

Faculty Promotion and Tenure Policies and Guidelines

Department of Sustainable Bioproducts

College of Forest Resources

Mississippi State University

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I. Introduction

The Department of Sustainable Bioproducts (DSB) falls under the College of Forest Resources (CFR) within the Division of Agriculture, Forestry, and Veterinary Medicine (DAFVM), as well as the Forest and Wildlife Research Center (FWRC) a unit of the Mississippi Agriculture and Forestry Extension Services (MAFES). Currently, DSB faculty represent joint appointments between FWRC and CFR, with one 100% Extension professor in the unit at the time of this writing. This document explains the policies and procedures for promotion and/or tenure (P&T) for the DSB unit, reflective of College, Division, and University approved P&T policies.

This document complements Mississippi State University Policies on Promotion and Tenure (AOP 13.07), as stated in Section V of the Faculty Handbook:

<https://www.provost.msstate.edu/fsr/faculty/guidelines/>. It supplements this document by defining general standards for rankings of satisfactory and excellent in teaching, research, Extension, service, and other requirements as they relate to annual evaluations, promotion of both tenure-track and non-tenure-track professorial faculty, and tenure. Additionally, the MSU-Extension Promotion and Tenure Guidelines (see Appendix A) serve as a supplemental resource for DAFVM faculty with Extension appointments seeking promotion and/or tenure; other DAFVM faculty seeking to report their efforts in community-engaged scholarship or research; and department/school, college, and university P&T committees tasked with evaluating faculty. Of note, even though MAFES and MSU-Extension have ranks equivalent to MSU academic ranks, these two units have independent, but similar, promotion procedures.

II. Rankings by Position

The faculty rankings, as adopted by the MSU Faculty in 2021, are as follows:

- A. Academic
 - 1. Instructor I, II, and III
 - 2. Assistant Professor, Associate Professor, and Full Professor
 - 3. Assistant, Associate, and Full Teaching Professor
 - 4. Assistant, Associate, and Full Professor of Practice
- B. Clinical
 - 1. Clinical Instructor I, II, and III
 - 2. Assistant, Associate, and Full Clinical Professor
- C. Extension
 - 1. Extension Instructor I, II, and III
 - 2. Assistant, Associate, and Full Extension Professor
- D. Research
 - 1. Assistant, Associate, and Full Research Professor

III. Tenure-track Faculty Ranks

- A. Academic Faculty
 - 1. Assistant Professor (Rank 1): A faculty member who has met the requirements in the first paragraph of Section V. B. of the MSU Faculty Handbook Academic Rank and has the potential to be successful in the areas of teaching, research and/or creative

achievement, and service. This rank is granted based on potential. It is awarded to people with a terminal degree who have shown evidence of potential for a successful career in teaching, research, Extension and/or service.

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

This rank is granted based on performance and professional growth. For those with split teaching, research, and/or Extension appointments, demonstrated excellence in at least one area, generally the area of greatest appointment (teaching, research, Extension) and at least satisfactory performance in the other areas is expected. For those with 100% appointments in an area, excellence should be evidenced by a clear superior performance, in conjunction with accompanying research and/or service of high merit.

There should be evidence that the candidate has gained recognition for accomplishments among colleagues within the University and at other institutions, nationally. Advancement to this rank thus constitutes recognition of meritorious professional performance. A faculty member who meets the established departmental standards for tenure automatically meets the standards for promotion to Associate Professor.

Typically, five years as Assistant Professor (Rank 1) is recommended before submitting for advancement to Associate Professor (Rank 2). For truly outstanding performance or if previous experience is factored into the P&T timetable, a shorter period may be considered for promotion before tenure is granted, determined by the Department Head and P&T committee on a case-by-case basis. For those with a significant research appointment, the candidate must have established an active, original research program at MSU. The publication numbers to be counted for Assistant Professor hired with approved year(s) of credit will only include those published in the approved year(s) of credit before joining MSU. The rank of Associate Professor is a high academic position, and promotion to this rank contains no intrinsic presumption of future advancement to the rank of Professor.

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

A professor is a faculty member who has demonstrated sustained excellence in productivity. For those with split teaching, research, and/or Extension appointments, demonstrated excellence in at least two areas (teaching, research, Extension) and at

least satisfactory performance in the other(s) is expected. For those with 100% appointments in an area, excellence should be evidenced by a clear superior performance, in conjunction with an accompanying service of high merit. There should be evidence that the candidate has a record of sustained productivity and has a reputation as an authority in his/her area of specialization among colleagues; an international reputation is considered integral to the qualifications for promotion to Full Professor. The rank of Professor cannot be earned by mere adequate performance. This rank should be reserved for those who have marked themselves by superior performance and for whom convincing evidence in that regard can be presented. At least five years in the rank of Associate Professor is recommended before applying for promotion to full professor; however, early application (3 or 4 years following appointment as Associate Professor) may be considered for exceptionally strong and well-documented cases; the Department Head and DSB P&T Committee would make this determination.

