

College of Veterinary Medicine
Department of Pathobiology and Population Medicine

PROMOTION AND TENURE POLICIES AND PROCEDURES

June 1, 2014

1.0 General information

- 1.1. This document records the policies and procedures governing promotion and tenure (P&T) in academic rank for tenure-track faculty members of the Department of Pathobiology and Population Medicine (DPPM), College of Veterinary Medicine (CVM). These policies and procedures were drawn up as directed by and in accordance with Mississippi State University (MSU) P&T Policies and Procedures which, in turn, are in accordance with the Bylaws and Policies of the Board of Trustees of State Institutions of Higher Learning (IHL) (sections 402, 403, and 404).
- 1.2. The initial version of this document was drafted by a committee composed of faculty members of the DPPM appointed by the department head. The approval process for the document involved receiving a majority vote of all full-time faculty members of professorial rank in the DPPM and the CVM P&T Committee. Subsequent modifications or revisions of this document must be approved by a majority vote of all full-time, members of the department and by the CVM P&T Committee.
- 1.3. These policies and procedures become official on the date they are approved by the CVM P&T Committee.
- 1.4. A copy of all officially approved DPPM P&T guidelines, including their dates of approval and the dates they became effective, will be maintained in the office of the department head and on the department's Web-site.
- 1.5. A copy of the currently approved version of this document will be included in the initial letter of hire (section 4.6) to all incoming, tenure-track faculty members with the understanding that the standards in that document will be used to evaluate his/her tenure application (with or without promotion) consideration. For subsequent promotions, the faculty member will be evaluated on the basis of the P&T policies and procedures in effect at the beginning of their last promotion.

2.0 Academic ranks

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

2.2. Academic ranks at Mississippi State University include:

2.2.1. *Assistant professor*: A faculty member who meets the criteria specified in section 2.1, and has the potential to be successful in the areas of teaching, research/creative achievement, and service.

2.2.2. *Associate professor*: A faculty member who meets the criteria for assistant professor, who has consistently demonstrated an ability to perform at a satisfactory level in teaching, research/creative achievement, and service, and who excels in at least one of these areas. Based upon the criteria in section 6.2.1, an associate professor is developing a national reputation, and is showing potential for sustained contributions to the university and to his/her profession or field.

2.2.3. *Professor*: A faculty member who meets the criteria for associate professor, who has consistently demonstrated an ability to perform at a satisfactory level in teaching, research/creative achievement, and service, and who excels in at least two of these areas. Based upon the criteria in section 6.2.2, a professor is expected to have a national reputation in his/her area of expertise.

3.0 Promotion. Promotion is never granted routinely for simple satisfactory performance or for length of service, but reflects progressively higher professional competence and accomplishment as stated in section 2.2. No specific term in any rank is required for promotion to the next rank, but a reasonable time must elapse for the faculty member to demonstrate sustained productivity and have it confirmed by annual evaluations. Rank should reflect comparable stature with others in similar disciplines in other university settings. Professional achievement at another academic institution may be considered for promotion.

4.0 Tenure

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

4.2. As with promotion, attainment of tenure at MSU is by no means automatic or based on years of service. Tenure is the result of a thorough evaluation of a faculty member's performance in teaching, research/creative achievement, and service, with excellence in one area and satisfactory performance in the others. The proportions of these activities will vary by discipline.

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

4.4. Eligibility. Tenure may be granted only to associate professors and professors employed in specifically designated tenure-track positions.

4.5. Probationary period

4.5.1. A faculty member must apply for and be recommended for tenure by the president during the sixth full contract year of employment in a tenure-track position. Failure to earn tenure at the end of the sixth full contract year will result in a terminal contract in the seventh full contract year. The probationary period for tenure-track

faculty begins at the start of the faculty member's first full contract year. A full contract year is defined as one that starts on August 16 for 9-month employees and on July 1 for 12-month employees and continues until the next contract period. If the initial contract is for a partial year (e.g., starts after August 16 for a 9-month employee and after July 1 for a 12-month employee), that time is not included in the probationary period.

