; and the ability to evaluate  
284 student work accurately and fairly according to prevailing academic standards of the discipline.  
285 Excellence in teaching may be documented by peer reviews, student awards, student evaluations,  
286 student successes, faculty teaching awards, recognition of teaching excellence, sample course  
287 materials, graded student work, recordings of teaching sessions, graduate student theses and  
288 dissertations, and any other documentary materials that tend to demonstrate teaching  
289 effectiveness on the university campus or at the national or international level.
- 290
- 291 3. Effectiveness, accuracy, and integrity in communications. The IHL Board endorses the American  
292 Association of University Professors' (AAUP) Statement of Principles on Academic Freedom and Tenure,  
293 which states in part: "When they speak or write as citizens, they should be free from institutional  
294 censorship or discipline, but their special position in the community imposes special obligations. As  
295 scholars and educational officers, they should remember that the public may judge their profession and  
296 their institution by their utterances. Hence, they should at all times be accurate, should exercise  
297 appropriate restraint, should show respect for the opinions of others, and should make every effort to  
298 indicate that they are not speaking for the institution."
- 299
- 300 4. Effectiveness in interpersonal relationships, including collegiality, professional ethics, cooperativeness,  
301 resourcefulness, and responsibility.
- 302
- 303 5. The absence of malfeasance, inefficiency and contumacious conduct in the faculty member's  
304 performance of his/her faculty position at the university.
- 305
- 306 6. Professional Growth, such as research, publications, and creative activities. Criteria for assessing  
307 research and/or creative achievement activities may include systematic, original investigation directed  
308 toward the enlargement or validation of human knowledge, the solution of contemporary problems, or  
309 the exploration of creative forms that bring greater meaning to life. Excellence in research or creative  
310 achievement must be established by critical peer evaluation, using standards prevailing in the discipline.  
311 Excellence may be documented by books, articles, or reviews published by commercial or university  
312 presses or in refereed journals of international, national, or regional prestige; research grants leading to  
313 high quality research; presentation of papers before professional groups; invited participation in  
314 scholarly conferences; editorial work for professional journals or publishers; or artistic or humanistic  
315 performances, presentations, or shows. Evidence of substantive progress on long-term projects that  
316 meet the criteria above may be considered as specified by the academic units.
- 317
- 318 7. Service and other non-teaching activities, which reflect favorably upon the institution. Criteria for  
319 assessing service may include activities which enhance the scholarly life of the university or the discipline,  
320 improve the quality of life or society, or promote the general welfare of the institution, the community,  
321 the state, or the nation. Thus it includes outreach and extension of academic knowledge to the public,  
322 participation on departmental, college, or university committees, or on regional, national, or

323 international scholarly committees, boards, or review panels, or on public boards as a representative of  
324 the scholarly community. Membership or participation in such bodies may constitute satisfactory  
325 service, but excellence requires leadership or initiative leading to substantial improvements or progress.

326 In evaluating a faculty member being considered for tenure and/or promotion, the appropriate faculty  
327 committees and academic administrators will give adequate consideration to the faculty member's  
328 professional performance as a function of his/her relative academic workload assignments within the  
329 seven categories required by the IHL Board. Adequate consideration of a tenure case consists of a  
330 conscientious review, which seeks out and considers all available evidence bearing on the relevant  
331 performance of the faculty member, and assumes that the various academic units follow their approved  
332 procedural guidelines during the tenure and promotion review process. Such consideration should be  
333 based upon adequate deliberation over the evidence in light of relevant standards and exclusive of  
334 improper standards. An improper standard is any criterion not related to the professional performance of  
335 the faculty member. The evaluation of a tenure case should constitute a bona fide exercise of professional  
336 academic judgment.

### 337 **Annual Faculty Evaluation and Review**

338 At the time of initial appointment, each faculty member will be informed in writing by the department  
339 head or unit administrator whether the appointment is tenure-track or professional-track and will be  
340 given a copy of this promotion and tenure policy, as well as any department promotion and tenure  
341 policies. The new faculty member will agree by signature to the understood and agreed upon terms of  
342 employment.

343 During the probationary period, the department head will counsel with each tenure-track faculty member  
344 annually about progress toward promotion and tenure. This annual evaluation will be in writing and will  
345 include at least: 1) a written review of the previous year's progress; 2) the faculty member's objectives,  
346 responsibilities, and expectations for the coming year; and 3) the department head's or director's  
347 assessment of progress toward tenure. Committees are encouraged to provide input into annual  
348 evaluations toward progress toward promotion and tenure or into a pre-tenure review.

349 The evaluation criteria must be consistent with the promotion and tenure criteria of the department, the  
350 school or college, and the university. If the department head and the faculty member cannot agree on  
351 any part of the evaluation, the matter will be referred to the dean.

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

355 No record in personnel files relating to promotion or tenure is to be added, changed, or withdrawn  
356 without the knowledge of the faculty member and the unit administrator. Personnel files are confidential  
357 and are available only to the faculty member, department head, dean, provost, and president.

358 Appropriate administrators will make all pertinent information available to elected promotion and tenure  
359 committees and administrators when the faculty member is a candidate for promotion and tenure. If the  
360 material from a personnel file (or other material that is not in the candidate's promotion or tenure  
361 application) is provided to a committee or administrator, then the candidate will be provided a copy of  
362 the material and an opportunity to submit his/her written comments regarding the material before the  
363 material is considered by the committee or administrator. Otherwise, no additions will be made.

### 364 **Third-year Review**

365 As provided for in the university promotion and tenure document, the college promotion and tenure  
366 committee will assist departments in developing procedures for a third-year review of all tenure-track

367 assistant professors.

368 The purpose of the third-year review is to provide non-tenured faculty with a critical analysis of their  
369 progress towards tenure by the department's promotion and tenure committee. Based on the review the  
370 non-tenured faculty member should understand the relationship of the candidate's work to date as it  
371 applies to the standards required for promotion and tenure in the sixth year.

372 Third-year reviews will be sent to the Dean of Arts & Sciences as part of the annual review process for all  
373 assistant professors sometime between March 1 of their third year and November 30 of their fourth  
374 year.

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

377 A. The candidate should receive advice and input from faculty of higher rank.

378 B. Each candidate will present to the departmental committee the appropriate documentation that  
379 follows the department's guidelines for third-year review.

380 C. A vote should not be taken as part of the third-year review because the candidate's current status is  
381 not the issue before the committee.

382 D. The committee will provide a specific analysis on the candidate's service, teaching, and research,  
383 and make suggestions that will assist the candidate in reaching the department's standards for  
384 promotion and tenure.

385 E. A copy of the third-year review letter received from the department promotion and tenure  
386 committee must be included in the tenure and promotion application.

### 387 **External Peer Reviews**

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

391 Departments should not consider external peer reviews as a process whereby the reviewers cast votes on  
392 promotion and tenure. Instead, the external reviews should serve as a vehicle to help determine the  
393 extent to which a candidate has established a national reputation in a field of expertise. The onus lies  
394 with the candidate and the departmental committee to establish the credibility of the peer reviewers.  
395 Further discussion of the peer review process is found below in the Departmental Promotion and Tenure  
396 Committee section.

## 397 **POLICIES AND PROCEDURES SPECIFIC TO PROFESSIONAL TRACK FACULTY**

398

### 399 **Annual Faculty Evaluation and Review**

400

401 At the time of initial appointment, each faculty member will be informed in writing by the department head or  
402 unit administrator whether the appointment is tenure-track or professional-track and referred to the  
403 Promotion Procedures section of the Faculty Handbook (Section V) as well as college and department  
404 promotion policies (e.g. appropriate websites with online versions of these documents). The new faculty  
405 member will agree by signature to the understood and agreed upon terms of employment.