B. Clinical/Extension/Research Faculty

Some Extension and Research positions are tenure-track, but many are not. This is determined at the time of hiring.

1. Assistant Clinical/Extension/Research Professor (Rank 1): A faculty member with a terminal degree in the discipline, who possesses the potential for successful performance in clinical/Extension/research activities or creative achievement in a university environment, and who should contribute to the service of the unit, university and/or profession.
2. Associate Clinical/Extension/Research Professor (Rank 2): A faculty member who has met the criteria for assistant clinical/Extension/research professor, has demonstrated an ability to perform at a level of excellence appropriate for the rank in clinical/extension/research activities or creative achievement, and who significantly contributes to the service of the unit, university, and/or professions.
3. Clinical/Extension/Research Professor (Rank 3): A faculty member who has consistently demonstrated excellence in clinical/Extension/research activities or creative endeavors, and who is consistently contributing at a high level to the service of the unit, university, and/or profession.

IV. Non-tenure track Faculty Ranks

A. Teaching Professor Ranks:

1. Assistant Teaching Professor (Rank 1): A faculty member with a terminal degree in a discipline appropriate for the position, who possesses the potential for a successful performance in instructional activities in a university environment, and who should contribute to the service and/or other scholarly activities of the unit, university, and/or profession.
2. Associate Teaching Professor (Rank 2): A faculty member who has met the criteria for assistant teaching professor, has demonstrated an ability to perform at a level of excellence appropriate for the rank in instructional activities, and who significantly

contributes to the service and/or other scholarly activities of the unit, university, and/or profession.

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

B. Professor of Practice Ranks:

1. Assistant Professor of Practice (Rank 1): A faculty member with a terminal degree in a discipline appropriate for the position or its equivalent in professional achievement, who possesses the potential for successful performance in instructional activities in a university environment, and who should contribute to the service and/or other scholarly activities of the unit, university, and/or profession.
2. Associate Professor of Practice (Rank 2): A faculty member who has met the criteria for assistant professor of practice, has demonstrated an ability to perform at a level of excellence appropriate for the rank in instructional activities, and who significantly contributes to the service and/or other scholarly activities of the unit, university, and/or profession.
3. Professor of Practice (Rank 3): A faculty member who has met the criteria for associate professor of practice, has consistently demonstrated excellence in instructional activities, and who is consistently contributing at a high level to the service and/or other scholarly activities of the unit, university, and/or profession.

Table 1. Guidance to determine the appropriate initial appointment for Professor of Practice ranks.

	Holds terminal degree	Holds a master's	Holds a bachelor's
Asst Prof of Practice	3+ years professional experience at the mid-level or higher in a field directly related to the teaching discipline	5+ years professional experience at the mid-level or higher in a field directly related to the teaching discipline	7+ years professional experience at the mid-level or higher in a field directly related to the teaching discipline
Assoc Prof of Practice	8+ years professional experience at the mid-level or higher or 3+ years professional experience and 5+ years teaching experience in a field directly related to the teaching discipline	10+ years professional experience at the mid-level or higher or 5+ years professional experience and 5+ years teaching experience in a field directly related to the teaching discipline	12+ years professional experience at the mid-level or higher or 7+ years professional experience and 5+ years teaching experience in a field directly related to the teaching discipline

Prof of Practice	15+ years in some combination of professional and teaching experience in a field directly related to the teaching discipline with no fewer than 3 years of mid-level or higher professional experience	17+ years in some combination of professional and teaching experience in a field directly related to the teaching discipline with no fewer than 5 years of mid-level or higher professional experience	19+ years in some combination of professional and teaching experience in a field directly related to the teaching discipline with no fewer than 7 years of mid-level or higher professional experience
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C. Clinical Professor Ranks:

1. Assistant Clinical Professor (Rank 1): A faculty member with a terminal degree in the discipline, who possesses the potential for successful performance in instructional activities in a university environment, and who should contribute to the service and/or other scholarly activities of the unit, university and/or profession.
2. Associate Clinical Professor (Rank 2): A faculty member who has met the criteria for assistant clinical professor, has demonstrated an ability to perform at a level of excellence appropriate for the rank in instructional activities, and who significantly contributes to the service and/or other scholarly activities of the unit, university, and/or professions.
3. Clinical Professor (Rank 3): A faculty member who has met the criteria for associate clinical professor, has consistently demonstrated excellence in instructional activities, and who is consistently contributing at a high level to the service and/or other scholarly activities of the unit, university, and/or profession.

