

**PROMOTION AND TENURE GUIDELINES
OF THE COLLEGE OF EDUCATION**

General Criteria

This policy is to complement the Mississippi State University Promotion and Tenure Policies as stated in Section V of the *Faculty Handbook* (2022). The College of Education (COE) promotion and tenure guidelines serve as the framework for the more specific departmental policies. These guidelines were developed in accordance with the University Academic Promotion and Tenure policies and procedures. The COE guidelines supplement, but do not supplant, the university policies and procedures.

These guidelines for promotion and tenure are intended to convey in general terms the expectations for faculty who are applying for promotion and/or tenure. Professional-track positions include Teaching Professors, Professors of Practice, Clinical/Extension/Research Professors, and Instructors. All tenure-track and professional-track positions include three associated ranks (i.e., 1, 2, and 3). These positions and corresponding ranks are described below.

These should be considered general guidelines, rather than rigid and exact criteria. Each department and academic unit within the COE must develop specific criteria for promotion and tenure that expand upon and are consistent with university and COE guidelines.

It should be recognized that standards of performance and application criteria can and should be revised periodically in accordance with evolving academic developments and changing institutional expectations, so long as such changes take place through established procedures and processes. Over time, performance standards have risen, and it is likely that standards will, with faculty support and approval, continue to increase as the faculty continue to pursue excellence in the areas of teaching, research, scholarly works and creative achievements, and service.

The guidelines in force at the time the applicant was hired in the COE shall be the basis for the decision for the individual’s application for promotion and/or tenure. If the faculty member is awarded promotion and/or tenure to Rank 2 (e.g., Associate Professor, Associate Teaching/Clinical Professor, Associate Professor of Practice, or Instructor 2), criteria for promotion to Rank 3 (e.g., Professor, Teaching/Clinical Professor, Professor of Practice, or Instructor 3) should be made in accordance with guidelines in force at the time the applicant assumes the position.

Academic Rank

A faculty member of professorial rank must have a professional or terminal degree appropriate to the discipline (or the equivalent in training and experience), a strong commitment to higher education and to the mission of the COE and Mississippi State University, and a willingness to assume the responsibilities and obligations appropriate to a university faculty member. As noted below, faculty tracks at Mississippi State University include tenure-track positions and professional-track positions.

48 **Tenure-Track Positions**

49
50 *Assistant Professor (Rank 1):* A faculty member who has met the requirements in the
51 previous paragraph and has the potential to be successful in the areas of teaching,
52 research and/or creative achievement, and service.

53
54 *Associate Professor (Rank 2):* A faculty member who has met the criteria for assistant
55 professor, who has consistently demonstrated an ability to perform at a satisfactory level
56 in teaching, research and/or creative achievement, and service, and who excels in at least
57 one of these areas. Based upon the criteria established in the department promotion and
58 tenure documents, an associate professor is developing a national and/or international
59 reputation and is showing a potential for making sustained contributions to the university
60 and to their profession, field, or discipline.

61
62 *Professor (Rank 3):* A faculty member who has met the criteria for associate professor,
63 who has consistently demonstrated an ability to perform at a satisfactory level in
64 teaching, research and/or creative achievement, and service, and who excels in at least
65 two of these areas. Based upon the criteria established in the department promotion and
66 tenure documents, a professor must have a national and/or international reputation within
67 their profession, area of expertise, or discipline.

68
69 **Professional-Track Positions**

70
71 **Teaching Professor Ranks:**

72
73 *Assistant Teaching Professor (Rank 1):* A faculty member with a terminal degree in a
74 discipline appropriate for the position, who possesses the potential for successful
75 performance in instructional activities in a university environment, and who should
76 contribute to the service and/or other scholarly activities of the unit, university, and/or
77 profession.

78
79 *Associate Teaching Professor (Rank 2):* A faculty member who has met the criteria for
80 assistant teaching professor, has demonstrated an ability to perform at a level of
81 excellence appropriate for the rank in instructional activities, and who significantly
82 contributes to the service and/or other scholarly activities of the unit, university, and/or
83 profession.

84
85 *Teaching Professor (Rank 3):* A faculty member who has met the criteria for associate
86 teaching professor, has consistently demonstrated excellence in instructional activities,
87 and who is consistently contributing at a high level to the service and/or other scholarly
88 activities of the unit, university, and/or profession.

89
90 **Professor of Practice Ranks:**

91
92 *Assistant Professor of Practice (Rank 1):* A faculty member with a terminal degree in a
93 discipline appropriate for the position or its equivalent in professional achievement, who
94 possesses the potential for successful performance in instructional activities in a

95 university environment, and who should contribute to the service and/or other scholarly
96 activities of the unit, university, and/or profession.

97
98 *Associate Professor of Practice (Rank 2):* A faculty member who has met the criteria for
99 assistant professor of practice, has demonstrated an ability to perform at a level of
100 excellence appropriate for the rank in instructional activities, and who significantly
101 contributes to the service and/or other scholarly activities of the unit, university, and/or
102 profession.

103
104 *Professor of Practice (Rank 3):* A faculty member who has met the criteria for associate
105 professor of practice, has consistently demonstrated excellence in instructional activities,
106 and who is consistently contributing at a high level to the service and/or other scholarly
107 activities of the unit, university, and/or profession.

108 109 **Clinical/Extension/Research Professor Ranks:**

110
111 * *Some Extension and Research positions are tenure-track. Faculty holding a tenure-track*
112 *Extension or Research position should refer to the tenure-track guidance above.*

113
114 *Assistant Clinical/Extension/Research Professor (Rank 1):* A faculty member with a
115 terminal degree in the discipline, who possesses the potential for successful performance
116 in clinical/extension/research activities or creative achievement in a university
117 environment, and who should contribute to the service of the unit, university and/or
118 profession.

119
120 *Associate Clinical/Extension/Research Professor (Rank 2):* A faculty member who has
121 met the criteria for assistant clinical/extension/research professor, has demonstrated an
122 ability to perform at a level of excellence appropriate for the rank in
123 clinical/extension/research activities or creative achievement, and who significantly
124 contributes to the service of the unit, university, and/or professions.

125
126 *Clinical/Extension/Research Professor (Rank 3):* A faculty member who has
127 consistently demonstrated excellence in clinical/extension/research activities or creative
128 endeavors, and who is consistently contributing at a high level to the service of the unit,
129 university, and/or profession.

130 131 **Instructor Ranks:**

132
133 *Instructor I (Rank 1):* A faculty member with a minimum of a master's degree or higher,
134 who possesses teaching credentials appropriate for the position and the potential for
135 successful performance in instructional activities in a university environment, and who
136 should contribute to the service of the unit, university, and/or profession.