406 An annual performance review, based on the previous year's goals and objectives and consistent with AOP  
407 13.24 (Annual Faculty Review Process), will be conducted by the department head/unit administrator or  
408 appropriate officer for each professional-track faculty member in the department. This annual evaluation will  
409 be in writing and will include at least: (1) a written review of the previous year's progress; (2) the faculty

410 member's objectives, responsibilities, and expectations for the coming year; and (3) the department head's or  
411 director's assessment of progress toward promotion. The evaluation criteria must be consistent with the  
412 promotion criteria of the department, the school or college, and the university. If the department head or  
413 director and the faculty member cannot agree on any part of the evaluation, the matter will be referred to the  
414 dean.

415

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

419

420 The department head/unit administrator will maintain a personnel file for each faculty member. No record in  
421 the file is to be added, changed, or withdrawn without the knowledge of both parties. The responsible  
422 administrative officer will make all pertinent information available to the appropriate individuals when the  
423 faculty member is a candidate for promotion, or when the information is needed in an appeals or grievance  
424 case.

425

### 426 **Promotion of Professional Track Faculty**

427

428 Promotion is never granted simply for satisfactory performance or for length of service but reflects  
429 progressively higher professional competence and accomplishment. Promotion from one level to the next will  
430 normally only be considered after a professional-track faculty member has served at least five years in rank so  
431 that sustained productivity at Mississippi State University can be demonstrated. Applications for promotion  
432 prior to that time will be regarded as early action and considered only for exceptionally strong and well  
433 documented cases. Rank should reflect comparable stature with others in similar disciplines in other university  
434 settings. Professional achievement at another academic institution may be considered for promotion.

435

436 Every faculty member is expected to meet high standards of professional competence and integrity and to  
437 further the goals of their department or unit. In every case, the performance of professional-track faculty  
438 members will be judged by all parties involved in promotion decisions on the basis of written promotion  
439 policies, and criteria specified therein. Those documents will be developed by the faculty and will apply to the  
440 faculty in specific units which may be departments or divisions.

441

442 All criteria should be based on the application of the highest professional standards and are to be in harmony  
443 with the following IHL Board criteria as defined above:

444

445 1. Professional training and experience;

446 2. Effectiveness of teaching;

447 3. Effectiveness, accuracy, and integrity in communications;

448 4. Effectiveness in interpersonal relationships, including collegiality, professional ethics,  
449 cooperativeness, resourcefulness, and responsibility;

450 5. The absence of malfeasance, inefficiency and contumacious conduct in the faculty member's  
451 performance of his/her faculty position at the university;

452 6. Professional growth, such as research, publications, and creative activities; and

453 7. Service and other non-teaching activities, which reflect favorable upon the institution.

454 In evaluating a professional-track faculty member being considered for promotion, the appropriate faculty  
455 committees and academic administrators will give adequate consideration to the faculty member's professional  
456 performance as a function of their relative academic workload assignments within the seven categories  
457 required by the IHL Board as stated in the faculty member's offer letter. Adequate consideration for promotion  
458 consists of a conscientious review, which seeks out and considers all available evidence bearing on the relevant  
459 performance of the faculty member, and assumes that the various academic units follow their approved  
460 procedural guidelines during the promotion review process. Such consideration should be based upon

461 adequate deliberation over the evidence in light of relevant standards and exclusive of improper standards (i.e.  
462 any criterion not related to the professional performance of the faculty member). The evaluation of a  
463 promotion case should constitute a bona fide exercise of professional academic judgement.

464 Most decisions on specific promotion policies and procedures are left to the discretion of faculty in individual  
465 departments, with the understanding that the departmental policies and procedures must agree with those  
466 outlined in the University Faculty Handbook and the College of Arts & Sciences Promotion Policies and  
467 Procedures Operating Policy.

468 Departmental guidelines can be more rigorous than the college or university guidelines, but not less rigorous.

469 **POLICIES AND PROCEDURES SPECIFIC TO INSTRUCTORS**

470 **Criteria for Earning Promotion**

471 As promotion is never granted simply for satisfactory performance or for length of service, the level of  
472 achievement and the indication of continued accomplishments in their assigned areas determine whether an  
473 Instructor is granted promotion. Ordinarily, in the College of Arts & Sciences, the criterion for promotion for  
474 Instructors is demonstrated excellence in teaching. Further, Instructors must also typically demonstrate  
475 satisfactory performance in service at the unit, university, and/or discipline level for the Instructor II level and  
476 excellence in service at the unit, university, and/or discipline level for the Instructor III level. Benchmarks for  
477 satisfactory or excellent engagement in service for an Instructor will likely be evaluated differently than  
478 satisfactory or excellent involvement in service for tenure/tenure-track faculty, clinical faculty, faculty of  
479 practice, or teaching faculty. Expectations for service specific to the Instructor's role should be clearly detailed  
480 in both a department's Instructor promotion document and an Instructor's offer letter. Instructors may pursue  
481 opportunities in research and/or service outside of teaching-related duties, but engagement in these areas is  
482 not required or expected for promotion unless enumerated in the original or updated offer letter.

483 For promotion to Instructor II, the applicant must have consistently demonstrated an ability to perform at an  
484 excellent level in teaching or instructional activities or primary assigned area based on criteria established in  
485 the departmental promotion documents. The area of excellence should be consistent with the faculty  
486 member's assigned duties as stated in the original or updated offer letter and/or as outlined in a department's  
487 promotion document. Given it is considered an integral part of teaching, Instructors are also expected to  
488 contribute to appropriate service responsibilities at a satisfactory level for promotion to Instructor II and at an  
489 excellent level for promotion to Instructor III. Instructors may be expected to perform other service as detailed  
490 in their original or updated offer letter and/or departmental promotion document.

491 Evidence of excellence in teaching or instructional activities can include, but is not limited to, student  
492 evaluations, departmental evaluations, and participation in pedagogical development and promotion (see  
493 below). Instructors applying for promotion are expected to provide the department and college committees  
494 and the department head and dean with additional information to support the evaluation of teaching  
495 performance and service activities. Research, creative activities, other scholarly activities, or non-teaching  
496 related service responsibilities are not expectations of any Instructor rank (I, II, or III) and are not required for  
497 promotion unless specified in the original or updated offer letter and/or departmental promotion document.  
498 However, research, creative activities, other scholarly activities, or additional service responsibilities that allow  
499 the faculty member to remain active in their discipline or that contributes to their excellence in instruction or  
500 service may be included in the evaluation.

501 Only a candidate who is in at least their 6th year as an instructor and has a minimum of three years in their  
502 current position will be allowed to apply for promotion. If an instructor who meets these conditions has prior  
503 years of service as an MSU instructor (separated from their current position by a break in time), those years will  
504 be counted toward promotion. If an instructor who meets these conditions also has previous years in the rank

505 of instructor at other universities, up to three years of this prior service may be counted toward promotion, as  
506 determined and agreed upon by the department promotion and tenure committee, the department head or  
507 director, the dean, and the faculty member in the letter of offer at the time of initial appointment.

508 The parties involved in evaluating an Instructor's application for promotion include the following: (a)  
509 Department Head, (b) Departmental Promotion and Tenure Committee, (c) College Promotion and Tenure  
510 Committee, (d) Dean of Arts & Sciences, (e) Provost and Executive Vice President, and (f) President.

511 The cases of Instructors eligible for promotion will be adjudicated by the existing College of Arts and Sciences  
512 Promotion and Tenure Committee, which consists of 15 tenured departmental representatives and six  
513 representatives at either level two or level three from the non-tenure track ranks in the college. Departmental  
514 committees may be defined and constituted in accordance with the existing departmental promotion and  
515 tenure guidelines.