D. Instructor Ranks:

1. Instructor I (Rank 1): A faculty member with a minimum of a Master's degree or higher, who possesses teaching credentials appropriate for the position and the potential for successful performance in instructional activities in a university environment, and who should contribute to the service of the unit, university, and/or profession.
2. Instructor II (Rank 2): A faculty member who has met the criteria for Instructor I, has demonstrated an ability to perform at a level of excellence appropriate for the rank in instructional activities, and who significantly contributes to the service of the unit, university, and/or profession.
3. Instructor III (Rank 3): A faculty member who has met the criteria for Instructor II, has consistently demonstrated excellence, and who is consistently contributing at a high level to the service of the unit, university, and/or profession.

V. DSB Promotion and Tenure Committee Guidelines

A. General Information

The DSB P&T Committee serves two main functions: (1) to advise/mentor candidates on matters related to promotion and tenure and (2) to make recommendations to the DSB Department Head. All recommendations of the committee will be made by a majority vote, with a written record documenting all proceedings.

The DSB P&T Committee functions as a committee of the whole. During candidate deliberations, all full-time faculty are eligible to participate. Only faculty members with rank equal to or greater than that for which the candidate has applied in each particular case (e.g., an associate professor could sit on the committee to review applications for tenure and promotion from assistant to associate professor but could not sit on the committee to review applications for promotion to full professor) are eligible to vote. If faculty members are not available to serve on the DSB P&T Committee because of absence, recusal, or insufficient rank, the professorial faculty of that department will solicit and/or elect substitutes from the appropriately ranked professors of any academic department at MSU.

The DSB Department Head will call a meeting with the P&T committee at the beginning of each Fall semester to:

- Review the committee membership and current P&T guidelines
- Elect a committee chair for the year
- Discuss upcoming candidates, their respective faculty lines, and the rank for which they will apply in the upcoming year

P&T committee meetings may be held in-person, virtually, or via written communication. All elected committee members must participate in committee business.

B. P&T Chairperson Duties

The P&T chair will:

- Set meeting times based on availability of committee members
- Assist the Department Head with selecting external reviewers
- During P&T committee meetings to review material, the chair is responsible for leading a discussion of each candidate separately. Committee members should be asked to state the candidate's strengths and weaknesses.
- Call for a vote by ballot on each candidate's qualifications for promotion/tenure (as referenced in the MSU Faculty Handbook, Section V.C. Faculty Advancement). Committee members should be asked to identify if the candidate should receive excellent, satisfactory, or unsatisfactory votes in each of the identified areas in the Faculty Handbook, Section V.C.
- Prepare a draft of a letter describing the committee's recommendation with detailed evaluation of the Performance Standards

C. P&T Committee Makeup and Activities

The composition of the DSB P&T Committee will be:

Composed of all tenured and/or all appropriately ranked faculty within the department, with a minimum of three tenured faculty required. If three tenured faculty are not currently present within the department, the Department Head will choose representatives from another

department in the University who are tenured and can judge the candidate's application fairly. The full body of the DSB full time and appropriately ranked faculty will vote to approve these recommendations.

If the candidate for promotion/tenure represents a faculty line not otherwise represented within the department, the Department Head will recommend tenured faculty from other departments who are within the same faculty line as the candidate to serve on the P&T committee. For example, he/she would recommend a tenured Extension faculty member to review the application package for a candidate applying for promotion/tenure from Assistant Extension Professor to Associate Extension Professor.

The full body of the DSB faculty will vote to approve any additions to the P&T committee from outside the department.

DSB faculty members serving on the CFR P&T committee or University Promotion and Tenure Committee are not eligible to serve on the DSB P&T committee. They may participate as a member of the full faculty body when appropriate but may not serve as a departmental P&T committee member.

DSB P&T Committee actions will include:

- Conducting a review of Assistant Professors on tenure-track by the end of their third year of service.
- Assist the Department Head in identifying external peer reviewers from comparable departments or schools at other colleges and universities.
- Review the P&T guidelines for DSB and make amendments as needed. This includes a review of (a) the definitions of excellence, satisfactory, and unsatisfactory as it pertains to the evaluation of candidates for P&T; (b) definitions of research, teaching, and service consistent with the mission of the DSB; (c) supplemental documentation to be included; (d) evaluation tools used to determine a candidate's progress toward promotion or tenure; (e) other items related to P&T not specified.
- Conduct a vote including all professorial and professional-track faculty in the DSB to approve the original P&T document and policies and all subsequent changes.
- Conduct a vote on all applications for P&T. Voting will occur in accordance with the MSU faculty handbook. Create a recommendation letter to move forward with the applicant's P&T packet based on the vote and reviews. The P&T committee chair must write the letter.
- Prior to the offer of hire, the DSB P&T Committee will make a formal recommendation on the initial appointment of a faculty member or administrator at rank 2 or 3, on the acceptance of experience as the equivalent of a terminal degree, and on the award of years of credit for service at another institution of higher education toward fulfillment of the minimum probationary period for tenure.