137
138 *Instructor II (Rank 2):* A faculty member who has met the criteria for Instructor I, has
139 demonstrated an ability to perform at a level of excellence appropriate for the rank in
140 instructional activities, and who significantly contributes to the service of the unit,
141 university, and/or profession.

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

146 **Clinical/Extension Instructor Ranks:**

147
148 *Clinical/Extension Instructor I (Rank 1):* A faculty member with a minimum of a master's
149 degree or higher as appropriate to the profession, in a discipline
150 appropriate for the position, who possesses the potential for successful performance in
151 clinical/extension activities or creative achievement in a university environment, and who
152 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
155 Clinical/Extension Instructor I, has demonstrated an ability to perform at a level of
156 excellence appropriate for the rank in clinical/extension activities, and who significantly
157 contributes to the service of the unit, university, and/or profession.
158

159 *Clinical/Extension Instructor III (Rank 3):* A faculty member who has met the criteria for
160 Clinical/Extension Instructor II, has demonstrated excellence in clinical/extension
161 activities, and who is consistently contributing at a high level to the service of the unit,
162 university and/or profession.
163
164

165 **Probationary Period and Eligibility**

166
167 A tenure-track faculty member must apply for tenure by October 1st of their 6th contract year,
168 unless otherwise specified in their offer letter. Failure to earn tenure at the end of the sixth full
169 contract year by the President will result in a terminal contract in the seventh full contract year.
170 The probationary period for tenure-track faculty begins at the start of the faculty member's first
171 full contract year. A full contract year is defined as one that starts on August 16 for 9-month
172 employees and on July 1 for 12-month employees and continues until the next contract period. If
173 the initial contract is for a partial year, e.g., starts after August 16 for a 9-month employee or
174 after July 1 for a 12-month employee, that time is not included in the probationary period. Up to
175 five years of professorial experience at other universities may be counted in this probationary
176 period, as determined and agreed upon by the department promotion and tenure committee, the
177 Department Head or Director, the Dean, and the faculty member in the letter of offer at the time
178 of initial appointment.
179

180 Consideration for promotion and/or tenure can be initiated by the Department Head or by the
181 individual faculty member who has met the minimum requirements. The appropriate
182 departmental, as well as the COE, promotion and tenure committees will base its decisions on all
183 available, pertinent, and documented evidence. It is the responsibility of the applicant to
184 document claims for satisfactory or excellent ratings in teaching, research, and/or service.
185

186 For clearly stated personal reasons (e.g., emergencies related to health, activation of military
187 service, pregnancy, adoption, childcare, care of parents), a tenure-track faculty member may
188 request an extension of up to two years from the first five years of this probationary period for an

189 approved leave of absence or a modified assignment. Specific aspects of such an extension must
190 be established by the Department Head or Director, the Dean, the Provost, and the faculty
191 member. Such an agreement must be in writing. The department promotion and tenure committee
192 shall be notified in writing of the extension and the revised probationary period.

193
194 IHL Board Policy 403.0101 allows an administrative employee who held faculty rank and tenure
195 at another institution to be awarded tenure at the time of initial appointment upon the
196 recommendation of the faculty of the tenuring department, the Dean, the Provost, and the
197 President, and awarded by the IHL board.

198
199 For tenure-track faculty members with a shortened probationary period as specified in an offer
200 letter or an approved extended probationary period, the "third-year review" should be held at the
201 midpoint of the individual's probationary period.

202

203 **Relationship Between Promotion and Tenure**

204

205 Tenure-track faculty members who have met the requirements for promotion, but who have not
206 fulfilled the probationary period for tenure, may be promoted without tenure. Tenure-track
207 faculty members who are granted tenure as Assistant Professors automatically meet the criteria
208 for promotion to Associate Professor.

209

210 **Faculty Workloads in Relationship to Expectations for Promotion and Tenure**

211

212 In reviewing an individual's accomplishments, especially with respect to research and creative
213 achievements, departmental and the COE Promotion and Tenure committees should consider
214 faculty workload. Faculty workload usually relies upon what has become the nationally accepted
215 norm for universities with primarily a baccalaureate mission, which is based on the equivalent of
216 four courses per semester or approximately twelve credit hours. The number of courses that
217 faculty members are expected to teach may vary depending upon the level of degrees offered by
218 the department, the size of the classes being taught, the rank of the faculty member, the
219 experience of a faculty member, the number of preparations, number of graduate students, the
220 development of new courses or other curricula, and the demands of the individual faculty
221 member's research agenda. Adjustments to the teaching load of any individual faculty member
222 may be made in any semester depending upon the activity of that faculty member and/or the
223 needs of the program at that time.

224

225 **Tenure**

226

227 Attainment of tenure in the COE at Mississippi State University is by no means automatically
228 based on years of service but is the result of an objective evaluation of a faculty member's
229 activities in research, scholarly activity and creative achievements, instruction, and service to the
230 university. It is understood that a minimum of excellence in research/creative achievement or
231 teaching, with satisfactory in all other areas are needed in order to qualify a faculty member for
232 tenure.

233

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

236 university. The proportions of these activities will vary by discipline. The requirements for
237 granting an individual tenure in the COE are identical to those for promotion from Assistant
238 Professor to Associate Professor. For most faculty members, consideration of promotion and
239 tenure to Associate Professor will be done simultaneously. For those individuals hired at the rank
240 of either Associate Professor or Professor, a tenure decision will be based on performance
241 expected of one at that academic rank.

242 243 **Promotion**

244
245 Promotion is never granted routinely for simple satisfactory performance or for length of service
246 but reflects progressively higher professional competence and accomplishment. No specific term
247 in any rank is required for promotion to the next, but a reasonable time must elapse for the
248 faculty member to demonstrate sustained productivity and have it confirmed by annual
249 evaluations. Rank should reflect comparable stature with others in similar disciplines in other
250 university settings. Professional achievement at another academic institution may be considered
251 for promotion.

252 253 **Progress Towards Tenure and Mid-Term Review**

254
255 The faculty member shall be advised and counseled annually by the Department Head
256 concerning his/her progress toward tenure. Non-tenured faculty also will be evaluated for
257 progress toward tenure by the department promotion and tenure committee during the
258 probationary period. Normally this will occur at the end of three years of service to Mississippi
259 State University and/or one year before the earliest application for tenure can be initiated,
260 whichever is more appropriate. Each department or academic unit must develop procedures and
261 guidelines for the mid-term review. The promotion and tenure committee will discuss the
262 materials, and the chair will summarize the opinions of the committee in letter to the applicant
263 outlining both strengths and areas for improvement in the categories of research, teaching, and
264 service. The letter will indicate whether the committee considers that the applicant is making
265 satisfactory progress toward tenure. Copies of the letter will be provided to the applicant and to
266 the Department Head who will place a copy in the applicant's personnel file.