### 516 **Evaluation of Excellent Teaching**

517 Excellence in teaching includes the ability to impart the knowledge, methods, and standards of the discipline,  
518 the ability to communicate effectively with students by counseling, advising, or motivating them, the ability to  
519 direct students in their own research, and the ability to evaluate student work accurately and fairly according to  
520 prevailing academic standards of the discipline. This definition applies equally to teaching-focused and tenure-  
521 track faculty. Professional-track faculty may have higher teaching loads and fewer service commitments but are  
522 held to the same standard of "excellence in teaching" as tenure/tenure-track faculty.

523 Teaching includes classroom and laboratory instruction, including in-person and online modalities;  
524 development of educational materials including books and websites; supervision of field work; presentation of  
525 public lectures and outreach; and other teaching-related activities relevant to a specific field or discipline.  
526 Excellence in teaching may be documented by peer reviews, student awards, student evaluations, student  
527 successes, faculty teaching awards, recognition of teaching excellence, sample course materials, graded student  
528 work, recordings of teaching sessions, evidence of course development and improvements, professional  
529 development, teaching publications, and any other documentary materials that tend to demonstrate teaching  
530 effectiveness on the university campus or at the national or international level. Each discipline and even areas  
531 of expertise within disciplines will differ in their concepts of what constitutes excellence and satisfactory  
532 performance in teaching. A department's promotion and tenure document should explain these concepts to  
533 the college and university community.

### 534 535 **Evaluation of Satisfactory or Excellent Service**

536 For the Instructor ranks, service involvement should be evaluated based on activities that are particularly  
537 relevant to teaching or instructional activities, including activities that enhance the scholarly life of the  
538 university or promote the general welfare of the institution or community. Thus, service may include  
539 participation on departmental, college, or university committees; participation within community or regional  
540 scholarly communities; participation in activities that disseminate academic knowledge to the public; or  
541 participation in other service-related activities relevant to the Instructor rank within a specific field or discipline.

542 Significant contributions to service within the unit will constitute satisfactory involvement in service for  
543 Instructors; contributions should be commensurate with departmental expectations. Excellence in service for  
544 Instructors requires consistent and high-quality contributions to service within the unit, university, and/or  
545 discipline; leadership or initiative leading to substantial improvements or progress is not required for those  
546 seeking promotion to Instructor III. Excellent contributions to service may include participating on relevant  
547 committees or disciplinary organizations, and or mentoring of teaching assistants, lecturers, or other members  
548 of the Department at a high level. Excellence in service may also be demonstrated by successful performance in

549 leadership roles that may include (but are not limited to) chairing a committee, overseeing new program  
550 development, and/or serving in significant administrative roles.

551 Specific guidelines for evaluating significant and excellent service involvement are both department and rank  
552 specific. A department's promotion and tenure document should explain what constitutes excellent and  
553 satisfactory service within their discipline. Furthermore, a department's promotion and tenure document and  
554 an Instructor's offer letter should clearly outline service expectations required for promotion. In general, what  
555 constitutes satisfactory or excellent service for an Instructor is likely to differ from evaluations of service for  
556 other roles on campus (e.g., tenure/tenure-track faculty, clinical/teaching/professor of practice faculty).

557 It should be noted that Instructors are not typically graduate faculty. Although a department may vote to give  
558 an Instructor graduate faculty status given appropriate qualifications, service on theses or dissertation  
559 committees or teaching or service activities concerning graduate students or graduate programs should not be  
560 considered a requirement for promotion to either Instructor II or Instructor III. However, if an Instructor does  
561 contribute to such teaching or service activities, they may include that information for consideration in their  
562 promotion application materials.

## 563 **POLICIES AND PROCEDURES SPECIFIC TO CLINICAL PROFESSORS, TEACHING PROFESSORS, AND PROFESSORS** 564 **OF PRACTICE**

### 565 **Criteria for Earning Promotion**

566 As promotion is never granted simply for satisfactory performance or for length of service, the level of  
567 achievement and the indication of continued accomplishments in their assigned areas determine whether a  
568 clinical faculty, teaching faculty, and faculty of practice member is granted promotion. Ordinarily, in the College  
569 of Arts & Sciences, the criterion for promotion for clinical faculty, teaching faculty, and faculty of practice is  
570 demonstrated excellence in teaching, except in cases where the faculty member's primary assigned  
571 responsibilities are not primarily instructional. These faculty must also typically demonstrate satisfactory or  
572 excellent performance in service for the associate level and excellence in service for the full level. Clinical  
573 faculty, teaching faculty, and faculty of practice may pursue opportunities in research and/or service outside of  
574 regularly assigned duties, but engagement in these areas is not required or expected unless enumerated in the  
575 original or updated offer letter.

576 For promotion to Associate Clinical Professor / Associate Teaching Professor / Associate Professor of Practice,  
577 the applicant must have consistently demonstrated an ability to perform at a high level in teaching or  
578 instructional achievements within their assigned duties. The area of excellence should be consistent with the  
579 faculty member's assigned duties as stated in their original or updated offer letter. Based upon criteria  
580 established in the departmental promotion documents, an Associate Clinical Professor / Associate Teaching  
581 Professor / Associate Professor of Practice is developing a reputation beyond the department but within the  
582 college and university for excellence in teaching and/or in their area of assignment and for significant and  
583 satisfactory or excellent performance in service. A Full Clinical Professor/ Full Teaching Professor/Full Professor  
584 of Practice must continue to exhibit excellence in teaching and/or their areas of assignment and must also  
585 exhibit excellence in service.

586 For clinical faculty, teaching faculty, and faculty of practice, the expectation is to consistently demonstrate an  
587 ability to perform at an excellent level in teaching and/or primary assigned area. Based on criteria established  
588 in the departmental promotion documents, a Clinical Professor / Teaching Professor / Professor of Practice  
589 must have an established reputation as an excellent teacher within their profession. This can include, but is not  
590 limited to, student evaluations, departmental evaluations, and participation in pedagogical development and  
591 promotion (see below). Given it is considered an integral part of teaching, clinical faculty, teaching faculty, and  
592 faculty of practice are also expected to contribute to service responsibilities at a satisfactory or excellent level  
593 for promotion to the associate rank and at an excellent level for promotion to the full rank. Clinical faculty,



594 teaching faculty, and faculty of practice applying for promotion are expected to provide the department and  
595 college committees and the department head and dean with additional information to support the evaluation  
596 of teaching performance and service activities. Research is not an expectation for promotion to either associate  
597 or full rank for clinical faculty, teaching faculty, and faculty of practice unless specified in the original or  
598 updated offer letter. However, research or other scholarly activities that allow the faculty member to remain  
599 active in their discipline or that contributes to their excellence in instruction or service may be included in the  
600 evaluation. The rank will reflect comparable stature and achievement with peers at other universities. Hence,  
601 policies aimed at establishing standards of performance necessary for the attainment of promotion are to be  
602 interpreted not only in view of accomplishments of a faculty member at MSU but also in view of current  
603 accomplishments of those in the academic community at large.

604 The parties involved in evaluating a clinical faculty, teaching faculty, and faculty of practice member's  
605 application for promotion include the following: (a) Department Head, (b) Departmental Promotion and Tenure  
606 Committee, (c) College Promotion and Tenure Committee, (d) Dean of Arts & Sciences, (e) Provost and  
607 Executive Vice President, and (f) President.