VI. Criteria for Promotion and Tenure and Procedures for Submitting Documentation

A. General Information

The primary functions of the Department of Sustainable Bioproducts (formerly Forest Products) are research, teaching, extension and service. The fiscal (contract) year or portion of the fiscal (contract) year when a faculty member is hired is the official first year of employment. At the time of the initial appointment, each faculty member will be informed in writing as to whether he/she will be progressing toward evaluation for tenure. In addition, the offer letter should state when a faculty member is eligible to apply for tenure, if applicable, taking into consideration any credit given toward the minimum tenure probationary period. Likewise, the new faculty member shall respond in writing that he/she understands the terms of employment regarding tenure (and promotion) and accepts the position as a tenure- or non-tenure track position.

Faculty members who have met the requirements for promotion but who have not fulfilled the probationary period for tenure may be promoted without tenure. Promotion is based on performance and demonstrated competence and not on length of service, but a reasonable time must elapse for the individual faculty member to demonstrate competence and have it confirmed by periodic evaluation, as also noted in the university P&T document. Promotion is never granted for simple satisfactory performance but reflects progressively higher professional competence and accomplishment.

Attainment of tenure in the Department of Sustainable Bioproducts for those faculty with a teaching and research appointment is by no means automatic or based on years of service. Tenure is a result of a thorough evaluation of a faculty member's performance in teaching, research and service to the University during the probationary period and, reflects the stringent examination described in the MSU Faculty Handbook Section V. Promotion and Tenure Procedures. A faculty member must apply for and be recommended for tenure by the president during sixth full contract year. A tenure-track Assistant Professor who meets the Department's standards for tenure automatically meets the Department's standards for promotion to Associate Professor.

B. Procedures for Submitting Promotion/Tenure Packages

The process of compiling a successful dossier takes time and consideration. Reviewers should be able to tell that the applicant has spent considerable time organizing and formatting the document(s). The documents should be easy to follow, free of grammatical errors, and spaced in a way that delineates each section or component. The candidate should also take special care to ensure that the information is presented accurately and that all components of the dossier match across components (e.g., cover letter total grant monies awarded should align with the grant award total seen in the application). Of note, the candidate should consider the amount of time they will need to adequately prepare the dossier before starting the document. Candidates can ask their peers who have successfully completed the P&T process to share their application. The candidates can also ask for clarification from the DSB P&T Committee Chair and/or the DSB Department Head.

The faculty member seeking promotion and/or tenure must notify the DSB Department Head of their intent to apply by June 1 and provide, by August 1, the dossier in a format designated by the Office of the Provost for review by the DSB P&T Committee. The submission procedures in the appropriate format using a university-approved submission system is subject to change, per university guidance. Candidates should review the approved submission procedures prior to beginning the dossier preparation.

The materials should be in a consistent font (excludes supplemental materials), which should not be less than 10-point and no larger than 12-point font. Indented or block style for paragraphs should be used in a consistent way throughout the application. Adequate spacing should be used within and between sections along with headings/sub-headings. Bullets and special font (italics, bold, underline) are suggested to draw the reviewers' attention to the most pertinent information.

C. Required files to prepare

1. **Cover Letter** should contain a letter that provides an overview of the information found within the application and the candidate's appointment (and/or changes in appointment), as well as the P&T application. The cover letter must contain an overview of the candidate's initial appointment, any changes to that appointment, and a summary with highlights of the candidate's progress towards promotion and/or tenure.
2. The candidate's **original offer letter** should be included.
3. **Curriculum Vita** should be up-to-date and include a detailed record of the candidate's:
 - a. education,
 - b. academic positions held,
 - c. awards received,
 - d. clearly delineated internal and external grant funding with corresponding dates and if it was competitive funding,
 - e. peer-reviewed publications,
 - f. professional presentations,
 - g. teaching record,
 - h. professional mentoring,
 - i. professional service,
 - j. professional memberships, and
 - k. community outreach.

Please note that it is not required for the CV information to be in this specific order, but all headings should correspond to the aforementioned list.

4. **Application for Promotion and Tenure** should be detailed and provide the specificity indicated in each section. The application can be found at <https://www.provost.msstate.edu/faculty-student-resources/promotion-tenure-guidelines>. The candidate should provide a comprehensive description of their work in each area. The candidate should read the instructions in each section carefully and provide all requested documentation.