267 268 269 **General Performance Standards and Evaluation of Professional Activities**

270
271 Every faculty member is expected to meet high standards of professional competence, integrity,
272 and collegiality and to further the goals of his/her department or unit. In every case, a faculty
273 member's performance in teaching, research/creative achievement (if applicable), and service
274 will be judged by all parties for promotion and/or tenure decisions on the basis of specific criteria
275 in written policy statements, developed by the appropriate academic units. It is important to note
276 that positions will be evaluated on different domains of performance standards dependent upon
277 responsibilities. All criteria should be based on the application of the highest professional
278 standards and must be consistent with the university standards and all the following COE
279 criteria:

280
281 Teaching includes regular classroom and laboratory instruction; supervision of field work,
282 internships, performances, and fellowships; direction of theses and dissertations; development of

283 educational materials including books and websites, including materials developed with
284 educational grants; and conduct of other academic programs that confer university credit; and
285 presentation of non-credit and off-campus public lectures and demonstration, and other teaching
286 activities that could be defined by the academic units. Excellence in teaching includes the ability
287 to impart the knowledge, methods, and standards of the discipline, the ability to communicate
288 effectively with students by counseling, advising, or motivating them, the ability to direct
289 students in their own research, and the ability to evaluate student work accurately and fairly
290 according to prevailing academic standards of the discipline. Excellence in teaching may be
291 documented by peer reviews, student evaluations, sample course materials, graded student work,
292 recordings of teaching sessions, graduate student theses and dissertations, and any other
293 documentary materials that demonstrate teaching effectiveness.

294
295 Research, which also includes scholarly activity and/or creative achievement, includes
296 systematic, original investigation directed toward the enlargement or validation of human
297 knowledge, the solution of contemporary problems, or the exploration of creative forms that
298 bring greater meaning to life. Excellence in research or creative achievement must be established
299 by critical peer evaluation, using standards prevailing in the discipline. Excellence may be
300 documented by books, articles, or reviews published by commercial or university presses or in
301 refereed journals of international, national, or regional prestige; research grants, leading to high
302 quality research; presentation of papers before professional groups; invited participation in
303 scholarly conferences; editorial work for professional journals or publishers; or artistic or
304 humanistic performances, presentations, or shows. Evidence of substantive progress on long-
305 term projects that meet the criteria above may be considered as specified by the academic units.

306
307 Service includes activities which enhance the scholarly life of the university or the discipline,
308 improve the quality of life or society, or promote the general welfare of the institution, the
309 community, the state, or the nation. Thus, it includes extension of academic knowledge to the
310 public, participation on departmental, college, or university committees, or on regional, national,
311 or international scholarly committees, boards, or review panels, or on public boards as a
312 representative of the scholarly community. Membership or participation in professional
313 organizations may constitute satisfactory service, but excellence requires leadership or initiative
314 leading to substantial improvement or progress.

315
316 Professional-track faculty who are not in instructional tracks may be required to perform research
317 and/or creative achievement activities. Criteria for assessing research and/or creative activities
318 may include systematic, original investigation directed toward the enlargement or validation of
319 human knowledge, the solution of contemporary problems, or the exploration of creative forms
320 that bring greater meaning to life. Excellence in research and/or creative achievement must be
321 established by critical peer evaluation, using standards prevailing in the discipline. Excellence
322 may be documented by books, articles, or reviews published by commercial or university presses
323 or in refereed journals of international, national, or regional prestige; research grants, leading to
324 high quality research, intellectual property; presentation of papers before professional groups;
325 invited participation in scholarly conferences; editorial work for professional journals or
326 publishers; or artistic or humanistic performances, presentations, or shows. Evidence of
327 substantive progress on long-term projects that meet the criteria above may be considered as
328 specified by the academic units.

329

330 **Specific Performance Standards and Evaluation of Professional Activities: Promotion from**
331 **Rank 1 to Rank 2:**

332
333 For promotion from Rank 1 to Rank 2, the applicant should be developing a national reputation
334 in their field of scholarly activity. With regard to the applicant's record, minimum ratings of
335 satisfactory in research/creative achievement (if applicable), teaching, and service, as well as
336 excellence in either research/creative achievement (if applicable) or teaching are needed.

337
338 From the standpoint of research and creative achievement (if applicable), an individual must
339 initiate an active program of research, scholarly activity and creative achievement at Mississippi
340 State University. Demonstration of productivity may be based on publications in peer-reviewed
341 national and international journals of high quality and standards, presentation of research
342 findings at regional, national, and international meetings, research proposals submitted and
343 funded, and recruiting and direction of graduate student research. In accordance with university
344 guidelines, editorial work for scholarly or professional journals and texts will be considered as
345 part of the applicant's research record. No set number of published educational, research or
346 scientific articles form the basis for an excellent rating, but consistent productivity should be
347 apparent. Demonstration of productivity also may be based on creative achievement. Each
348 department within the COE must set more specific guidelines with regard to research, scholarly
349 activity and creative achievements. Departments also should develop listings of top-tier and
350 lower-tier educational, research and scientific journals. Although it is not expected that all
351 scholarly work be published in top-tier journals, some work should be published in such journals.

352
353 Credit for "authorship" is not dependent upon the order or author credits. For example, a co-
354 author of a refereed manuscript in a scholarly journal receives no more or less credit than does a
355 sole author. However, it is reasonable for those reviewing the promotion and tenure package to
356 consider the extent of the contribution of an individual author when numerous (*ex. four or more*)
357 authors receive credit for a work. The applicant may provide an explanation of their role on the
358 project when a large number of authors are included on a publication.

359
360 From the standpoint of teaching, there should be a clear demonstration of quality teaching. The
361 validation of quality teaching may include letters from former students, submission of student
362 course evaluations, student interviews conducted by the committee, reviews of course content
363 and lecture presentations by peers, committee members and Department Head, and graduate
364 student theses. The applicant may submit course outlines and syllabi as well as the most recent
365 exams or other methods of assessment that are used to examine students' knowledge and
366 understanding of the course material in each course. If the applicant chooses to submit student
367 course evaluations, it is understood that evaluations of all undergraduate and graduate courses
368 will be requested for a period of time specified by the committee and Department Head.
369 Additional activities might include course revisions, developing new courses and innovative
370 teaching methods, revising and developing laboratory exercises and writing laboratory manuals.
371 Student advising is a vital part of our academic programs in the COE and will be recognized as
372 part of an individual's teaching activities.

373
374 All faculty members are expected to serve on departmental, college and university committees in
375 an effective and professional manner. Such contributions and conduct will constitute a
376 satisfactory rating in the service category. Service rendered to professional organizations, such as

377 manuscript review, is important relative to professional growth and development and will be
378 considered as part of research activities. However, service to professional organizations, such as
379 membership on committees and boards (excluding editorial/referee work) can be considered as
380 part of the faculty member's service.