### 608 **Evaluation of Excellent Teaching**

609 Excellence in teaching includes the ability to impart the knowledge, methods, and standards of the discipline,  
610 the ability to communicate effectively with students by counseling, advising, or motivating them, the ability to  
611 direct students in their own research, and the ability to evaluate student work accurately and fairly according to  
612 prevailing academic standards of the discipline. This definition applies equally to teaching-focused and tenure-  
613 track faculty. Professional-track faculty may have higher teaching loads and fewer service commitments but are  
614 held to the same standard of "excellence in teaching" as tenure/tenure-track faculty.

615 Teaching includes classroom and laboratory instruction, including in-person and online modalities;  
616 development of educational materials including books and websites; supervision of field work; presentation of  
617 public lectures and outreach; contribution to mentoring of graduate students, including serving on theses and  
618 dissertation committees; and other teaching-related activities relevant to a specific field or discipline.  
619 Excellence in teaching may be documented by peer reviews, student awards, student evaluations, student  
620 successes, faculty teaching awards, recognition of teaching excellence, sample course materials, graded student  
621 work, recordings of teaching sessions, evidence of course development and improvements, professional  
622 development, teaching publications, and any other documentary materials that tend to demonstrate teaching  
623 effectiveness on the university campus or at the national or international level. Each discipline and even areas  
624 of expertise within disciplines will differ in their concepts of what constitutes excellence and satisfactory  
625 performance in teaching. A department's promotion and tenure document should explain these concepts to  
626 the college and university community.

### 627 **Evaluation of Satisfactory or Excellent Service**

628 Service includes activities that enhance the scholarly life of the university or discipline, improve the quality of  
629 life or society, and promote the general welfare of the institution, community, state, or nation. Thus, service  
630 includes participation on departmental, college, or university committees; participation within community,  
631 regional, national, or international scholarly communities, boards, or review panels; participation on public  
632 boards of the scholarly community; participation in activities that disseminate academic knowledge to the  
633 public; or participation in other service-related activities relevant to a specific field or discipline.

634 Significant contributions to service within the unit will constitute satisfactory involvement in service for clinical  
635 faculty, teaching faculty, and faculty of practice; contributions should be commensurate with departmental  
636 expectations. Excellence in service for clinical faculty, teaching faculty, and faculty of practice requires  
637 consistent and high-quality contributions to service within the unit, university, and/or discipline. Excellent  
638 contributions to service may include participating on relevant committees or disciplinary organizations, and or

639 mentoring of teaching assistants, lecturers, or other members of the Department at a high level. Excellence in  
640 service may also be demonstrated by successful performance in leadership roles, that may include (but are not  
641 limited to) chairing a committee, overseeing new program development, and/or serving in significant  
642 administrative roles.

643 Specific guidelines for evaluating significant and excellent service involvement are both department and rank  
644 specific. A department's promotion and tenure document should explain what constitutes excellent and  
645 satisfactory service within their discipline. Furthermore, a department's promotion and tenure document and a  
646 clinical faculty, teaching faculty, and faculty of practice's offer letter should clearly outline service expectations  
647 required for promotion. In general, what constitutes satisfactory or excellent service for a clinical faculty,  
648 teaching faculty, and faculty of practice is likely to differ from evaluations of service for other roles on campus.

649 It should be noted that clinical faculty, teaching faculty, and faculty of practice can also be classified as  
650 graduate faculty; therefore, they may be expected, for the purposes of promotion, to serve on theses and  
651 dissertation committees or actively contribute to teaching and service activities concerning graduate students  
652 or graduate programs. Such expectations should be clearly outlined in a department's promotion and tenure  
653 document as expectations for clinical faculty, teaching faculty, and faculty of practice related to involvement in  
654 graduate education will vary widely by department and discipline.

## 655 **POLICIES AND PROCEDURES RELEVANT TO BOTH TENURE-TRACK AND PROFESSIONAL TRACK FACULTY**

### 656 **The College Promotion and Tenure Committee**

657

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

665

666 The responsibilities of the College Promotion and Tenure committee will be the following:

667

- 668 • To write the college's promotion and tenure policies and procedures which must be consistent with  
669 university promotion and tenure policies, include the mechanism for their adoption and revision,  
670 describe the procedures that will be followed if sufficient numbers of members are not available  
671 because of absences, recusal or insufficient rank, and identify the participation of the different  
672 categories of faculty in the college promotion and tenure process;
- 673 • To approve the promotion and tenure documents of department committees within the college and to  
674 ensure that such documents are consistent with the mission of the university and the college, and the  
675 university promotion and tenure document;
- 676 • To assist departments in developing procedures for a third-year review of all non-tenured, tenure-track  
677 faculty;
- 678 • To assist departments in developing criteria for external peer reviews, including the identification of  
679 peer departments or schools at other colleges or universities;
- 680 • To assist departments in developing definitions of excellence, satisfactory, and unsatisfactory as it  
681 pertains to the evaluation of candidates for promotion and tenure;
- 682 • To assist departments in developing definitions of teaching, research and/or creative achievement, and  
683 service consistent with the mission of the department or school;

- 684 • To conduct a vote on all dossiers for promotion and tenure, ensuring department standards are fairly  
685 applied and university standards are maintained; and
- 686 • To approve the department promotion and tenure document and policies and all subsequent changes.

687  
688 Members of the College Promotion and Tenure committee will be elected by the faculty of the college.  
689

690 Fifteen members will be elected at the department/division level. All tenure track faculty members of each  
691 Starkville campus department and from the Meridian division may vote for one representative from their  
692 tenure-track faculty. All full-time, tenured faculty members who are not deans, associate deans, assistant  
693 deans, department heads, or equivalent are eligible to serve on the committee. These members will begin their  
694 terms on September 1 of the calendar year and their term will continue through the spring and summer period.  
695

696 In addition to the tenure-track representation, the professional-track faculty from the college at-large will elect  
697 six additional members from the professional-track faculty of at least Rank 2. The representation of these  
698 professional-track faculty will be:

- 700 ○ One representative from the Humanities (to include Classical & Modern Languages and  
701 Literature, Communications, English, History, Philosophy & Religion)
- 702 ○ One representative from the Social Sciences/Meridian Campus (to include Anthropology &  
703 Middle Eastern Cultures, Political Science & Public Administration, Psychology, Sociology)
- 704 ○ One representative from the Natural & Physical Sciences and Mathematics & Statistics (to  
705 include Biological Sciences, Chemistry, Geosciences, Mathematics & Statistics, Physics &  
706 Astronomy)
- 707 ○ Three representatives at-large from any discipline
- 708 ○ No more than one professional-track representative may be elected from each department
- 709 ○ At least one representative from the Professor of the Practice, Teaching Professor, or Clinical  
710 Professor tracks, when sufficient persons in these categories are available to serve.

711  
712 Elections for the at-large professional track position will be conducted by the Dean's Office in September of  
713 each year. These members will begin their terms on October 1 of the calendar year and their term will continue  
714 through the spring and summer period.

715  
716 Once the fully established committee meets, it will stagger the three-year terms so that one-third of the  
717 members are elected to the committee on a yearly basis for the tenure-track representatives. The committee  
718 will annually elect its chair, and the membership of the committee will be made known to the faculty. The chair  
719 of the committee will be selected from the tenure representatives on the committee.

720  
721 For the professional-track, the at-large, elected representatives will initially serve a two-year term, with  
722 successive terms being three-years. The discipline specific representatives will serve three-year terms.

### 723 **Review of Departmental Promotion and Tenure Documents**

724 As provided for in the university promotion and tenure document, the college Promotion and Tenure  
725 committee will approve the original promotion and tenure document and policies of a department and all  
726 subsequent changes. It is the responsibility of the college Promotion and Tenure committee to ensure  
727 that department promotion and tenure documents are consistent with the mission of the university and  
728 college, and both the IHL board and the university's promotion and tenure document.