For the section on teaching evaluation, the application indicates that the candidate must include a summary statement of student evaluations. Candidates should include a table with the overall student evaluation scores compared to that of the DSB as a whole, CFR averages, and university average student evaluation scores. Candidates may include the following in the application for teaching evaluation (please note the limits):

- a. Classroom projects (e.g., instructions, rubric, example of student work) (limit 2)
- b. Graduate student theses and dissertations (limit 1)

- c. Peer/self-evaluations (internal or external) (limit 4)
 - d. Exams (limit 2)
 - e. Student input in the form of letters, emails, or faculty nominations (limit 5 pages)
 - f. Syllabi (limit 2)
 - g. Recordings or digital documentation of teaching sessions (limit 2)
5. **Supplemental Materials** should contain examples of professional works that may or may not move forward to all reviewers. These documents are viewed by the DSB P&T Committee and the Director; however, they are only shared with other reviewers if requested by the reviewer. The candidate **MUST** include copies of their annual evaluations (since hire and/or last promotion to their current rank), their third-year review letter from the DSB P&T Committee (if applicable), and the original copies of student evaluation summaries.

Materials listed as supplemental in the P&T application should not be repeated in this section of the dossier.

The submission of additional supplemental materials is recommended but not required. Examples of additional supplemental materials are below. Candidates do not need to include all the examples listed below but should select examples that most accurately document the quality of the candidate's application. Each type of supplemental material is limited in number to ensure that they assist in presenting a holistic picture of the candidate as a professional. Candidates are requested to include a table of contents specific to the supplemental materials.

- Teaching Documentation Examples: pedagogical manuscript; teaching certifications (internal and external); teaching portfolio
 - Research Documentation Examples: manuscripts or book chapters; products such as Extension publications, curriculum, white paper, policy brief, or other creative project; marketing materials for research; Extension program evaluation reports
 - Service Documentation Examples: community engagement examples; marketing materials for Extension programs, Technical assistance, workshops, presentations, hosting of state, regional, or national meetings, etc.
- D. External letters will be solicited from professionals in the field who can provide an impartial evaluation of the candidate's work and accomplishments. In the case of professorial tracks, external reviewers should be faculty at peer to peer-plus institutions, or peer to peer-plus departments. In the case of instructor tracks, external reviewers must be external to the department but may be internal or external to the university. External faculty reviewers should not include individuals who have a professional or personal conflict-of-interest with the candidate. Conflicts-of-interest in general would include but not necessarily be restricted to previous mentors, previous graduate students, collaborating co-authors, collaborating co-investigators, or relatives/past-relatives. In disciplines or fields where the general conflict-of-interest definition commonly does not apply, external reviewers normally excluded from the process can be utilized if complete and adequate justification is provided. Definition of what constitutes a conflict-of-interest may be further defined in the department promotion and tenure document and be in accord with the Policy and Procedures Document for Conflict-of-Interest and Ethics

(Department of Human Resources and Management: Employee Relations Section Mississippi Code of 1972 Sections 25-4-101 through 25-4-105). The candidate, the DSB P&T committee, and DSB Department Head will each provide a list of names that will be used to create a master list of potential external reviewers.

The DSB Department Head will select at least four reviewers who agree to conduct the evaluation no later than September 1. The DSB Department Head provides the candidate's application and cover letter, CV, and the current DSB P&T Guidelines to each reviewer. The DSB P&T Committee reviews the dossier, with external letters, and submits a letter with the committee's recommendation to the DSB Department Head by November 1; the applicant should also receive a copy of the letter. The DSB Department Head reviews the dossier (with the committee's letter) and writes an independent letter with his/her recommendations, with copy to the applicant.

In the event of an unfavorable decision at either the committee or department head level, the candidate has 5 working days to provide a written rebuttal; the DSB Department Head will inform the candidate and the DSB P&T Committee Chair of his/her decision before submitting the dossier and the DSB recommendations to the CFR Dean. A faculty member who is ultimately denied promotion or tenure may, within 10 working days of the date on the President's decision letter, request an appeal hearing before the MSU Promotion and Tenure Committee.

- E. Documentation packages of candidates for promotion and/or tenure must be delivered to the Dean of CFR and/or Director of Extension in the designated format by November 15. The dossiers must contain the following:
- DSB Department Head's recommendation for promotion and tenure (signature page)
 - DSB Department Head's written recommendation
 - DSB P&T Committee report form (vote breakdown)
 - DSB P&T Committee written recommendation
 - DSB P&T Committee third year review letter to the candidate
 - Cover letter from the candidate requesting promotion and/or tenure
 - Curriculum vita (CV)
 - Original offer letter and additional letter(s) detailing significant changes in duties
 - Method of selection of external reviewers
 - Qualification of external reviewers (brief description, no resumes)
 - Log of external reviewer correspondence
 - Sample letter of request for external review
 - Letters from external reviewers
 - Supplemental material (only if requested by the Dean to move forward with the dossier packet)

The process in general and the voting specifically will follow the guidance provided in the MSU faculty handbook.

