

5-4-2020

Mississippi State University Libraries Academic Promotion and Tenure Policies and Procedures

Mississippi State University Libraries Promotion and Tenure Committee

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Mississippi State University Libraries

Academic Promotion and Tenure Policies and Procedures

Last Updated: July 17, 2020

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MISSISSIPPI STATE UNIVERSITY LIBRARIES

ACADEMIC PROMOTION AND TENURE POLICIES AND PROCEDURES

INTRODUCTION

Recruitment and retention of faculty to carry out Mississippi State University's (hereafter referred to as the University) mission rest on known, consistent standards that reward superior performance and that provide incentives for all faculty members to reach higher performance levels. Therefore, the establishment of standards and policies governing tenure, promotion and annual performance reviews is imperative. All faculty members will have the opportunity to participate in both the establishment and revision of tenure and promotion criteria, policies and procedures. The promotion and tenure documents will be made available to all current and prospective faculty members.

The policies and procedures set forth in this document apply only to library faculty. The objective of this document is to state criteria and procedures for appointment, promotion in academic rank, and tenure consistent with the goals and resources of the University. All regulations for library faculty appointment must adhere to section V. *Promotion and Tenure Procedures* located in the *MSU Faculty Handbook*. (http://www.provost.msstate.edu/pdf/faculty_handbook.pdf).

I. **ROLE OF THE MISSISSIPPI STATE UNIVERSITY LIBRARIES IN FULFILLMENT OF THE MISSION OF THE UNIVERSITY**

In accordance with the stated mission of the University to serve Mississippi, the region and the nation through teaching, research, and service, the Mississippi State University Libraries' (hereafter referred to as the Libraries) mission is to provide four essential services: collecting, managing, ensuring access to, and facilitating analysis of information necessary for superior learning, research, and service.

II. **ROLE OF THE LIBRARY FACULTY IN THE UNIVERSITY COMMUNITY**

Library faculty have professorial rank and are expected to make significant contributions to the mission of the University in the areas of teaching, research, and service. To accomplish these goals, faculty must meet criteria that are both unique to the academic library profession and similar to the activities of other faculty. Assessment of faculty development is based on their job performance in the areas of teaching, research and service. All faculty, whatever their area of responsibility, contribute to the teaching mission of the University by selecting information, making information available through various formats, and/or providing instruction on the access and use of information. These functions must be based on recognized professional criteria. Faculty are also responsible for achievement in research and service. Faculty must confer frequently with their immediate supervisors to make sure annual goals and objectives sufficiently increase professional progress at an adequate level.

A. Teaching/Librarianship:

The teaching activities of library faculty within the University setting encompass a wide range of functions that include and extend beyond classroom instruction. Faculty are specialists in providing access to all types of information, the development of collections (resources), bibliographic control and organization, instruction, reference and advisory services, development of information systems, administration and planning, and outreach. For a list of suggested accomplishments in teaching/librarianship see Appendix A.I.

B. Research:

Library faculty are expected to conduct research and present results in refereed journals, at conferences of professional societies, and through other scholarly forums. For a list of suggested research accomplishments, see Appendix A.II.

C. Service:

The service activities of library faculty enhance the educational mission and scholarly life of the University community and its programs, improve the quality of life in society, and promote the general welfare of the institution, the community, the state, the nation, and beyond. Faculty strengthen the position of the Libraries through their service activities in the Libraries, the University, professional organizations, and other related associations. For a list of suggested service accomplishments, see Appendix A.III.

D. Professional Development:

Professional development of library faculty enhances the performance of their teaching/librarianship, research, and service activities; and can be exhibited in any or all of these areas. Pertinent activities include but are not limited to workshops, institutes, and conferences; formal course work and/or completion of a degree; a committee internship or other service-skill preparatory activities.

III. GENERAL STATEMENT FOR INITIAL LIBRARY FACULTY APPOINTMENT

All regulations of the University concerning employment, promotion, and granting of tenure must adhere to the By-Laws and Policies of the Board of Trustees of State Institutions of Higher Learning (IHL) (1970, with subsequent amendments). Specific attention is called to the *MSU Faculty Handbook*, online version and AOP 13.07.

- A. Appointment should follow the same procedures established for appointing all faculty. Any person appointed to the library faculty must have a Master's degree from a school accredited by the American Library Association or an appropriate subject Master's/Doctorate degree for specialist positions as defined in the American Library Association policy statement on Library Education and Personnel Utilization. The faculty member must also possess the skills and qualifications necessary as identified by objective job criteria for each position.