4.5.2. Alterations to the probationary period

4.5.2.1. Up to five years at other universities in a professorial rank may be credited in the probationary period. Credit may also be earned for professional experience in non-academic organizations if it can be demonstrated that the previous experience is at least equivalent in academic value. Any credit toward tenure must be agreed to by the newly-hired faculty member, the department head or director, dean, and the DPPM promotion and tenure committee. If granted, the number of years which can be applied to his/her probationary period will be stated in the initial letter of hire (section 4.6).

4.5.2.2. For clearly stated and documented personal reasons (e.g., reserve military service activation, emergencies related to health, pregnancy, child care, care of parents, etc.), a faculty member may request up to two extra years in addition to the first five years of the probationary period for an approved leave of absence or a modified assignment. Such an extension must be requested in writing by the faculty member at the time the extension is applied for and agreed to by the department head or director, dean, and provost, The DPPM promotion and tenure committee is notified in writing of the extension and the revised probationary period.

4.5.3. IHL Board Policy 403.0101 allows a faculty member or an administrative employee who held faculty rank at the level of assistant professor, associate, professor, or professor and tenure at another institution to be awarded tenure at the time of initial appointment upon receiving a majority vote of the tenured faculty of the department, and the approvals of the dean, the provost, and the president.

4.6. Initial letter of hire.

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

4.6.2. At the time of initial appointment, each faculty member will be informed in writing by his/her department head or director of the following conditions:

4.6.2.1. The academic rank of the position (*i.e.*, assistant, associate, or full professor)

4.6.2.2. Whether or not the appointment is tenure-track and, if tenure-track, the letter will state the year when the individual is eligible to apply for tenure (section 4.5.1) and copies of this and the college P&T documents will be included; and

- 4.6.2.3. The college's expectations for the faculty member in regard to his/her allotment of activities in the three mission areas of teaching, research/creative achievement, and service.
- 4.6.3. The new faculty member will respond in writing that the terms of employment are understood and agreed to.

5.0 Relation of promotion and tenure

- 5.1. Faculty members who have met the requirements for promotion, but who have not fulfilled the probationary period for tenure, may be promoted without tenure.
- 5.2. Assistant professors who qualify for tenure automatically meet the criteria for promotion to associate professor.

6.0 Performance standards and evaluation of professional activities

- 6.1. Every faculty member is expected to meet high standards of professional competence, integrity, and collegiality and to further the goals of his/her department. In every case, a faculty member's performance in teaching, research/creative achievement, and service will be judged by all parties to promotion or tenure decisions on the basis of specific criteria set forth in this document. All criteria should be based on the application of the highest professional standards and are to be in harmony with the following university criteria:
 - 6.1.1. *Teaching* includes regular classroom and laboratory instruction; supervision of field work with students, residents, interns, and externs; direction of theses and dissertations; development of educational materials including books and web sites, including materials developed with educational grants; conducting other academic programs that confer university credit; and presentation of non-credit and off-campus public lectures and demonstrations. Excellence in teaching includes the ability to impart the knowledge, methods, and standards of the discipline, the ability to communicate effectively with students by counseling, advising, or motivating them, the ability to direct students in their own research, and the ability to evaluate student work accurately and fairly according to prevailing academic standards of the discipline. Excellence in teaching may be documented by peer reviews, student evaluations, sample course materials, graded student work, recordings of teaching sessions, graduate student theses and dissertations, and any other documentary materials that demonstrate teaching effectiveness.
 - 6.1.2. *Research or Creative Achievement* includes systematic, original and/or applied investigation directed toward the enlargement or validation of human knowledge, the solution of contemporary problems, or the exploration of creative forms that bring greater meaning to life. Excellence in research or creative achievement must be established by critical peer evaluation, using standards prevailing in the discipline. Excellence may be documented by books, articles, or reviews published by commercial or university presses or in refereed journals of international, national, or regional prestige; research grants leading to quality research; applied research projects that address critical problems; presentation of papers before

professional groups; invited participation in scholarly conferences; editorial work for professional journals or publishers; and obtaining patents and copyrights.