VII. Review Criteria for Promotion and/or Tenure

The criterion for earning promotion and/or tenure is based on the candidate's ability to adequately document a record of sustained productivity and achievements that demonstrate the

capacity for ongoing, significant contributions to the missions of the DSB, college, and university. Tenure is not awarded based on years of service or linked directly to promotion from Rank 1 to Rank 2; however, the requirements and consideration for tenure are the same as those considered for promotion. Specific criteria for teaching (CFR and Extension), research/scholarship, and professional service effectiveness are described below; an overall evaluation of “excellent” is required in the category in which the candidate has the majority appointment (i.e., Teaching, Research, Extension), with “satisfactory” required in the other categories.

Along with the core areas, a faculty member also needs to be certified satisfactory by the president of the university in the following four areas:

- Professional training and experience;
- Effectiveness, accuracy, and integrity in communications;
- Effectiveness in interpersonal relationships, including collegiality, professional ethics, cooperativeness, resourcefulness, and responsibility;
- The absence of malfeasance, inefficiency and contumacious conduct in the faculty member’s performance of their faculty position at the university.

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

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

A. Teaching Criteria

Examples of criteria and expectations for teaching evaluation include, but are not limited to, the following guidelines:

1. Criteria for “Satisfactory” Rating
 - Teaches assigned courses
 - Covers the syllabus for the course being taught
 - Provides an acceptable way of evaluating student performance
 - Is responsive to students and provides time for student consultation
 - Grades assignments within a reasonable time period
 - Participates in undergraduate and/or graduate advising
2. Criteria for “Excellent” Rating
 - Expected criteria as outlined above, but at a “high” or “extraordinary” level
 - Teaches classes above and beyond contractual requirement

- Exhibits passion and enthusiasm for teaching that comes through in their work and to students
- Provides organized efforts to help students beyond the minimum time required
- Develops a new course or significantly modifies an existing course to better meet the needs of students
- Develops and/or implements creative teaching methodologies and strategies
- Receives continual improvement in or consistent exceptional student evaluations
- Receives excellent peer reviews on teaching ability
- Works with or directs undergraduate and/or graduate students outside the classroom to enhance student learning
- Attends or contributes to institutes or programs primarily related to teaching
- Publishes pedagogical articles in refereed journals, study guides, textbooks, and/or obtains grants or other funding related to teaching
- Receives feedback from alumni as to how well their mentorship and/or course(s) prepared them for the future
- Receives acknowledgment of teaching/advising excellence through awards or honors
- Establishes new community connections to be used as internship and practicum sites

B. Research Criteria

All faculty, regardless of their appointment, are expected to engage in research/scholarly activities, to publish results in peer-reviewed journals, and to disseminate, as appropriate, findings in audience-appropriate outlets. Collaborative efforts are encouraged within the DSB, with industry/community, with colleagues in other departments and universities, and governmental agencies (USDA, FPL, DOE, NSF), when appropriate. Faculty are encouraged to address issues of concern to Mississippians and to the Forest Products industries to bring a thorough understanding of the needs of the state and region to the DSB. Letters will be invited from experts, as identified by the candidate and the Department Head/ P&T Chair to assess the quality and quantity of research/scholarship during the P&T process. Research/scholarship is evaluated using both qualitative and quantitative measures.

Given that not all journals or professional organizations follow best practices or have high-quality standards, the candidate's scholarship (e.g., publications) will be broadly evaluated for quality. It is also recognized that the DSB covers a broad array of topics, which increases the number of publication outlets for faculty. Additionally, not all publication outlets are equal in quality and readership, so better- quality science coupled with higher readership (e.g., impact factors) or citations (e.g., h-index or i10-index) will play a role in the overall rating of the candidate's scholarship. However, it is also recognized that not all discipline content areas have high impact journals or high rates of others citing their work, thus all scholarly work will be evaluated using these three basic markers described below. As a general rule of thumb, for promotion to Associate Professor, the expectation is that the candidate clearly is becoming recognized nationally as a scholar or creative artist in their discipline; for Professor, the expectation is that the candidate has become so recognized.