B. To ensure that only candidates of the highest quality are appointed, a search committee shall review all candidates. The Dean of Libraries and the coordinator in whose department the vacant position has been posted shall name a search committee composed of faculty and appropriate staff members from throughout the Libraries. The search committee shall make advisory recommendations to the Dean of Libraries.

C. Appointment Criteria Based on Academic Rank

1. Assistant Professor

The rank of Assistant Professor is the lowest professorial level and represents an entry-level position. The appointment of faculty members at the rank of Assistant Professor shall require minimal professional experience in teaching/librarianship, and the potential for successful performance in research and service. Appointment at the rank of Assistant Professor does not carry the presumption of automatic promotion beyond this rank.

2. Associate Professor

Appointment of new faculty at the rank of Associate Professor is a decision made by the library management, taking into account all qualifications and hiring factors. The appointment of faculty members at the rank of Associate Professor shall require, in addition to meeting the requirements for Assistant Professor, consistently demonstrated excellence in the performance of duties in teaching/librarianship, evidence of substantial professional contributions and has demonstrated a potential for a national reputation. Appointment at the rank of Associate Professor does not carry the presumption of automatic promotion beyond this rank.

3. Professor

Appointment of new faculty at the rank of Professor is a decision made by the library management, taking into account all qualifications and hiring factors. The appointment of faculty members at the rank of Professor shall require demonstrated excellence in teaching/librarianship and excellence in either research or service to on-campus and off-campus communities, and to have achieved a national reputation.

D. At the time of initial appointment, terms and conditions, including the initial rank at appointment, beginning tenure clock year, starting date and salary, will be stated and confirmed in a Letter of Offer to the appointed faculty member from the Dean of Libraries. A written response indicating understanding of terms and conditions will be required of the appointed faculty member.

E. Probationary Period

Until tenure is granted, tenure-track faculty members are in a probationary period. The probationary period for tenure-track faculty, also referred to as the tenure clock, begins

at the start of the faculty member's first full contract year. A full contract year is defined as one that starts on July 1 for 12-month employees and continues until the next contract period. If the initial contract starts after July 1, that time is not included in the probationary period. (Refer to *MSU Faculty Handbook, V. Promotion and Tenure Procedures, [Line 104] Probationary Period* at http://www.provost.msstate.edu/pdf/faculty_handbook.pdf).

The first new contract following the tenure decision must clearly detail whether it is a terminal contract or a contract indicating continuous employment with the University. Failure to achieve tenure after six (6) years will require a terminal seventh (7th) year contract.

If a candidate for a faculty position wishes to apply years at another institution of higher education toward fulfillment of the minimum probationary period for tenure, he/she will be responsible for providing documentation during the hiring process for consideration by the Dean of Libraries.

IV. GENERAL STATEMENT ON THE RELATIONSHIP OF THE ANNUAL FACULTY REVIEW TO THE PROMOTION AND TENURE PROCESS

The Annual Faculty Review is part of a process toward promotion and tenure. This evaluation will consist of a written review of the previous year's progress and a written agreement about the faculty member's objectives, responsibilities, and expectations for the coming year, and the supervisor's assessment of progress toward tenure. The written agreement about the coming year must be consistent with the promotion and tenure criteria of the Libraries (see AOP 13.07, [Line 199] at <http://www.policies.msstate.edu/policypdfs/1307.pdf>).

- A. The Annual Faculty Review will be conducted by the appropriate supervisor at the beginning of the calendar year. As a part of the review process, the supervisor and the faculty member will agree in writing to the faculty member's objectives, responsibilities, and expectations. These goals and objectives are stated in section III of the Annual Faculty Review form and must be consistent with the tenure and promotion criteria. This agreement, signed by both parties, will be reviewed by the Dean of Libraries and is placed in the faculty member's permanent file. The faculty member has the right to attach a dissenting statement to all copies of this review. If the supervisor and the faculty member cannot reach an agreement, the matter will be referred to the Dean of Libraries. The faculty member shall be advised and counseled several times a year by his/her supervisor concerning his/her progress toward promotion and tenure.
- B. A permanent file for each faculty member is to be maintained in the Office of the Dean of Libraries. No record in this file is to be added to, changed, or withdrawn without the knowledge of both parties. Each file is confidential and available only to the library faculty member, his/her supervisor, the appropriate Associate Dean, Dean of Libraries, and other authorized University officials. The responsible administrative officer will make all pertinent information available to the appropriate committee(s)

when the faculty member is a candidate for promotion and tenure, or when the information is needed in an appeals or grievance case.