6.1.3. *Service* includes activities which enhance the scholarly life of the university or the discipline, improve the quality of life of society, or promote the general welfare of the institution, the community, the state, the nation, or the world. Participation in service activities may constitute satisfactory performance; however, excellence requires leadership or initiative leading to substantial improvements or progress. The department recognizes four categories of service:

6.1.3.1. *Clinical service* includes conducting diagnostic, medical, and surgical procedures for agricultural constituencies and the public at-large. Consultations with animal owners, referring veterinarians, and other specialists; conducting farm visits; performing laboratory diagnoses; writing prescriptions; signing health and export certificates; and collection and analyses of health and production data.

6.1.3.2. *Professional service* includes consultation and/or participation in workshops, meetings, and related activities with colleagues or constituency groups related to the college's mission; contributions to informational Web-sites; publishing in extension or trade publications; and participation on regional, national, or international scholarly committees, boards, or review panels.

6.1.3.3. *University service* includes participating on departmental, college, or university committees; serving as a representative of the department, college or university on regional, national, or international scholarly committees, boards, or review panels; and other activities that promote the missions of the department, the college, and the university.

6.1.3.4. *Public service* includes participation on public boards, or community organizations.

6.1.4. Evidence of substantive progress on long-term projects that meet the criteria above may be considered.

6.1.5. Many activities in which faculty participate apply to more than one of the university's mission areas (*i.e.*, teaching, research/creative achievement, or service); however, for purposes of annual evaluation and P&T, the applicant must declare credit for such activities in only one of these areas.

6.1.6. *Collegiality* is defined as working harmoniously with others in the academic and professional community to accomplish the goals of the college and a willingness to assume the responsibilities and obligations appropriate to a university faculty member.

6.2. National reputation related to professional responsibilities.

6.2.1. Evidence of *developing* a national reputation is necessary for promotion to associate professor and may include board certification in an AVMA-recognized specialty; presentations at state, regional, national or international meetings; committee membership or offices held in state, regional, national or international organizations; out-of-state consultations; and peer evaluations.

- 6.2.2. Evidence of an *established* national reputation is necessary for promotion to full professor and includes those activities listed in 6.2.1 and, additionally, such activities as being invited to speak at national or international meetings, serving as the chair at national or international meetings, providing consultation services to other specialists, and peer evaluations.
- 6.3. In evaluating a faculty member being considered for tenure, the appropriate faculty committees and academic administrators will give adequate consideration to the faculty member's professional performance. Adequate consideration of a tenure case consists of a conscientious review of all submitted materials, and assumes that the various academic units follow their approved procedural guidelines during the tenure and promotion review process. Such consideration should be based upon adequate deliberation over the evidence in light of relevant standards and exclusive of improper standards (*i.e.*, any criterion not related to the professional performance of the faculty member). The evaluation of a tenure case should constitute a bona fide exercise of professional academic judgment.

7.0 Annual faculty evaluation and review

- 7.1. During the probationary period, the department head will counsel each faculty member annually about progress toward promotion and tenure. This annual evaluation will be comprised of a written review of the previous year's progress; a written agreement about the faculty member's objectives, responsibilities, and expectations for the coming year; and the department head's assessment of progress toward tenure.
- 7.2. The written agreement about the coming year must be consistent with the promotion and tenure criteria of the department, the college, and the university. If the department head or director and the faculty member cannot reach agreement, the matter will be referred to the dean for reconciliation.
- 7.3. The annual evaluation, signed by both parties, will be sent to the dean and a copy will be placed in the faculty member's permanent personnel file. The faculty member has the right to attach a dissenting statement to all copies of this evaluation.
- 7.4. Permanent personnel file. Personnel files are confidential and are available only to the faculty member, department head or director, dean, provost, and president. No record in a permanent personnel file is to be added, changed, or withdrawn without the knowledge of the faculty member and the department head or director. Appropriate administrators will make all pertinent information available to elected promotion and tenure committees and administrators when the faculty member is a candidate for promotion and tenure. If material from a personnel file (or other material that is not in the candidate's promotion or tenure application) is provided to a committee or administrator, then the candidate will be provided a copy of the material and an opportunity to submit his/her written comments regarding the material before the material is considered by the committee or administrator. Otherwise, no additions will be made.