1. Criteria for "Satisfactory" Rating

- Conduct a research program that is satisfactory by internal review

- Publications that include, but are not limited to 1) peer-reviewed articles in professional journals; 2) peer-reviewed published abstracts; 3) proceedings, preferably peer-reviewed
- Demonstrated ability to supervise undergraduate and graduate student research by publication or presentation at conference and/or Directed Individual Study courses offered
- Consistent application to grant programs to maintain an effective research program, including intramural and extramural grant proposal submissions
- Presentation of research findings at national meetings and, when appropriate, at regional and local meetings

2. Criteria for “Excellent” Rating

- Criteria as stated above, but at a high or extraordinary level
- Consistent publication in peer-reviewed journals
- Extension publications
- Other publications including but not limited to: books, book chapters, intellectual property/patents, software and trade journals, webinar and invited speaker events related to research program
- Productive research direction of two or more graduate students as major professor
- Service as committee member for multiple graduate students
- Productive research direction of visiting scholars and post-doctoral fellows, graduate interns, and/or faculty of lower ranks
- Ongoing submission of grant proposals to federal agencies (USDA, NSF, FPL, DOE) and industry in support of research programs
- Success in intramural and extramural funding
- Invited activities not limited to 1) papers and symposium presentations at professional society meetings, 2) lectures or seminars at peer/peer+ institutions
- Reviewer for grant panels and review boards
- Authorship for book chapters and review articles
- Collaboration nationally or internationally (to be emphasized particularly in the promotion from associate to full professor.
- Special honors, recognitions, or achievements
- Editorship
- Student awards

C. Service Criteria

Service to the institution, profession, and, to a lesser degree the community is expected of all faculty; it is considered for annual appraisals, tenure, and promotion, but is not itself a basis for awarding promotion and tenure (i.e., it cannot be the only area in which the candidate receives an excellence to be granted promotion and tenure). Professional service enhances the faculty member’s reputation and brings recognition to the DSB and university. In the case where a faculty member has an administrative assignment as part of the regular expectations, the DSB P&T Committee will be made aware of this, and it will be included in the annual evaluations and promotion/tenure deliberations.

Collegiality: Although not subject to a vote by members of the DSB P&T Committee, collegiality between faculty members in the department is critically important.

1. Criteria for “Satisfactory” Rating

- Academic/career counseling of undergraduate and/or graduate students
- Service on graduate student committees
- Service on DSB, College, Division, and/or University committees
- Participation in regional or national professional organizations
- Willingness to offer help to others interested in the candidate’s area of expertise

2. Criteria for “Excellent” Rating

- Expected criteria at a “high” or “extraordinary” level
- Service as an editor of a newsletter or journal
- Excellence in the coordination of laboratory or special programs or DSB service
- Faculty advisor for an undergraduate or graduate student organization
- Mentors new faculty
- Serves in a position of leadership in professional societies
- Participates in promotional activities for the DSB
- Reviews peer teaching, papers, books, and/or grant proposals
- Instrumental effort in obtaining gift support for the DSB
- Organizing or participating in University or regional workshops, short courses or seminars on research, teaching, or outreach, or in programs in curriculum or faculty development
- Establishes relations between the DSB and community partners
- Invited to chair or have organizational responsibilities for symposia and workshops at a meeting of professional societies
- Membership of study sections or review teams for federal funding agencies
- Consultantships or documented use of area of expertise to assist others
- Contributions to continuing education and/or Extension (if not currently holding an Extension appointment) through:
 - Radio and television appearances
 - Contributions to programming
 - Online recorded or live presentations
- Organization and presentation of participation in demonstrations, workshops, clinics, and short courses
- Translation and dissemination of research information into methodologies useful to the consumer
- Guest lectures in other classes, academic departments, or industry meetings

D. Extension Criteria

Extension instruction involves educational programming and learning experiences for persons outside of the University structure. Professional development for industry professionals, wood products instruction for K-12 students, stakeholder engagement, programming development, and many other areas of instruction may make up the Extension professional’s portfolio. Activities such as group and individual teaching, technical assistance, publications, audio-visual materials,

curricula for short courses or workshops, website development, and others are included in Extension activities. Extension professionals holding a 100% appointment will be evaluated under the Extension Program's guidelines for promotion and tenure, while personnel with a partial Extension appointment may be evaluated by both the DSB and Extension Program P&T committees.

1. Criteria for "Satisfactory" Rating

- Develops and disseminates publications
- Extension publications
- Newsletters
- Popular press articles
- Websites developed or maintained
- Reports and proceedings
- White papers or policy briefs
- Community reports
- Gives presentations at county, regional, statewide, multi-state, and/or national meetings
- Develops and disseminates recorded presentations (webinars, YouTube channel, social media tutorials)
- Provides mass media interviews (popular press, radio, TV, etc.)
- Serves on committees (advisory boards and other activities directed toward education and needs of clientele)
- Plans, conducts, and/or evaluates workshops, demonstrations, or short courses
- Translates and disseminates research information into formats useful to the consumer