381
382 **Specific Performance Standards and Evaluation of Professional Activities: Promotion from**
383 **Rank 2 to Rank 3:**
384

385 For promotion to Rank 3, substantial growth on the part of the faculty member beyond the level
386 that qualified him/her for promotion to Rank 2 must be clearly evident, and the applicant should
387 have a national and/or international (if applicable) reputation in their field of scholarly activity.
388 Promotion from Rank 2 to Rank 3 will require minimum ratings of satisfactory in
389 research/creative achievement (if applicable), teaching, and service, as well as excellence in at
390 least two of these areas. Usually, these two areas would be research/creative achievement (if
391 applicable) and teaching; however, in some cases promotion to Rank 3 may be granted for
392 excellence in service and either research/creative achievement (if applicable) or teaching. In
393 these cases, the applicant's record must include excellence in service to their department, college
394 and the university, as well as service external to the university that is especially meritorious.

395
396 The scholarly activities/creative achievements of an individual being considered for promotion to
397 Professor should be represented by an established research program with demonstrated
398 continuous productivity and recognition of this program on a national and international level.
399 Such recognition could include organizing symposia and presenting invited lectures at national
400 and international meetings, presenting invited seminars at research universities, contributing
401 invited chapters in books and symposium volumes, holding offices or committee memberships in
402 scientific societies, editorships, reviewing journal manuscripts and research proposals, and
403 awards received based on research activities. The individual must have an outstanding
404 publication record in peer-reviewed journals of high quality and standards and should have a
405 record of having directed the research of graduate students within their respective department
406 and/or having on served on thesis and dissertation committees across the university. In some
407 departments of the COE, an outstanding record of creative achievement is expected.

408
409 Credit for "authorship" is not dependent upon the order or author credits. For example, a co-
410 author of a refereed manuscript in a scholarly journal receives no more or less credit than does a
411 sole author. However, it is reasonable for those reviewing the promotion and tenure package to
412 consider the extent of the contribution of an individual author when numerous (*ex.* four or more)
413 authors receive credit for a work. The applicant may provide an explanation of their role on the
414 project when a large number of authors are included on a publication.

415
416 In the area of teaching, the emphasis will be on quality. There should be a clear demonstration of
417 outstanding teaching associated with scholarly achievement. This could involve writing
418 textbooks, course revisions, developing new courses, innovative teaching methods, revising and
419 developing laboratory exercises and writing laboratory manuals. Other criteria, as detailed above
420 for promotion to Rank 2, will be used in the committee's rating of the applicant's teaching
421 abilities.

422

423 Service on departmental, college and university committees should involve some substantial
424 contributions on the part of the applicant for a satisfactory rating in the service category. Service
425 to an individual's professional societies (editorships, review of journal manuscripts and research
426 proposals) will be important in the total evaluation of the applicant's research record when
427 promotion to Rank 3 is sought. Service to professional organizations, such as membership on
428 committees and boards, excluding editorial/referee work, should be considered as part of the
429 faculty member's service.

430

431 **External Letters of Review**

432

433 The applicant for promotion and tenure should inform their Department Head of their intention
434 to apply for promotion and/or tenure. The applicant should do so in a timely manner, so that
435 there is adequate time to obtain letters of external review.

436

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

439

440 In the case of professorial tracks, external reviewers should be faculty at peer to peer-plus
441 institutions, or peer to peer-plus departments. In the case of instructor tracks, external
442 reviewers must be external to the department, but may be internal or external to the
443 university. External faculty reviewers should not include individuals who have a professional
444 or personal conflict-of-interest with the candidate. Conflicts-of-interest in general would
445 include but not necessarily be restricted to previous mentors, previous graduate students,
446 collaborating co-authors, collaborating co-investigators, or relatives/past-relatives. In
447 disciplines or fields where the general conflict-of-interest definition commonly does not
448 apply, external reviewers normally excluded from the process can be utilized if complete and
449 adequate justification is provided.

450

451 The candidate, the department promotion and tenure committee, and Department Head will
452 each provide a list of names that will be used to create a master list of potential external
453 reviewers. The Department Head and departmental promotion and tenure committee chair
454 will jointly select the final list of external reviewers from whom letters of evaluation will be
455 requested and should include faculty names provided by all three sources. Both the
456 Department Head and department promotion and tenure committee chair are responsible for
457 eliminating, to the best of their knowledge, all external reviewers that have a conflict-of-
458 interest.

459

460 Dossiers must contain an explanation of the credentials and qualifications of each external
461 reviewer regarding their training/background (i.e., curriculum vita) in addition to the extent of
462 their contact, interaction or relationship with the candidate. External letters of evaluation must be
463 received from a minimum of four external reviewers for inclusion in the dossier of the candidate.
464 It is the responsibility of the chair of the department committee or the Department Head to obtain
465 at least the minimum number of letters of evaluation from external reviewers who have agreed to
466 function in this capacity. All letters received from external reviewers must be included in the
467 dossier of the candidate unless the Department Head and departmental promotion and tenure
468 committee collectively decide to withdraw a letter from the review process if it contains
469 information that refers to or describes a conflict-of-interest. In instances when substantial

470 modifications of the application have occurred (e.g., official notifications of accepted
471 publications or awarded grants) after documentation has been forwarded to the external
472 reviewers, these achievements can be communicated in a letter written by the candidate and
473 forwarded to the Department Head. The letter should be included in the section of the dossier
474 containing the external letters of review.

475
476 The identity of the external reviewers will not be revealed to the candidate and communications
477 must not include any information that might indicate the identity or location of any external
478 reviewer. Exceptions may include situations as may be required by law or ordered by a court of
479 competent jurisdiction. The specific procedures regarding solicitation and use of external letters
480 of evaluation are to be detailed in department policies.

481
482 The department head will arrange for the applicant's credentials to be evaluated by external
483 reviewers prior to the date by which the promotion and tenure application must be submitted to
484 the Department Head. The external reviewers will be made aware of the applicant's teaching and
485 service responsibilities so that a fair judgment may be rendered relative to the program and
486 environment in the COE and the department of the applicant at Mississippi State University. The
487 applicant will be asked to include up to five (5) reprints of his/her most significant publications
488 and/or creative achievements (if applicable) to be sent to the external reviewers. External reviews
489 should be returned to the department head, who will add them to the promotion and/or tenure
490 application. It is expected that four to six letters be included with the promotion and/or tenure
491 portfolio, but all external reviews that are received must be included. At least four letters of
492 external review should be included in the applicant's promotion package. The external reviews
493 will become a permanent part of the applicant's promotion packet.