8.0 DPPM P&T Committee

8.1. The DPPM P&T committee will be considered a committee of the whole, composed of all tenured faculty within the department using guidelines in this section. 8.2. Other than for the following exceptions, all full-time tenured members of the DPPM will serve on this committee:

8.2.1. No dean, associate dean, assistant dean, department head, or director will be a member of the committee.

8.2.2. Exclusive of the mid-term tenure review (section 8.5.2); no faculty member may participate in an applicant's promotion or tenure review at more than one level.

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

8.3. Election of committee chair

8.3.1. The DPPM P&T committee will elect a chair from its members each year in January for a 1-year term. The chair can be re-elected to serve a total of three terms before they must sit out at least one year prior to standing for re-election.

8.4. Specific limitations upon committee members

8.4.1. If a candidate feels there is a conflict of interest with any P&T committee member(s), they may file a petition with the committee chair to recuse that/those individuals. No individual may consider the application of a relative.

8.4.2. If the committee feels that one of its members has a conflict of interest with a particular applicant, the member will be recused from considering the application of that individual.

8.4.3. For purposes of voting and recommendations on P&T, committee members must have a rank equal to or greater than the position for which the particular candidate has applied. (Thus an associate professor could serve in this capacity for those seeking the level of associate professor, but could not serve in this capacity for those seeking the level of full professor.) If the three elected members are not available to vote because of insufficient rank, absence, or recusal, the professorial faculty of the DPPM will elect substitutes from professors of an appropriate unit selected by the department head in consultation with the department P&T Committee.

8.5. Activities

8.5.1. Write and maintain a promotion and tenure document, which is approved by a majority of the faculty in the department, the department head, and the college promotion and tenure committee. This document should detail the specifics, including any uniqueness, of the department or school in which the individual is to be tenured and should contain:

8.5.1.1. Procedures for a third-year review of all non-tenured, tenure-track faculty;

8.5.1.2. Criteria for external peer reviews, including the identification of comparable departments or schools at other colleges or universities;

8.5.1.3. Definitions of excellence, satisfactory, and unsatisfactory as it pertains to the evaluation of candidates for promotion and tenure; and

- 8.5.1.4. Definitions of collegiality/professionalism, teaching, research and/or creative achievement, and service, consistent with the mission of the department or school, including criteria for a developing a national reputation and an established national reputation.
- 8.5.2. Prior to the offer of hire, the appropriate promotion and tenure committee will make a formal recommendation about the initial appointment of a faculty member or administrator at the rank of associate professor or professor, about the acceptance of experience as the equivalent of a terminal degree, and about the award of years of credit at another institution of higher education toward fulfillment of the minimum probationary period for tenure.
- 8.5.3. 8.5.4. Conduct a mid-term tenure review
- 8.5.4.1. In addition to their annual evaluations, DPPM members seeking tenure will undergo a mid-term review that assesses the member's progress toward tenure. This review should be constructive and informative, its purpose being to point out the member's strength as well as any perceived deficiencies in his/her pursuit of tenure.
- 8.5.4.2. The mid-term tenure review process involves completing an application and assembling the necessary documentation as set forth in section 9.3. The inclusion of external letters of review (section 9.3.2) is optional and left to the discretion of the applicant and the department head or director. These materials must be submitted to the DPPM P&T Committee by February 1st of the year that approximates the mid-point of the member's time-to-tenure (3rd year for those with a 5- or 6-year limit).
- 8.5.4.3. By March 15th, the committee will complete and issue a written appraisal to the faculty member, with copies to the department head and the faculty member's permanent file.
- 8.5.5. Vote on all applications for promotion and tenure.
- 8.5.5.1. The committee will assist the department head or director in reviewing the eligibility of all faculty members who have met the minimum requirements for advancement in rank or tenure. The committee will base its recommendation upon available and pertinent evidence documented in the faculty member's promotion and tenure application and permanent file.
- 8.5.5.2. As part of its evaluation, the committee may consider, but is not bound by, the department head's annual assessments of a candidate's progress toward tenure.
- 8.5.5.3. One overall vote will be taken on promotion and/or tenure based on the applicant's activities in teaching, research/creative achievement, service, and collegiality/professionalism. The committee will arrive at its recommendation on the question of promotion or promotion and tenure by a simple majority vote, conducted by secret ballot.