2. Criteria for "Excellent" Rating

- Expected criteria as outlined above, but at a "high" or "extraordinary" level
- Publications that include, but are not limited to:
- Refereed (peer-reviewed) journal publications
- Book chapters, books
- Publications on new or novel Extension programming methods
- Development of new curricula to be used in Extension programming
- Procurement of outside funds from industry, state, federal, or other sources
- Documents willingness to offer help to others interested in one's area of expertise or evidence of synergizing with other disciplines or peers (e.g., collaborating as part of multi-disciplinary teams)
- Service on graduate committees
- Professional service to Extension and the candidate's discipline as a whole (e.g., reviewer for journals, books, and/or conference or grant proposals)
- Academic teaching (i.e., guest lectures in MSU courses when there is no formal teaching appointment) and/or advising (e.g., undergraduate or graduate)
- Membership in special governmental groups and/or professional societies
- Expansion of Extension work from local to state, national, or international levels
- Receives acknowledgment of Extension excellence through awards and honors

VIII. Guidelines and Procedures for Annual and Third-Year Review of Faculty

Faculty assignments and workloads are established at the time of hiring and will typically include some combination of teaching, research, and/or Extension. In addition, all faculty are expected to participate in service as described above. The appointment will detail the percentages of time to be devoted in each category. These percentages can change and, if significant changes in the appointment are needed, it is expected that the DSB Department Head and the faculty member will discuss and mutually agree on the change. In the case of a minor change, such as the need to make changes in course assignment, it is the responsibility of the DSB Department Head to inform the faculty member.

All faculty are reviewed annually by the DSB Department Head. Annual reviews will be based on the current year's Annual Evaluation form as assembled by the faculty member according to the timeline established by the DSB Department Head. The Annual Evaluation thus consists of a written review of the previous year's performance and a written agreement about the faculty member's goals and objectives, responsibilities, and expectations for the coming year. The DSB Department Head will include a statement each year for each faculty member regarding their contributions to collegiality and, when necessary, suggested course corrections.

For each year of the probationary period, the DSB Department Head's review of the faculty member's performance must include a statement with regard to progress (or lack thereof) toward tenure.

For tenure-track Assistant Professors, each successive year's annual review will be added to a cumulative file across all years of the probationary period. At the end of the third year of the probationary period, the cumulative file and the documents prepared by the faculty member (complete P&T application, updated CV, and supplemental documents) will be reviewed thoroughly by the DSB P&T Committee for effectiveness in teaching, distinction in research and/or effectiveness in Extension program activities. Service to the institution and the profession will be considered but will not, in itself, be a basis for the eventual awarding of tenure.

The faculty member and the DSB Department Head will receive a letter from the DSB P&T Committee following the third-year review. The letter will provide detailed recommendations for improving the strength of the dossier, noting any deficiencies and strengths, to give the faculty member sufficient guidance and time for course corrections, as required. The faculty member may request an optional meeting with the DSB P&T Committee after the review has been completed to discuss results.

It is important to note that the final responsibility for the P&T package rests with the candidate. It is the candidate's responsibility to ensure that they have followed any guidance provided to them through the annual reviews and the third-year review. It is also the candidate's responsibility to ensure that all materials which might have a bearing on a promotion and/or tenure decision are placed before those charged with rendering a decision.

IX. Important Dates for Promotion and Tenure

June 1	Date for a candidate to inform the DSB Department Head that he/she plans to request promotion/tenure in the fall
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June 15	Last day for the DSB P&T Committee to reply to DSB Department Head concerning a candidate's request for "early" promotion
June 30	Last day for the DSB Department Head to hold an election to select replacements for the DSB P&T Committee members whose terms expire
July 1	Amendments to the DSB P&T policies that were approved the previous year become effective for a period of three years
Aug 1	Deadline for submitting P&T packet to the DSB Department Head's Office.
Aug 15	DSB Department Head and DSB P&T Committee meet to discuss policies or potential candidates
Aug 15	Upon the request of the DSB Department Head, last day for a candidate to submit his/her application package to the DSB Department Head (this provides time for the DSB Department Head to obtain external reviews)
Sept 15	Last day for a candidate to submit his/her application package (including any external reviews) to the DSB Department Head
Sept 30	Target date for the faculty to consider amendments to the DSB P&T policies
Nov 1	Last day for the DSB P&T Committee to submit its recommendation concerning a candidate's request to the DSB Department Head
Nov 15	Last day for the DSB Department Head to submit his/her recommendation and the DSB P&T Committee's recommendation to the Dean of CFR and Director of Extension (if both recommendations are negative, neither is forwarded to the dean)
Nov 22	Last day for the DSB Department Head to notify a candidate as to the DSB's disposition of his/her request
Dec 1	Last day for a candidate who has been denied promotion and/or tenure at the DSB level to file a request for an appeal

Revised 9/2024. Adopted by departmental faculty vote 9/25/2024.

Appendix A. Guidelines for Extension Promotion and Tenure