494
495

496 **Promotion and Tenure Committees**

497

498 **College of Education Promotion and Tenure Committee**

499

500 Membership of the COE committee should reflect the composition of the full-time faculty in the
501 college.

502

503 A minimum of 12 members (two from each department) with at least three years of service as a
504 faculty member at Mississippi State University are to be elected to staggered two-year terms by
505 majority vote of all faculty members of their department by September 1, and one member is to
506 be appointed annually by the Dean. As faculty titles are added, each department may choose to
507 elect an additional appropriate representative to serve on the COE Committee. At least one
508 member from each department must be a tenured full professor, so that 6 tenured professors
509 serve on the COE committee. If a department does not have a full tenured professor, then that
510 department will still elect two members; however, both will be at Rank 2. The COE Committee
511 must maintain a minimum of three tenured professors.

512

513 All faculty members on the committee with appropriate rank will vote on promotion to Rank 2 or
514 Rank 3; however, only tenured faculty members on the committee vote on the tenure decision.
515 When a candidate is being considered for promotion to associate professor or to professor and

516 for tenure at the same time, any non-agreement of the promotion vote, and the tenure vote will be
517 resolved by vote of only the tenured faculty members of the committee.
518

519 Each spring semester, the COE will hold elections for the College Promotion and Tenure
520 Committee and will make known the membership of the committee to the faculty. Faculty cannot
521 serve on both departmental and COE Promotion and Tenure Committees simultaneously, and
522 faculty cannot serve on departmental or college Promotion and Tenure committees during a year
523 in which they are applying for either tenure or promotion. Members can observe the proceedings
524 of the Departmental Promotion and Tenure Committee but cannot participate nor vote in a
525 candidates' promotion or tenure review at the department level. No member of the committee
526 will consider the application of a relative. Any appearance of conflicts of interest should be
527 avoided. No faculty member functioning as an administrator, Department Head or Director, of an
528 academic unit will be a member of the committee. Members cannot serve consecutive terms
529 unless this would leave the department without representation. (If a faculty member serves one
530 year on a COE promotion and tenure committee and cannot serve the next year because he/she is
531 applying for promotion, he/she can be elected to a new two-year term the following year. A
532 faculty member who serves out the term of another faculty member may be elected to serve a
533 two-year term beginning the following year).
534

535 The responsibilities of the COE Promotion and Tenure Committee will be the following:
536

- 537 • To write the COE's promotion and tenure policies and procedures which must be
538 consistent with university promotion and tenure policies, include the mechanism for
539 their adoption and revision, describe the procedures that will be followed if sufficient
540 numbers of members are not available because of absences, recusal or insufficient
541 rank, and identify the participation of the different categories of faculty in the college
542 promotion and tenure process;
543
- 544 • To approve the promotion and tenure documents (and all subsequent changes) of
545 departmental committees within the COE and to ensure that such documents are
546 consistent with the mission of the university and the COE, and the university
547 promotion and tenure document;
548
- 549 • To assist departments in developing procedures for a third-year review of all non-
550 tenured, tenure-track faculty;
551
- 552 • To assist departments in developing criteria for external peer reviews, including the
553 identification of peer departments or schools at other colleges or universities;
554
- 555 • To assist departments in developing definitions of excellence, satisfactory, and
556 unsatisfactory as it pertains to the evaluation of candidates for promotion and tenure;
557
- 558 • To assist departments in developing definitions of teaching, research and/or creative
559 achievement, and service consistent with the mission of the department or school;
560

561 To conduct a vote on all dossiers for promotion and tenure, ensuring department
562 standards are fairly applied and university standards are maintained; and

563
564 The committee will serve as an advisory body to the Dean. In that capacity, the committee will
565 review all recommendations transmitted from departmental promotion and tenure committees
566 and from Department Heads. The Dean will make available to the appropriate COE committee
567 members all pertinent and available information. All committee members are responsible for
568 individually reviewing all such information, which will be securely electronically stored, before
569 voting on any application for promotion and tenure. The committee will meet and, by majority
570 vote, make its recommendations, with reasons, to the Dean who will respond, in writing, to the
571 chair of the committee, indicating any future action to be taken, with accompanying reasons.

572
573 Additionally, the COE Promotion and Tenure committee will review all criteria, policies, and
574 procedures followed by the COE and by individual departments on an annual basis to ensure that
575 they are equitable and effective. This committee will also review any proposed changes in
576 departmental promotion and tenure guidelines and must approve of any changes before they can
577 take effect. The chair of the committee should be a Rank 3 tenured faculty member.

578
579 During the final College Promotion and Tenure Committee meeting in the spring semester, the
580 committee will annually elect the chair and secretary for the upcoming year. The following year,
581 the chair will call the initial meeting of the academic year no later than October. Otherwise, this
582 responsibility will fall upon the member having the longest continuous service to the committee
583 and (in case of a tie) to the college. At the initial meeting of the academic year, a new chair and
584 secretary will be elected for the next year. The new members will be briefed at the initial meeting
585 on procedural matters, and any other necessary business will be conducted.

586
587 A request for modification of the COE promotion and tenure policy may be initiated by the
588 Dean, the COE Promotion and Tenure Committee, and/or individual faculty members. Such
589 requests will be considered by the COE Promotion and Tenure Committee. The committee
590 recommendations will then be forwarded to the Dean and placed before the full faculty for final
591 approval.

592
593 **Departmental Committees:**

594
595 Every department within the COE must have a promotion and tenure committee. The department
596 committee may include any faculty track. The promotion and tenure procedures must specify the
597 inclusiveness of the committee composition and clearly establish the eligibility for voting and
598 participation within the department promotion and tenure process. In departments where there
599 may be professional-track faculty of rank serving on department committees along with tenured
600 faculty, it is permissible for all faculty members on the committee of appropriate rank to vote on
601 promotion to Rank 2 or to Rank 3. Only tenured faculty members on the committee can vote on
602 the tenure decision. When a candidate is being considered for promotion to associate professor or
603 to professor and for tenure at the same time, any non-agreement of the promotion vote, and the
604 tenure vote will be resolved by vote of only the tenured faculty members on the committee.

605
606 The faculty of each school or department will determine the structure of its promotion and tenure
607 committee, subject to the conditions that:

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- A minimum of three tenured faculty must be available to vote on tenure decisions;
- Committee members must hold a rank at or above the candidate’s aspirant rank to vote on each case.
- Unless a unit uses a committee-of-the whole (which is highly encouraged), the members of the committee must be elected. The length of terms will be determined by the unit;
- No member of the committee will consider the application of a relative. Appearance of conflicts of interest should be avoided;
- No faculty member functioning as an administrator, department head or director of an academic unit will be a member of the committee;
- A faculty member serving on the college promotion and tenure committee may observe but neither participate nor vote in a candidate’s promotion or tenure review at the department level. The committee will annually elect its chair;
- The membership of the committee will be made known to the faculty; and
- An individual will not serve in a year that their promotion application is being considered.