- 8.5.5.4. A written recommendation with accompanying reasons including the committee's detailed evaluation of teaching, research/creative achievement, service, collegiality/professionalism, and characterization of external reviewer comments, will be added to the dossier, and a copy sent to the applicant. The DPPM promotion and tenure committee chair will inform the department head/director of the recommendation.
- 8.5.5.5. The department head/director will separately and independently review the dossier and produce a written recommendation. The candidate will receive a copy of the department head/director's letter and rationale. The rationale shall characterize external reviewers' comments that informed the decision. The letter of recommendation will be included in the dossier as it proceeds through the review process, and a copy given to the applicant.
- 8.5.5.6 The candidate may respond to the DPPM promotion and tenure committee's and/or the department head's/director's letters to correct any factual errors represented within 5 working days of the candidate's receipt of each letter. The candidate's letter(s) of factual corrections must be sent to the review level to which the response was made. That level may address the concerns in a new letter to be included in the application within 5 working days of receipt of the candidate's letter of factual correction. All letters shall be included in the dossier as it proceeds through the review process.

9.0. Procedures for faculty promotion and tenure

- 9.1. Promotion and tenure within the university system of Mississippi is granted by the Board of Trustees of the IHL. The decision to recommend tenure to the IHL is made by the president. All judgments made at lower levels of the university are recommendations to the president.
- 9.2. The written recommendations made at each level in the process will be provided to the applicant, with copies to the applicant's dossier.
- 9.3. An *application dossier* consisting of relevant materials will be assembled and submitted. Nothing may be added to or removed from this packet after a decision has been made at the department level, unless the applicant, department head, and departmental P&T committee all agree. The packet will include the following:
 - 9.3.1. A cover letter addressed to the department head that clearly states that the applicant is applying for tenure, promotion, or both. It is suggested that the letter also explain in which of the mission areas (teaching, research or creative achievement, or service) she/he has demonstrated excellence. The letter should also explain any uniqueness of the individual's application, especially anything that might be perceived as a deficiency by those considering the application.
 - 9.3.2. A completed MSU Application for Promotion and/or Tenure form 9.3.3. Copies of the department head annual evaluation scores and comments may be included but are not required.
 - 9.3.4. Supporting documentation. Examples include but are not limited to student evaluations; reprints of publications, extension bulletins; grants applied for and

received; written testimonials, awards, certifications received; evidence of participation in collaborative efforts; number of cases completed; impact of professional activities; and phone logs.

9.3.5. Letters from external reviewers will be solicited from appropriate individuals who can provide an impartial evaluation of the applicant's work and accomplishments. *(Optional for mid-term review outlined in section 8.5.2)*

9.3.5.1. Source of letters. Generally, external reviewers will be tenured professors at institutions comparable to or more prestigious than MSU, and should not include individuals who are in a conflict of interest with the candidate. Conflicts-of-interest in general include but are not restricted to previous mentors, previous graduate students, collaborating co-authors, collaborating co-investigators, or relatives/past-relatives. If deemed appropriate because of the uniqueness of an applicant's duties, reviewers can be selected from knowledgeable individuals affiliated with reputable, non-academic organizations.

9.3.5.2. Insofar as possible, external letters will be treated as confidential with access restricted to those involved in the promotion and tenure review process, with the exception of the applicant.

9.3.5.3. Number of letters. It is expected that at least four letters from external reviewers will be included in the applicant's dossier. The number of letters solicited by the department head will be sufficient to insure a minimum of four responses. A list of perspective external reviewers will be determined by the following mechanism:

9.3.5.4. Selection of external reviewers. Using the guidelines in section 9.3.5.1, the applicant will submit a list of names of suitable external reviewers to the department head. In addition, the department head and the PPM promotion and tenure committee will formulate lists of suitable reviewers, and provide the applicant opportunity to review those lists and advise of any potential conflict of interest. The department head and department P&T committee, will select the external reviewers to be contacted, and should include names from all 3 lists.