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

733 the department in revising its document.

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

737 Members of the Promotion and Tenure committee will be provided a copy of a departmental document at  
738 least 10 working days in advance of a meeting of the committee to discuss the document.

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

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

748 Departmental committees may submit revisions of their promotion and tenure documents to the college  
749 Promotion and Tenure committee at any time. The college Promotion and Tenure committee or the dean  
750 may request a review of a departmental document and may suggest changes.

751 **Establishing Standards for Promotion and Tenure in the College of Arts & Sciences**

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

758 Each discipline and even areas of expertise within disciplines will differ in their concepts of what  
759 constitutes excellence and satisfactory performance in teaching, research, and service. A department's  
760 promotion and tenure document should explain these concepts to the college and university community.  
761 The document should articulate to new faculty members the standards of the discipline and the  
762 department in relationship to the standards of Mississippi State University and the College of Arts &  
763 Sciences. The promotion and tenure documents should describe the performance of a person who has  
764 earned membership in the community of scholars. As such, departmental documents will not impose  
765 definitions on those evaluating the applicant's performance. For example, departmental documents may  
766 wish to list journals that are nationally recognized as top-tier journals in their discipline, and therefore  
767 provide evidence that a candidate is developing or has developed a national reputation. However, they  
768 should refrain from imposing a single standard on all candidates by equating a specific number of  
769 publications in certain journals with a national reputation. Consideration should be based upon adequate  
770 deliberation over the evidence in light of relevant standards and exclusive of improper standards (i.e., any  
771 criterion not related to the professional performance of the faculty member). The evaluation of a tenure  
772 case should constitute a bona fide exercise of professional academic judgement.

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

775 The process of annual review and reviews by promotion and tenure committees should compare the faculty

776 member's performance with the standards established in the department's promotion and tenure  
777 document.

778

### 779 **Defining Teaching, Research, and Service**

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

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

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

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

792

### 793 **Applications for Promotion and Tenure**

794 As provided for in the university promotion and tenure document, the college Promotion and Tenure  
795 committee will conduct a vote on all applications for promotion and tenure.

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

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

807 As provided for in the university promotion and tenure document, the college Promotion and Tenure  
808 committee will conduct a vote on all applications for promotion and/or tenure in the college. In a secret ballot,  
809 at least three fourths of the elected tenure-track departmental representatives of the committee will conduct a  
810 summary vote on all applications. The record of the vote will be reported to the dean and become part of the  
811 candidate's permanent record. If an applicant is applying for promotion and tenure, in secret the committee will  
812 conduct a single vote on the application.

813

### 814 **Departmental Promotion and Tenure Committees**

815 Every department and school will establish and maintain a promotion and tenure committee. The  
816 department committee may include any faculty track. The promotion and tenure procedures must specify  
817 the inclusiveness of the committee composition and clearly establish the eligibility for voting and  
818 participation within the department promotion and tenure process. In departments where there may be  
819 professional-track faculty of rank serving on department committees along with tenured faculty, it is

820 permissible for all faculty members on the committee of appropriate rank to vote on promotion to Rank 2  
821 or to Rank 3. Only tenured faculty members on the committee can vote on the tenure decision. When a  
822 candidate is being considered for promotion to associate professor or to professor and for tenure at the  
823 same time, any non-agreement of the promotion vote and the tenure vote will be resolved by vote of only  
824 the tenured faculty members on the committee.

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

827 A. A minimum of three tenured faculty must be available to vote on tenure decisions. If three tenured faculty  
828 are not available within the department, the department's promotion and tenure policies will describe the  
829 procedures that will be followed to identify and select the required number of tenured faculty members,  
830 preferably from within the College, to bring the total number to three;

831 B. Committee members must hold a rank (i.e., 2, 3) at or above the candidate's aspirant rank to vote on  
832 each case. For example, a Rank 2 faculty member cannot vote on a candidate's promotion to Rank 3.

833 C. Only tenured faculty may vote on a tenure recommendation.

834 D. Unless a unit uses a committee of the whole, the members of the committee must be elected. The  
835 length of terms will be determined by the unit.

836 E. No member of the committee will consider the application of a relative. Appearance of conflicts of  
837 interest should be avoided.

838 F. No faculty member functioning as an administrator, department head, or director of an academic  
839 unit will be a member of the committee.

840 G. A faculty member serving on the college promotion and tenure committee may observe but neither  
841 participate in nor vote on a candidate's promotion or tenure review at the department level.

842 H. The committee will annually elect its chair from the tenured members of the committee.

843 I. The membership of the committee will be made known to the faculty.

844 J. An individual will not serve in a year that his or her promotion application is being considered.

845  
846 Among the responsibilities of the promotion and tenure committee are the following:  
847

848 A. To establish procedures for a third-year review of all non-tenured, tenure-track faculty.  
849

850 B. To specify criteria for external peer reviews, including the identification of peer departments or  
851 schools at other colleges or universities.  
852

853 C. To facilitate all votes related to the promotion and tenure process, including the vote to approve the  
854 original promotion and tenure document and policies and all subsequent changes.  
855

856 D. To conduct a review by the end of the third year of all non-tenured, tenure-track faculty.  
857

858 E. To conduct a vote on all dossiers for promotion and tenure.

859 College, school or department promotion and tenure committees will consider, but are not bound by, the  
860 department head's annual review of a candidate's progress toward tenure or promotion. Prior to the offer  
861 of hire, the appropriate promotion and tenure committee will make a formal recommendation about

- 862 • The initial appointment of a faculty member or administrator at the level of Rank 2 or Rank 3;
  - 863 • The acceptance of experience as the equivalent of a terminal degree; and
  - 864 • The acceptance of years of credit at another institution of higher education toward fulfillment of the
  - 865 minimum probationary period for tenure.
- 866 Every department and school will write a promotion and tenure document, which is approved by a majority vote  
867 of the full-time faculty. In comprehensive departments with both tenured/tenure-track and professional-track  
868 faculty, the promotion section of the document will be approved by a majority vote of the full-time faculty, while  
869 the tenure section of the document will be approved by a majority vote of the tenured and tenure-track faculty.  
870 The department document must:
- 871 • Contain the criteria and procedures for promotion and tenure;
  - 872 • Define teaching, research and/or creative achievement, and service, consistent with the mission of the
  - 873 department or school, including criteria for developing a national reputation and an established national
  - 874 reputation;
  - 875 • Specify criteria for excellence, satisfactory performance, and unsatisfactory performance as it pertains to
  - 876 the evaluation of candidates for promotion and/or tenure;
  - 877 • Determine the structure of the department promotion and tenure committee;
  - 878 • Specify the criteria for eligibility of full-time faculty to serve on the department promotion and tenure
  - 879 committee; and
  - 880 • Describe any specifics, including any uniqueness, of the department or school in which the individual is to
  - 881 be tenured.

## 882 **Procedures for Faculty Promotion and Tenure**

883 The decision to award tenure is made by the university president. All judgments made at lower levels of the  
884 university are recommendations to the president.

885 A faculty member eligible for consideration for promotion or tenure must notify their department head by  
886 April 1 of the year the application will be submitted and must provide the department head with all  
887 pertinent and available information by October 1 of that year. The department head has the  
888 responsibility to assist, where appropriate, the faculty member in preparing materials for tenure and  
889 promotion review. In addition, the initial list of external reviewers must be compiled no later than May  
890 15.

## 891 **Notification of Application for Promotion and/or Tenure**

892 A candidate for tenure and/or promotion must notify the department head of their intent to submit  
893 their application for review on or prior to a date that must be specified in the department promotion  
894 and tenure document. Department heads must inform tenure-track assistant professors of this date  
895 during the annual faculty review for the fifth year of their employment contract.