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

- To establish procedures for a third-year review of all non-tenured, tenure-track faculty;
- To specify a mandatory date by which candidates must notify the Department Head of their intent to submit an application for tenure and/or promotion;
- To specify criteria for external peer reviews, including the identification of peer departments or schools at other colleges or universities;
- To facilitate all votes related to the promotion and tenure process, including the vote to approve the original promotion and tenure document and policies and all subsequent changes;
- To conduct a review by the end of the third year of all non-tenured, tenure-track faculty; and
- To conduct a vote on all dossiers for promotion and tenure.

653 Every department will write a promotion and tenure document, which is approved by a majority
654 vote of the full-time faculty. In comprehensive departments both tenured/tenure-track and
655 professional-track faculty, the promotion section of the document will be approved by a majority
656 vote of the full-time faculty, while the tenure section of the document will be approved by a
657 majority vote of the tenured and tenure-track faculty. The department document must:

- 658
- 659 • Contain the criteria and procedures for promotion and tenure;
- 660
- 661 • Define teaching, research and/or creative achievement, and service, consistent with the
662 mission of the department, including criteria for developing a national reputation and
663 an established national reputation;
- 664
- 665 • Specify criteria for excellence, satisfactory, and unsatisfactory as it pertains to the
666 evaluation of candidates for promotion and/or tenure;
- 667
- 668 • Determine the structure of the department promotion and tenure committee;
- 669
- 670 • Specify the criteria for eligibility of full-time faculty to serve on the department
671 promotion and tenure committee;
- 672
- 673 • Describe any specifics, including any uniqueness, of the department or school in
674 which the individual is to be tenured.
- 675
- 676

677 Both the recommendation of the departmental committee and that of the Department Head will
678 be conveyed to both the Dean and the promotion and tenure committee of the COE.

679

680

681 **Procedures Related to Hiring and Annual Faculty Evaluation and Review**

682

683 At the time of initial appointment, each faculty member will be informed in writing by the
684 Department Head or unit administrator whether the appointment is tenure-track or professional-
685 track. The faculty member will be given copies the department and COE promotion and/or
686 tenure policies. The new faculty member should respond in writing that they understand and
687 agree with the terms of employment.

688

689 During the probationary period, the Department Head will counsel each faculty member annually
690 about progress toward promotion and/or tenure. This annual evaluation will include

- 691
- 692 1) a written review of the previous calendar year's progress;
- 693
- 694 2) a written agreement about the faculty member's objectives, responsibilities, and
695 expectations for the coming calendar year; and,
- 696 3) the Department Head's assessment of progress toward tenure (if applicable).
- 697

698 The written agreement about the coming year must be consistent with the promotion and/or
699 tenure criteria of the department, the college, and the university. If the Department Head and the
700 faculty member cannot reach agreement, the matter will be referred to the Dean or Director. The
701 annual evaluation, signed by both parties, will be sent to the Dean or Director. A copy will be
702 placed in the faculty member's personnel file. The faculty member has the right to attach a
703 dissenting statement to all copies of this evaluation.

704
705 College, school, or department promotion and tenure committees will consider, if submitted, but
706 are not bound by, the Department Head's annual review of a candidate's progress toward tenure
707 or promotion.

708
709 Prior to the offer of hire, the appropriate promotion and tenure committee will make a formal
710 recommendation about:

- 711
- 712 • The initial appointment of a faculty member or administrator at the level of Rank 2 or
713 Rank 3;
 - 714
 - 715 • The acceptance of experience as the equivalent of a terminal degree; and
716
 - 717 • The acceptance of years of credit at another institution of higher education toward
718 fulfillment of the minimum probationary period for tenure.
719

720 721 **Procedures for Application for Promotion and/or Tenure**

722
723 A faculty member who intends to apply for promotion and/or tenure should notify their
724 Department Head of their intention by April 1. The applicant makes a formal application for
725 promotion and/or tenure by completing the MSU Promotion and Tenure Application form and
726 attaching supporting documentation. Each unit will specify the format and the level of detail for
727 the supporting documentation. A faculty member who wants to be considered for promotion
728 and/or tenure should submit his/her application to the Department Head no later than October 1st
729 or the nearest working day after October 1st. The Department Head has the responsibility to
730 assist, where appropriate, the faculty member in preparing materials for tenure and promotion
731 review. Departments may set earlier deadlines for submission of an application for promotion
732 and tenure. The Department Head must solicit external reviews for the applicant.
733

734 The candidate should organize their promotion and tenure portfolio to include the following:

- 735
- 736 1) completed promotion and tenure application (outlines from the Provost's Office);
737
 - 738 2) *curriculum vitae*;
739
 - 740 3) documentation of teaching effectiveness, such as teaching evaluations from courses
741 taught at Mississippi State University, course outlines or syllabi, letters from students,
742 other relevant materials;
743

- 744 4) documentation of research and/or creative achievements, such as published
745 manuscripts (if applicable);
746
747 5) documentation of service; and,
748
749 6) external letters of review.
750

751 Items 1, 2, and 6 in the above list are required. The other items are recommended but optional.
752 Up to five example publications and/or creative achievements may be included (if applicable)
753 but should be packaged separately.
754

755 The candidate can add new material (*e.g.*, papers accepted for publication or proposals funded)
756 to his/her application package after the departmental submission deadline; however, no material
757 may be added or removed from the application package file after a decision has been made at the
758 department level, unless the applicant, Department Head, and the departmental committee agree.
759

760 After submission of the application, the candidate customarily takes no further part in the process
761 until a decision has been announced by the President. No discussion of correspondence relating
762 to the application is to be initiated by the candidate with the reviewing authorities. Deliberation
763 at all levels must be confidential. The faculty member has the right to discontinue the review
764 process for promotion and/or tenure at any point before a decision has been made. Their request
765 must be made in writing to the department head or director before a final decision has been
766 rendered.
767

768 The Department Head should submit all application materials to the chair of the departmental
769 promotion and tenure committee. The departmental promotion and tenure committee reviews the
770 application materials and makes recommendation to the Department Head. The Department
771 Head must forward to the Dean of the COE a portfolio for each candidate consisting of materials
772 as defined in the university promotion and tenure document by November 15th.

773 The candidate will be officially notified of the disposition of the application at each level of the
774 process. The written recommendations made at each level in the process will be provided to the
775 candidate, and placed on file by the Department Head, Dean or Director, and Provost. These
776 recommendations will be the basis of future discussions of professional development between
777 the faculty member and the Department Head.
778

779 **Dossier Review**

780
781
782 The department promotion and tenure committee will review the information in the candidate's
783 promotion and tenure dossier. The committee will make a recommendation on the question of
784 promotion or promotion and tenure by a single vote evaluating the three areas (teaching, research
785 and/or creative achievement, and service) as a whole. The committee's recommendation will be
786 based on a simple majority vote, conducted by secret ballot. The committee chair will submit a
787 letter of recommendation and rationale to be included in the candidate's dossier. The candidate
788 will receive a copy of the committee's letter of recommendation and rationale that is redacted
789 only insofar as necessary to conceal the identity of external reviewers. The rationale shall
790 characterize external reviewers' comments that informed the committee's decision. The letter of

791 recommendation and rationale of the committee will be included in the dossier as it proceeds
792 through the review process. The chair will notify the department head of the committee's
793 recommendation.