9.3.5.5 Information for external reviewers.

9.3.5.5.1. The applicant will assemble the following information and submit it to the department head: 1) a copy of his/her curriculum vitae; 2) a table listing the applicants' time allocation (FTE) among the three main mission areas of teaching research/creative achievement, and service; and 3) sufficient documentation from the materials mentioned in section 9.3 to support their application.

9.3.5.5.2. The department head will prepare a standardized letter to the reviewers requesting their assistance in evaluating the applicant. The letter will specifically ask the reviewers to: 1) describe the nature of any relationship they have or have had with the applicant; 2) based on the information provided and if appropriate, evaluate the applicant using the standards in place at the reviewer's institution; and 3) provide an opinion of the applicant's national reputation. The letter will also assure the

reviewer that his/her response will be treated as confidential and that access will be restricted to those involved in the promotion and tenure process.

- 9.3.5.6. In addition to the letters received, the department head will attach a list showing the names of all reviewers solicited, a copy of the letter and a list of the materials they were sent, and indicate which reviewers were chosen by the applicant, the department head, the DPPM promotion and tenure committee, or combinations.
- 9.4. After submission of the application dossier, the applicant customarily takes no further part in the process until a decision has been announced by the president. No discussion of correspondence relating to the application is to be initiated by the applicant with the reviewing authorities. Deliberation at all levels will be confidential.
- 9.5. The faculty member has the right to discontinue the review process for tenure or promotion at any point before a decision has been made.
- 9.6. Calendar of activities
 - 9.6.1. By May 1st, the applicant and his/her department head or director should have met and discussed promotion and tenure, and should develop the list of external reviewers (section 9.3.4).
 - 9.6.2. By June 1st, the applicant must provide the department head with the information specified in section 9.3.5.5.1.
 - 9.6.3. By September 1st, the applicant must provide the department head with all pertinent and available information. The department head has the responsibility to assist, where appropriate, the faculty member in preparing materials for tenure and promotion review.
 - 9.6.3.1 By September 15, the DPPM P&T committee will receive the applicant's dossier for review from the department head.
 - 9.6.4. By October 15
 - 9.6.4.1 The DPPM P&T committee will develop their recommendation and communicate to the department head/director, as described in 8.5.5. 9.6.4.2. The department head or director will make a separate recommendation, as described in 8.5.5.
 - 9.6.5. By October 15, the department head or director will send to the dean a separate packet of materials for each applicant, consisting of:
 - 9.6.5.1. The formal application packet of the applicant with supporting documentation and external letters.
 - 9.6.5.2. A letter (with a copy to the faculty member) concerning each applicant, giving the following information:
 - 9.6.5.2.1. The department head's evaluation of the applicant's teaching effectiveness, research/creative achievement, and service;
 - 9.6.5.2.2. the response of the department P&T committee including the summary vote, written recommendation, and supporting arguments;

- 9.6.5.2.3. A summary of the procedures followed by the academic unit in evaluating the applicant; and
- 9.6.5.2.4. A summary of the external peer review letters.
- 9.6.6. By January 15, the dean will send to the provost a separate packet of materials for each applicant, consisting of:
 - 9.6.6.1. The formal application of the applicant with attached materials, including all materials received from the department head. Copies of supporting materials will not be forwarded to the provost unless requested.
 - 9.6.6.2. A letter concerning each applicant, giving the following information:
 - 9.6.6.2.1. The dean's evaluation of the candidate's teaching effectiveness, research or creative achievement, and service activity;
 - 9.6.6.2.2. The recommendation of the college P&T committee; and
 - 9.6.6.2.3. A summary of the procedures followed by the DPPM in evaluating the candidate.
- 9.6.7. By March 10th, the provost will review the external letters, recommendations of the department head, the dean or director, and the departmental and college committees and will make a recommendation to the president. A copy of this recommendation will be sent to the faculty member.
- 9.6.8. The president will review the recommendation of the provost and will decide to accept or reject that recommendation.
- 9.6.9. The president will transmit that decision, together with any reasons for a negative decision, to the faculty member directly, with copies to the dean, department head or director, and chairs of college and departmental P&T committees.
- 9.6.10. An applicant who is denied tenure and who has no time remaining in his/her probationary period will receive a terminal contract for the following year.