896 The date by which candidates must notify their department head of their intent can vary between  
897 departments but it must provide sufficient time to notify external reviewers and receive their letters of  
898 evaluation prior to October 1st or any official stage of application review. The solicitation process for  
899 external evaluators will be initiated when the candidate notifies the appropriate department head or  
900 unit director of their intent to be considered for tenure and/or promotion.

## 901 **External Letters**

902 External letters will be solicited from professionals in the field who can provide an impartial evaluation  
903 of the candidate's work and accomplishments.

904 In the case of professional tracks, external reviewers should be faculty at peer to peer- plus institutions,  
905 or peer to peer-plus departments. In the case of instructor tracks, external reviewers must be external to  
906 the department but may be internal or external to the university. An appropriate choice for an external  
907 reviewer would be a faculty member in a department that is considered comparable to the candidate's  
908 department. These external reviewers may include, but are not limited to, representatives from the  
909 Center for Teaching and Learning, Grisham Master Teachers, or teaching or research faculty already at  
910 the rank of associate professors or Instructor II or above from other departments. They should not  
911 include individuals who have a professional or personal conflict of interest with the candidate. Although  
912 not prohibited, Instructors are not required to have external reviewers from outside the university.  
913 External faculty reviewers should not include individuals who have a professional or personal conflict of  
914 interest with the candidate. Conflicts of interest in general would include but not necessarily be  
915 restricted to previous mentors, previous graduate students, collaborating co-authors, collaborating co-  
916 investigators, or relatives/past-relatives. In disciplines or fields where the general definition of a conflict  
917 of interest commonly does not apply, external reviewers normally excluded from the process can be  
918 utilized if complete and adequate justification is provided. Definition of what constitutes a conflict of  
919 interest may be further defined in the department promotion and tenure document and be in accord  
920 with the Policy and Procedures Document for Conflict of Interest and Ethics (Department of Human  
921 Resources and Management: Employee Relations Section Mississippi Code of 1972 Sections 25-4-101  
922 through 25-4-105).

923 In the case of tenure track faculty, the external reviewers will generally be tenured professors at  
924 institutions of at least equal prestige to MSU. Obvious conflicts of interest should be avoided when  
925 selecting external reviewers. Conflicts-of-interest in general would include but not necessarily be  
926 restricted to previous mentors, previous graduate students, collaborating co-authors, collaborating co-  
927 investigators, or relatives/past-relatives. In disciplines or fields where the general conflict of interest  
928 definition commonly does not apply, external reviewers normally excluded from the process can be  
929 utilized if complete and adequate justification is provided. A collaborator may be an external reviewer, but  
930 not if a conflict of interest exists. All promotion and/or tenure applications must include an explanation of  
931 the credentials of the reviewers.

932 The candidate, the department promotion and tenure committee, and department head will each  
933 provide a list of names that will be used to create a master list of potential external reviewers. The  
934 department head and department promotion and tenure committee chair will jointly select the final list  
935 of external reviewers from whom letters of evaluation will be requested and should include faculty  
936 names provided by all three sources. Both the department head and department promotion and tenure  
937 committee chair are responsible for eliminating, to the best of their knowledge, all external reviewers  
938 that have a conflict of interest. At least one external reviewer must be selected from the candidate's  
939 own list of eligible reviewers.

940 Dossiers must contain an explanation of the credentials and qualifications of each external reviewer  
941 regarding their training/background in addition to the extent of their contact, interaction or relationship  
942 with the candidate. External letters of evaluation must be received from a minimum of four external  
943 reviewers for inclusion in the dossier of the candidate. It is the responsibility of the chair of the  
944 department committee or the department head to obtain at least the minimum number of letters of  
945 evaluation from external reviewers who have agreed to function in this capacity. Should extraordinary  
946 circumstances exist which render it impractical for the minimum number of letters to be included, the  
947 dossier may proceed with the number of letters than can be obtained. All letters received from external  
948 reviewers must be included in the dossier of the candidate unless the department head and department



949 promotion and tenure committee collectively decide to withdraw a letter from the review process if it  
950 contains information that refers to or describes a conflict of interest. In instances when substantial  
951 modifications of the application have occurred (e.g. official notifications of accepted publications or  
952 awarded grants) after documentation has been forwarded to the external reviewers, these  
953 achievements can be communicated in a letter written by the candidate and forwarded to the  
954 department head. The letter should be included in the section of the dossier containing the external  
955 letters of review.

956 The identity of the external reviewers will not be revealed to the candidate and communications must  
957 not include any information that might indicate the identity or location of any external reviewer.  
958 Exceptions may include situations as may be required by law or ordered by a court of competent  
959 jurisdiction. The specific procedures regarding solicitation and use of external letters of evaluation are to  
960 be detailed in school and department policies. Each department will include in its promotion and tenure  
961 document an exact explanation of the procedure for external peer review.

## 962 **Candidate Application**

963 The candidate makes a formal application for promotion and/or tenure by completing the Mississippi  
964 State University Application for Promotion and Tenure form and attaching supporting documentation.  
965 Each unit will specify the format and the level of detail for the supporting documentation. No additional  
966 support material may be added or removed from this file after a decision has been made at the  
967 department level, unless the candidate, department head and the department committee mutually  
968 agree. The request will be made in writing, define what is being added or removed, state the purpose for  
969 the change in the application, be signed by all parties, and be included as part of the formal application.  
970 Letters of recommendation will be added to the dossier at each level of review. If the candidate submits  
971 letters of factual correction for any level of review, those letters and any review-level response (described  
972 below) will also be included in the dossier. A complete dossier for promotion and tenure for the official  
973 review process will include the application submitted by the candidate and at least the minimum of four  
974 external letters of review. Only complete dossiers for promotion and tenure that contain the application  
975 for the candidate and the minimum number of external letters will be evaluated at the level of the  
976 department promotion and tenure committee, department head, college committee, college dean, and  
977 university provost. Except for the candidate's optional letters of factual correction (described below), the  
978 candidate takes no part in the process after submission of the application, unless requested to do so by  
979 those considering the dossier. No discussion of correspondence relating to the dossier is to be initiated by  
980 the candidate with the reviewing authorities. Deliberation at all levels will be confidential.

## 981 **Dossier Review**

982 The department promotion and tenure committee will meet to review the information in the candidate's  
983 promotion and tenure dossier. In all cases, tenured and professional track faculty may both sit on the  
984 departmental committee. For faculty applicants in the tenure-track ranks, three non-binding preliminary  
985 polls will be taken using secret ballot about the candidate's teaching, service and research records  
986 considered individually. These poll results will be recorded and reported in the committee report.  
987 Professional track committee members will participate in the preliminary polls about teaching and service.  
988 Only tenured faculty will participate in the research poll. At the conclusion of the discussion, tenured  
989 faculty of appropriate rank will make a recommendation on the question of promotion or promotion and  
990 tenure by a single vote evaluating the three areas (teaching, research and/or creative achievement, and  
991 service) as a whole.

992 For faculty applicants in the professional track ranks, two non-binding preliminary polls will be taken using  
993 secret ballot about the candidate's teaching and service records considered individually. These poll results

994 will be recorded and reported in the committee report. All faculty of appropriate rank will participate in  
995 the preliminary polls about teaching and service. At the conclusion of the discussion, all faculty members  
996 of appropriate rank will make a recommendation on the question of promotion by a single vote evaluating  
997 the two areas (teaching and service) as a whole.