794
795 The department head or director will separately and independently review the dossier. Their
796 recommendations will be based on pertinent evidence documented in the faculty member's
797 dossier and information in the personnel file that is applicable to the candidate's performance in
798 professional activities. The candidate will receive a copy of the department head or director's
799 letter of recommendation and rationale that is redacted only insofar as necessary to conceal the
800 identity of external reviewers. The rationale shall characterize external reviewers' comments that
801 informed the department head or director's decision. The letter of recommendation and rationale
802 of the department head or director will be included in the dossier as it proceeds through the
803 review process.

804
805 The candidate may respond to the department promotion and tenure committee's and/or the
806 department head or director's letters to correct any factual errors represented therein within 5
807 working days of the candidate's receipt of each letter. The candidate's letter(s) of factual
808 corrections must be sent to the review level to which the response was made. That level may
809 address the concerns in a new letter to be included in the application within 5 working days of
810 receipt of the candidate's letter of factual correction. All letters shall be included in the dossier as
811 it proceeds through the review process.

812
813 The college promotion and tenure committee will review the information in the candidate's
814 promotion and tenure dossier. The committee will make a recommendation on the question of
815 promotion or promotion and tenure by a single vote evaluating the three areas (teaching, research
816 and/or creative achievement, and service) as a whole. The committee's recommendation will be
817 based on a simple majority vote, conducted by secret ballot. The committee chair will submit a
818 letter of recommendation and rationale to be included in the candidate's dossier. The candidate
819 will receive a copy of the college promotion and tenure committee's letter of recommendation
820 and rationale that is redacted only insofar as necessary to conceal the identity of external
821 reviewers. The rationale shall characterize external reviewers' comments that informed the
822 committee's decision. The letter of recommendation and rationale of the committee will be
823 included in the dossier as it proceeds through the review process. The candidate may respond to
824 the college promotion and tenure committee's letter to correct any factual errors represented
825 therein within 5 working days of the candidate's receipt of the letter. The committee may address
826 the concerns in a new letter to be included in the dossier within 5 working days of receipt of the
827 candidate's letter of factual correction. All letters shall be included in the dossier as it proceeds
828 through the review process.

829
830 The dean will review the dossier and make a recommendation based on pertinent
831 evidence documented in the faculty member's promotion and tenure dossier and information in
832 the personnel file that is applicable to the candidate's performance in professional activities. The
833 candidate will receive a copy of the dean's letter of recommendation and rationale that is
834 redacted only insofar as necessary to conceal the identity of external reviewers. The rationale
835 shall characterize external reviewers' comments that informed the dean's decision. The letter of
836 recommendation and rationale of the dean will be included in the dossier as it proceeds through
837 the review process. The candidate may respond to the dean's letter to correct any factual errors

838 represented therein within 5 working days of the candidate's receipt of the letter. The dean may
839 address the concerns in a new letter to be included in the dossier within 5 working days of receipt
840 of the candidate's letter of factual correction. All letters shall be included in the dossier as it
841 proceeds through the review process.

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

845
846 Department and college committees on promotion and tenure will assist their department head or
847 director and dean, respectively, in reviewing the eligibility of all faculty members who have met
848 the minimum requirements for advancement in rank or tenure.

849
850 On rare occasions and in exceptional circumstances when a variation of the process described in
851 this document needs to be initiated in order to be fair to the faculty member while still ensuring a
852 rigorous review of the candidate's dossier, the University Promotion and Tenure Committee will
853 review and approve any such appropriate requests during the review process. These approved
854 variations of the process described by this paragraph cannot be the sole basis for an appeal.

855

856

857 **Chronology**

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

863

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

869

870 By **October 1** (or first working day thereafter), or earlier if specified in the department
871 promotion and tenure document, a faculty member eligible for consideration for promotion
872 and/or tenure must have provided the department head with all pertinent and available
873 information to apply for consideration.

874

875 By **November 15** (or first working day thereafter), each faculty member's complete dossier will
876 be provided to the college promotion and tenure committee. This will include letters of
877 recommendation and rationale from both the department promotion and tenure committee and
878 the department head. Each of these letters of recommendation and rationale will be copied to the
879 candidate. The letters will be redacted only insofar as necessary to conceal the identity of
880 external reviewers. These letters must include a summary of the procedures followed by the
881 academic unit in evaluating the candidate and the committee's and head's independent
882 evaluation of the candidate's teaching effectiveness, research and/or creative achievement, and
883 service to the profession and university. The chair of the college promotion and tenure
884 committee is responsible for inserting letters of recommendation and rationale from the

885 department head and the department promotion and tenure committee, along with any letters
886 related to correction of factual errors at the department level, into the dossier of each candidate
887 reviewed by the college promotion and tenure committee.

888 By **December 15** (or first working day thereafter), the college promotion and tenure committee's
889 letter of recommendation and rationale for each candidate shall be sent to the college dean.
890 Letters of recommendation and rationale shall be copied to the candidate. The letters will be
891 redacted only insofar as necessary to conceal the identity of external reviewers. The letter
892 concerning each candidate must include the committee's summary of the procedures followed by
893 the college committee in evaluating the candidate and the committee's evaluation of the
894 candidate's teaching effectiveness, research and/or creative achievement, and service to the
895 profession and university. The college promotion and tenure committee chair is responsible to
896 provide the dean with each candidate's dossier including letters from previous stages of review.
897 For each candidate, the dean is responsible for collection and inclusion of any letters related to
898 correction of factual errors at the college level.

899
900 By **January 15** (or first working day thereafter), the dean's letter of recommendation and
901 rationale for each candidate shall be sent to the provost and copied to the candidate. The letter
902 concerning each candidate must include the dean's evaluation of the candidate's teaching
903 effectiveness, research and/or creating achievement, and service to the profession and university.
904 The dean is responsible to provide the provost with each candidate's dossier including letters
905 from previous stages of review. Copies of publications, works of art, etc., will be included only if
906 specifically requested by the provost.

907
908 By **March 10** (or first working day thereafter), the provost will have reviewed each candidate's
909 dossier and will make a recommendation to the university president. Copies of the provost's
910 recommendation will be sent to the candidate with copies to the dean, department head, and
911 chairs of college and department promotion and tenure committees.