10.0 Appeals

- 10.1. Faculty members who have been denied promotion or tenure may, within ten working days of the date on the president's decision letter, request an appeals hearing before the University Committee on Promotion and Tenure. The request must be made through the provost who will forward the request to the University Committee on Promotion and Tenure.
- 10.2. Grounds for requesting an appeal are:
 - 10.2.1. That the decision was prejudicial, arbitrary, or capricious; or
 - 10.2.2. That the promotion and tenure procedures contained in this, the college, university, or IHL documents were not properly followed.
- 10.3. The University Committee on Promotion and Tenure, upon request of the provost, will review the entire case. The appeal will be heard by at least five committee members. Members should recuse themselves from appeals by applicants who are relatives or with whom they have some conflict of interest, if the committee member has served in the

previous levels of evaluation of the appellant or if for any reason the committee member feels he/she cannot be objective. A committee member will not vote on an appeal unless he/she has heard all hearings pertaining to the case. If five members are not available because of absence or recusal, the chair may, with the concurrence of the committee, appoint substitutes from among the professors of the general faculty. In special circumstances potentially prejudicial to the appellant, the chair may, with the concurrence of the committee, appoint an ad-hoc committee to assist in the resolution of the appeal. This ad-hoc committee reports its findings back to the University Committee on Promotion and Tenure.

- 10.4. The committee will review all available pertinent information and will conduct interviews with appropriate persons, i.e., appellant, DPPM head or director, DPPM P&T committee chair, dean, college P&T committee chair, and provost. The committee will render its recommendation to the provost.
- 10.5. The provost will transmit the committee's recommendation along with his or her own recommendation to the president, who will make the final on-campus decision. This decision will end the university appeals process.
- 10.6. The Board of Trustees of the IHL may grant a further appeal as provided in Board of Trustees Policy 403.0105.
- 10.7. An appellant who is denied tenure and who has no time remaining in his/her probationary period will receive a terminal contract for the following year.

11.0 Notice of non-reappointment of non-tenured, tenure-track faculty

- 11.1. Non-tenured, tenure-track faculty members will be notified in writing of the university's intention not to renew their contracts as provided in IHL Board Policy 403.0102:
 - 11.1.1. Not later than March 1 before the date of contract termination during the first year of service.
 - 11.1.2. Not later than December 1 before the date of contract termination during the second year of service.
 - 11.1.3. Not later than September 1 before the date of contract termination after two or more years of service.
- 11.2. This schedule of notification does not apply to persons holding temporary, part-time, or adjunct positions.

12.0 Tenured faculty dismissal

- 12.1. Termination of service of a tenured faculty member is made only under these extraordinary circumstances:
 - 12.1.1. Financial exigencies as declared by the IHL Board;
 - 12.1.2. Termination or reduction of programs, academic, or administrative units as approved by the Board;
 - 12.1.3. Malfeasance, inefficiency or contumacious conduct; or

12.1.4. for cause.

12.2. 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.

12.3. In all cases, the faculty member will be informed in writing of the proposed action against him/her and that he/she has the opportunity to be heard in his/her own defense. Within ten (10) working days of notification of the proposed action and opportunity to be heard, the faculty member will state in writing his/her desire to have a hearing. He/she will be permitted to have with him/her an advisor of his/her 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.

12.4. Tenured faculty members, who are dismissed for reasons stated as follows: financial exigencies (section 12.1.1) as declared by the Board; or termination or reduction of programs, academic units, or administrative units (12.1.2) as approved by the Board; 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 reasons stated as follows: malfeasance, inefficiency or contumacious conduct (12.1.3); or for cause (12.1.4); 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 he/she may be relieved of all teaching duties, assignments, appointments and privileges when he/she is dismissed for any reasons stated above or pending a termination hearing.