998 The committee's recommendation will be based on a simple majority vote, conducted by secret ballot. The  
999 committee chair will submit a letter of recommendation and rationale to be included in the candidate's  
1000 dossier. The candidate will receive a copy of the committee's letter of recommendation and rationale that  
1001 is redacted only insofar as necessary to conceal the identity of external reviewers. The rationale will  
1002 characterize external reviewers' comments that informed the committee's decision. The letter of  
1003 recommendation and rationale of the committee will be included in the dossier as it proceeds through the  
1004 review process. The chair will notify the department head of the committee's recommendation.

1005 The department head or director will review the dossier and make a recommendation based on pertinent  
1006 evidence documented in the faculty member's promotion and tenure dossier and information in the  
1007 personnel file that is applicable to the candidate's performance in professional activities. The department  
1008 head must provide written justification that the criteria of teaching, research, and service have been met.  
1009 Written justification must also be provided if it is believed the faculty member does not meet any of the  
1010 four remaining criteria. The candidate will receive a copy of the department head's or director's letter of  
1011 recommendation and rationale that is redacted only insofar as necessary to conceal the identity of the  
1012 external reviewers. The rationale will characterize external reviewers' comments that informed the  
1013 department head's or director's decision. The letter of recommendation and rationale of the department  
1014 head or director will be included in the dossier as it proceeds through the review process.

1015 The candidate may respond to the department promotion and tenure committee's and/or the department  
1016 head's or director's letters to correct any factual errors represented therein within 5 working days of the  
1017 candidate's receipt of each letter. The candidate's letter(s) of factual corrections must be sent to the  
1018 review level to which the response was made. That level may address the concerns in a new letter to be  
1019 included in the application within 5 working days of receipt of the candidate's letter of factual correction.  
1020 All letters will be included in the dossier as it proceeds through the review process.

1021 The college promotion and tenure committee will review the information in the candidate's promotion  
1022 and tenure dossier. In all cases, tenured and professional track faculty may both sit on the college  
1023 committee. For faculty applicants in the tenure-track ranks, three non-binding preliminary polls will be  
1024 taken using secret ballot about the candidate's teaching, service and research records considered  
1025 individually. These poll results will be recorded and reported in the committee report. Professional track  
1026 committee members will participate in the preliminary polls about teaching and service. Only tenured  
1027 faculty will participate in the research poll. At the conclusion of the discussion, tenured faculty of  
1028 appropriate rank will make a recommendation on the question of promotion or promotion and tenure by  
1029 a single vote evaluating the three areas (teaching, research and/or creative achievement, and service) as  
1030 a whole.

1031 For faculty applicants in the professional track ranks, two non-binding preliminary polls will be taken  
1032 using secret ballot about the candidate's teaching and service records considered individually. These poll  
1033 results will be recorded and reported in the committee report. All faculty of appropriate rank will  
1034 participate in the preliminary polls about teaching and service. At the conclusion of the discussion, all  
1035 faculty members of appropriate rank will make a recommendation on the question of promotion by a  
1036 single vote evaluating the two areas (teaching and service) as a whole.

1037 The committee's recommendation will be based on a simple majority vote, conducted by secret ballot.  
1038 The committee chair will submit a letter of recommendation and rationale to be included in the  
1039 candidate's dossier. The candidate will receive a copy of the college promotion and tenure committee's

1040 letter of recommendation and rationale that is redacted only insofar as necessary to conceal the identity  
1041 of external reviewers. The rationale will characterize external reviewers' comments that informed the  
1042 committee's decision. The letter of recommendation and rationale of the committee will be included in  
1043 the dossier as it proceeds through the review process. The candidate may respond to the college  
1044 promotion and tenure committee's letter to correct any factual errors represented therein within 5  
1045 working days of the candidate's receipt of the letter. The committee may address the concerns in a new  
1046 letter to be included in the dossier within 5 working days of receipt of the candidate's letter of factual  
1047 correction. All letters will be included in the dossier as it proceeds through the review process.

1048 The dean will review the dossier and make a recommendation based on pertinent evidence documented  
1049 in the faculty member's promotion and tenure dossier and information in the personnel file that is  
1050 applicable to the candidate's performance in professional activities. The dean must provide written  
1051 justification that the criteria of teaching, research, and service have been met. Written justification must  
1052 also be provided if it is believed the faculty member does not meet any of the four remaining criteria. The  
1053 candidate will receive a copy of the dean's letter of recommendation and rationale that is redacted only  
1054 insofar as necessary to conceal the identity of external reviewers. The rationale will characterize external  
1055 reviewers' comments that informed the dean's decision. The letter of recommendation and rationale of  
1056 the dean will be included in the dossier as it proceeds through the review process.

1057 The candidate may respond to the dean's letter to correct any factual errors represented therein within 5  
1058 working days of the candidate's receipt of the letter. The dean may address the concerns in a new letter  
1059 to be included in the dossier within 5 working days of receipt of the candidate's letter of factual  
1060 correction. All letters will be included in the dossier as it proceeds through the review process.

1061 The faculty member has the right to discontinue the review process for tenure or promotion at any point  
1062 before a decision has been made. Their request must be made in writing to the department head or  
1063 director before a final decision has been rendered.

1064 Department and college committees on promotion and tenure will assist their department head or  
1065 director and dean, respectively, in reviewing the eligibility of all faculty members who have met the  
1066 minimum requirements for advancement in rank or tenure.

1067 On rare occasions and in exceptional circumstances when a variation of the process described in this  
1068 document needs to be initiated in order to be fair to the faculty member while still ensuring a rigorous  
1069 review of the candidate's dossier, the University Promotion and Tenure Committee will review and  
1070 approve any such appropriate requests during the review process. These approved variations of the  
1071 process described by this paragraph cannot be the sole basis for an appeal.

## 1072 **Chronology**

1073 The receipt dates listed below for the department and college represent suggested guidelines intended to  
1074 facilitate an organized and efficient review of candidates' dossiers during each official phase of the  
1075 evaluation process. Minor chronological delays that may occur beyond these dates do not represent a  
1076 significant procedural error. Departments may specify deadlines that are earlier, but not later, than those  
1077 cited below.

1078 On a date specified in the department promotion and tenure guidelines but no later than April 1, the  
1079 candidate for tenure and/or promotion will notify the department head and the chair of the department  
1080 promotion and tenure committee of their intent to submit their application for tenure and/or promotion.  
1081 The department head has the responsibility to assist, where appropriate, the faculty member in preparing  
1082 the application for tenure and promotion review.

1083 By October 1 (or first working day thereafter), a faculty member eligible for consideration for promotion

1084 and/or tenure must have provided the department head with all pertinent and available information to  
1085 apply for consideration.

1086 By November 15 (or first working day thereafter), each faculty member's complete dossier will be  
1087 provided to the college promotion and tenure committee. This will include letters of recommendation  
1088 and rationale from both the department promotion and tenure committee and the department head.  
1089 Each of these letters of recommendation and rationale will be copied to the candidate. The letters will be  
1090 redacted only insofar as necessary to conceal the identity of external reviewers. These letters must  
1091 include a summary of the procedures followed by the academic unit in evaluating the candidate and the  
1092 committee's and head's independent evaluation of the candidate's teaching effectiveness, research  
1093 and/or creative achievement, and service to the profession and university. The chair of the college  
1094 promotion and tenure committee is responsible for inserting letters of recommendation and rationale  
1095 from the department head and the department promotion and tenure committee, along with any letters  
1096 related to correction of factual errors at the department level, into the dossier of each candidate  
1097 reviewed by the college promotion and tenure committee.