912
913 The university president will review the recommendation of the provost and will decide to accept
914 or reject that recommendation. The university president will transmit that decision, together with
915 reasons for a negative decision, to the faculty member directly, with copies to the dean,
916 department head, and chairs of college and department promotion and tenure committees. The
917 decision to award tenure is made by the university president. All judgments made at lower levels
918 of the university are recommendations to the university president

919
920

921 **Appeals**

922
923 Faculty members who have been denied promotion or tenure may, within ten working days of
924 the notification of the decision from the President, request an appeal hearing before the
925 University Committee on Promotion and Tenure. The request must be made through the Provost
926 who will forward the request to the University Committee on Promotion and Tenure. Grounds
927 for requesting an appeal are:

- 928
929 1. That the decision was prejudiced, arbitrary, or capricious.
930 2. That the promotion and tenure procedures contained in this document were not properly
931 followed.

932 For additional information regarding the appeal process, one should refer to the university
933 promotion and tenure policies and procedures.

934 **Post-Tenure Review** (see OP 01.21)

935

936 The faculty and the administration of Mississippi State University recognize the importance of
937 encouraging all professors to maintain appropriate levels of productivity in teaching, research,
938 and service. Accordingly, evaluation of the performance of the faculty does not cease with the
939 granting of tenure but continues with formal annual assessments of all components of a
940 professor's assignment.

941

942 The granting of tenure is the academic community's chief guarantee of academic freedom – both
943 the freedom of the teacher to teach and the freedom of the researcher to research without undue
944 or inappropriate intramural and extramural pressures. Thus, it is ultimately a guarantee of the
945 student's freedom to learn. Nothing in this procedure should be construed as an attempt to alter
946 the contractual relationship between the professor and the university or to alter the nature of
947 tenure as traditionally conceived and legally defined in the American academic community.
948 Nor is this procedure intended as a mechanism for re-evaluating or re-validating the granting of
949 tenure. Thus, a tenured professor cannot be required to remake his or her case for tenure or
950 otherwise to reassume the burden of proof that he or she bore in the original tenure proceedings.
951 This procedure is intended solely for assessing cases in which a tenured professor's level of
952 performance may have decreased over a sustained period and for exploring ways in which that
953 level of performance might be improved by a mutually agreed-on plan of development.
954 This procedure is not disciplinary and thus is not appropriate for reviewing cases of alleged
955 malfeasance, dereliction, contumacy, or criminality.

956

957 **Procedures**

958 Comprehensive annual evaluations are conducted in the academic unit (in most cases, the
959 department) in which the professor resides. These evaluations are annually reviewed by the dean.
960 It is customary and appropriate that these evaluations lead to rewards or sanctions in the form of
961 raises, assignments, and material or financial support for research.

962

963 In every sixth year following the granting of tenure or following the most recent post-tenure
964 promotion, the five most recent annual reviews (complete with all faculty responses to each
965 annual review) for each tenured professor will again be reviewed by the dean to determine
966 whether there is cumulative prima facie evidence of low performance. In this context, cumulative
967 prima facie evidence of low performance is a rating equal to, or less than unsatisfactory overall
968 in at least 3 of the 5 most recent annual evaluations detected during a post-tenure review. The
969 dean may also conduct such a review at any point within this period when routine review of
970 annual evaluations suggests a sustained pattern (normally three years) of low performance, or
971 when other evidence suggests a marked decline in performance.

972

973 Once a dean has determined that there is prima facie evidence of low performance, he or she
974 shall ask the tenured faculty of the professor's academic unit, holding rank at or above the level
975 of that professor, to empanel a post-tenure review committee, including at least one professor
976 from outside the department, according to its own procedures. The committee will conduct an
977 informal investigation to determine whether there is evidence of low productivity. It will follow
978 procedures established by the tenured faculty of the department, interviewing the professor, the

979 department head, and any other parties whose assistance it considers relevant. The committee
980 will have the same access to university records as is granted to the University Promotion and
981 Tenure Committee.

982
983 Faculty productivity must be measured as a function of qualitative and quantitative criteria that
984 goes beyond simply the numerical tabulation of instructional course hours, annual rate of
985 manuscript publication in peer-reviewed journals, time devoted to service work assignments, and
986 amounts of extramural grant funding awarded. Evaluation of faculty productivity must be
987 addressed in an appropriate context as a function of work assignment partitioning within each of
988 the academic missions and correlations made with relevant parameters including professional
989 training and specific field of specialization.

990
991 If the committee finds that there is insufficient evidence of low performance or that there is
992 evidence of insufficiently recognized merit, it will report all of these findings to the dean.
993 If the committee finds that there is sufficient evidence of low performance, then it will report to
994 the dean all of these findings including but not limited to those which may be provided by the
995 faculty member any specific causes or reasons that may explain declines in faculty productivity.
996 The committee will also meet with the professor and the department head to formulate a
997 mutually acceptable plan of development to extend over 1-to-3 years. Such a plan may include
998 re-structuring of the professor's workload assignments, enhancement of administrative support
999 (e.g., supplement resource allocation), re-training, or other arrangements that could potentially
1000 re- stimulate or re-focus the professor's energies.

1001
1002 The post-tenure review committee will monitor the success of the development plan over its
1003 planned duration and will render progress reports to the dean at least annually. At the end of the
1004 development period (or earlier if performance has been raised to the level the committee
1005 targeted), the committee will report its conclusions to the dean.

1006
1007 If, at the end of the development period, the administration believes that a tenured faculty
1008 member's level of performance is so low that continued employment would be a detriment to the
1009 university's mission, then it is appropriate for it to institute formal dismissal hearings, under the
1010 authority of Policy 401.0102 of the Board of Trustees, Institutions of Higher Learning.
1011 In the case of termination of a tenured faculty member under the guidelines of this Post-Tenure
1012 Review policy, the faculty member will be informed in writing of the proposed action against
1013 him/her and that he/she has the opportunity to be heard in his/her own defense. Within ten (10)
1014 calendar days of notification of the proposed action, the faculty member will state in writing
1015 his/her desire to have a hearing. He/she will be permitted to have with him/her an adviser of
1016 his/her own choosing who may be an attorney. If an attorney is to be the adviser, the MSU Office
1017 of General Counsel is to be notified as soon as the faculty member makes known his/her
1018 intention to have a hearing. Failure to notify MSU of the intent to have an attorney present as an
1019 adviser will result in the postponement of the meeting for seven (7) calendar days. The institution
1020 shall record (suitable for transcription) all hearings. In the hearing of charges of incompetence,
1021 the testimony will include that of faculty and other scholars. Tenured faculty members who are
1022 dismissed will have their contracts terminated at any time subsequent to notice and hearing with
1023 no right to continued employment for any period of time. At the discretion of the Institutional
1024 Executive Officer, any faculty member's salary may be paid, and he/she may be relieved of all
1025 teaching duties, assignments, appointments, and privileges when he/she is dismissed.

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Dismissal of Tenured Faculty

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

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

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

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

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