1098 By December 15 (or first working day thereafter), the college promotion and tenure committee's letter of  
1099 recommendation and rationale for each candidate will be sent to the college dean. Letters of  
1100 recommendation and rationale will be copied to the candidate. The letters will be redacted only insofar  
1101 as necessary to conceal the identity of external reviewers. The letter concerning each candidate must  
1102 include the committee's summary of the procedures followed by the college committee in evaluating the  
1103 candidate and the committee's evaluation of the candidate in regard to the seven criteria required by the  
1104 IHL Board. The college promotion and tenure committee chair is responsible to provide the dean with  
1105 each candidate's dossier including letters from previous stages of review. For each candidate, the dean is  
1106 responsible for collection and inclusion of any letters related to correction of factual errors at the college  
1107 level.

1108 By January 15 (or first working day thereafter), the dean's letter of recommendation and rationale for  
1109 each candidate will be sent to the provost and copied to the candidate. The letter concerning each  
1110 candidate must include the dean's evaluation of the candidate with regards to the seven criteria required  
1111 by the IHL Board. The dean is responsible to provide the provost with each candidate's dossier including  
1112 letters from previous stages of review. Copies of publications, works of art, etc., will be included only if  
1113 specifically requested by the provost.

1114 By March 10 (or first working day thereafter), the provost will have reviewed each candidate's dossier  
1115 and will make a recommendation to the university president. The provost must provide written  
1116 justification that the criteria of teaching, research, and service have been met. Written justification must  
1117 also be provided if it is believed the faculty member does not meet any of the four remaining criteria.  
1118 Copies of the provost's recommendation will be sent to the candidate with copies to the dean,  
1119 department head, and chairs of college and department promotion and tenure committees.

1120 The university president will review the recommendation of the provost and will decide to accept or  
1121 reject that recommendation. To grant tenure to a faculty member, the President must sign a written  
1122 certification that the faculty member has satisfactorily met all seven of the IHL required criteria.

1123 The university president will transmit that decision, together with reasons for a negative decision, to the  
1124 faculty member directly, with copies to the dean, department head, and chairs of college and department  
1125 promotion and tenure committees.

1126 The decision to award tenure is made by the university president. All judgments made at lower levels of  
1127 the university are recommendations to the university president.

1128 **Appeals**

1129 Faculty members who have been denied promotion or tenure may, within ten working days of the date  
1130 on the university president's decision letter, request an appeal hearing before the University Committee  
1131 on Promotion and Tenure. The request must be made through the provost who will forward the request  
1132 to the University Committee on Promotion and Tenure. Grounds for requesting an appeal are:

- 1133 • That the decision was prejudiced, arbitrary, or capricious; or
- 1134 • That the procedures contained in the promotion and tenure policies of the IHL, Mississippi State  
1135 University, or those in the candidate's college or unit promotion and tenure policies were not  
1136 properly followed.

1137 The University Committee on Promotion and Tenure, upon request of the provost, will review the entire  
1138 case. The appeal will be heard by at least five members. Members should recuse themselves from appeals  
1139 by candidates who are relatives or with whom they have some conflict of interest, if the committee  
1140 member has served in the previous levels of evaluation of the appellant or if for any reason the  
1141 committee member feels he/she cannot be objective. A committee member will not vote on an appeal  
1142 unless he/she has heard all hearings pertaining to the case. If five members are not available because of  
1143 absence or recusal, the chair may, with the concurrence of the committee, appoint substitutes from  
1144 among the professors of the general faculty. In special circumstances potentially prejudicial to the  
1145 appellant, the chair may, with the concurrence of the committee, appoint an ad-hoc committee to assist  
1146 in the resolution of the appeal. This ad-hoc committee reports its findings back to the University  
1147 Committee on Promotion and Tenure.

1148 The committee will review all available pertinent information and will conduct interviews with  
1149 appropriate persons, i.e., appellant, unit head, unit committee chair, dean, college committee chair and  
1150 provost. The committee will render its recommendation, in writing, to the provost. The committee will  
1151 also provide a copy of this written recommendation to the candidate.

1152 The provost will transmit the committee's written recommendation along with their own  
1153 recommendation to the university president, who will make the final decision. This decision will end the  
1154 university appeals process. A copy of each recommendation will be provided to the candidate.

1155 The Board of Trustees of the Institutions of Higher Learning may grant a further appeal as outlined in  
1156 Board of Trustees Policy 403.0105.

1157 Candidates who are denied tenure and who have no time remaining in their probationary periods will  
1158 receive terminal contracts for the following year.

1159 **Notice of Non-reappointment of Non-tenured, Tenure-track Faculty**

1160 *Professional-Track Faculty*

1161 Members will be notified in writing of the university's intention not to renew their contracts as provided  
1162 in IHL Board Policy 404.02:

- 1163 • Notice of intention not to renew non-tenure track personnel will be furnished in writing thirty (30)  
1164 days prior to the expiration date of the contract. Notice of non-Renewal of employees with written  
1165 contracts, other than those covered in IHL Board Policy 403.0102, is 30 days.
- 1166 • Lack of Funds-Notice of termination of non-tenure track personnel prior to expiration of the  
1167 contract due to a lack of funds will be furnished in writing thirty (30) days prior to termination

1168 *Non-tenured Tenure track Faculty*

1169 Members will be notified in writing of the university's intention not to renew their contracts as provided  
1170 in IHL Board Policy 403.0102:

- 1171 • Not later than March 1 before the date of contract termination during the first year of service;
- 1172 • Not later than December 1 before the date of contract termination during the second year of  
1173 service; or
- 1174 • Not later than September 1 before the date of contract termination after two or more years of  
1175 service.

1176 This schedule of notification does not apply to persons holding temporary, part-time, or adjunct  
1177 positions.

1178 *Dismissal of Tenured Faculty*

1179 Termination of service of a tenured faculty member is made only under these extraordinary  
1180 circumstances (as outlined in IHL Board Policy 403.0104):

- 1181 • Financial exigencies as declared by the Board;
- 1182 • Termination or reduction of programs, academic or administrative units as approved by the  
1183 Board;
- 1184 • Malfeasance, inefficiency or contumacious conduct; or
- 1185 • For legitimate and justifiable cause.

1186 Termination for cause of a tenured faculty member or the dismissal for cause of a faculty member prior  
1187 to the expiration of a term appointment will not be recommended by the institutional executive officer  
1188 until the faculty member has been afforded the opportunity for a hearing. In no event will the contract  
1189 of a tenured faculty member be terminated for cause without the faculty member being afforded the  
1190 opportunity for a hearing.

1191 In all cases, the faculty member will be informed in writing of the proposed action against them and  
1192 that they have the opportunity to be heard in their own defense. Within ten (10) working days from the  
1193 date of the university president's decision, the faculty member will state in writing their desire to have  
1194 a hearing. They will be permitted to have with them an adviser of their own choosing who may be an  
1195 attorney. The institution is directed to record (suitable for transcription) all hearings. In the hearing of  
1196 charges of incompetence, the testimony will include that of faculty and other scholars.

1197 Tenured faculty members, who are dismissed for financial exigencies or termination or reduction of  
1198 program, academic or administrative units will remain employed for a minimum of 9 to 12 months,  
1199 consistent with current contract periods of time, from date of notification. Tenured faculty members,  
1200 who are dismissed for malfeasance, inefficiency, contumacious conduct or for a legitimate and  
1201 justifiable cause will have their contracts terminated at any time subsequent to notice including the  
1202 right to have a hearing with no right to continued employment for any period of time. At the  
1203 discretion of the Institutional Executive Officer, any faculty member's salary may be paid, and they may  
1204 be relieved of all teaching duties, assignments, appointments and privileges when they are dismissed  
1205 for any reasons stated above or pending a termination hearing.