V. GENERAL STATEMENT ON PROMOTION AND TENURE

A. Promotion

Promotion in academic rank constitutes benchmarks on a career path. All faculty should continue to grow, progress, and develop along a professional path. Faculty must exhibit professionalism and meet expectations in all three areas; excellence performance in teaching/librarianship and at minimum satisfactory performance in research and service. Promotion is never granted routinely for satisfactory performance or for length of service, but reflects progressively higher professional competence and accomplishment.

Promotion from Assistant Professor to Associate Professor, or from Associate Professor to Professor, will normally only be considered after a faculty member has served at least five years in rank so that sustained productivity at the Libraries can be demonstrated. Applications for promotion prior to that time will be regarded as early action and considered only for exceptionally strong and well documented cases. If applying for Associate Professor, no activities pre-dating the initial appointment will be considered unless agreed on in the letter of hire. If applying for Professor, only activities since the last promotion will be considered.

B. Tenure

According to IHL Board Policy 403.0, tenure is defined as: *Continuing employment that may be granted to a faculty member after a probationary period upon nomination by the Institutional Executive Officer for election by the Board.*

Tenure is granted by the University with the expectation that the faculty member will continue to perform at or above the minimum standards set by the Libraries and University. Excellence in teaching/librarianship and satisfactory performance in research and service are needed to qualify a faculty member for tenure. The granting of tenure is the result of a thorough evaluation of a faculty member's performance in teaching/librarianship, research, service. The objective of the evaluation is to determine whether the faculty member is progressing toward or has attained a national reputation.

Attainment of tenure at the Libraries is by no means automatic, based on years of service. Failure to achieve tenure after six (6) years will require a terminal seventh (7th) year contract.

C. International Faculty

Faculty who are not permanent residents of the United States may apply for promotion and tenure prior to receiving permanent residency status as long as a petition has

been filed with United States Citizenship and Immigration Services (USCIS). If a faculty member is recommended for promotion and/or tenure prior to attaining permanent residency status, tenure will be withheld until such time that status is granted, but it will not affect promotion in professorial rank. However, the timeline for attaining permanent residency status will be governed by USCIS regulations such that if a faculty member is denied permanent residency or residency status in the United States expires then the University will be under no obligation to grant tenure. (See your offer letter.)

VI. DEFINITION AND APPLICATION OF CRITERIA FOR PROMOTION AND TENURE BY RANK

A. Tenure and Promotion to Associate Professor

Appointment at an academic rank does not carry the presumption of automatic tenure or promotion beyond this rank. Upon appointment to Assistant Professor, the faculty member begins to build a record of achievement toward meeting the criteria for tenure and promotion to Associate Professor. Both tenure and promotion to Associate Professor require that the faculty member consistently demonstrates excellence in teaching/librarianship, performs at a satisfactory level in the other two areas of research and service, and demonstrates a potential for a national reputation. Activities appropriate to progress to the rank of Associate Professor and/or for tenure are found in Appendix B.

B. Promotion to Professor

A Professor is a faculty member who has met the criteria for Associate Professor, has achieved a national reputation with excellence in teaching/librarianship, and excellence in either research or service; and a satisfactory level in the remaining area. An Associate Professor is not required to apply for promotion to Professor. Activities appropriate to progress to the rank of Professor and/or for tenure at the rank of Professor are found in Appendix C.

Upon promotion to Associate Professor or Professor, the faculty member should continue to demonstrate excellence in teaching/librarianship, and at least a satisfactory level for research and service.

VII. THIRD YEAR REVIEWS

A. Introduction

The third year review process provides untenured faculty an assessment by the Libraries' Promotion and Tenure Committee (P&T Committee) of his/her professional development and prospects for a successful application for tenure and promotion to Associate Professor at the end of the probationary period. The assessment is made

during the faculty member's third tenure clock year, and the intent of this assessment is to guide, assist, and encourage the untenured faculty member to prepare for the promotion and tenure review. The P&T Committee's assessment and comments should be considered as suggestions to be used as the faculty member and his/her supervisor consider appropriate.

B. Process

1. Evaluation is mandatory for untenured faculty during their third tenure-clock year. Evaluation of progress toward tenure will be done prior to the annual review covering faculty member's third tenure-clock year.
2. Applicants will complete sections I through VI of the University's current Promotion and Tenure Application. Applicants are to disregard the numbered section on page one of the Application where it states "Materials to be provided in the applicant's dossier include:" The only required document is the Application. A cover letter is optional, but numbered items 3 through 7 are not needed for this third year review.
3. Applicant's documentation will be submitted to the P&T Committee no later than December 1 (or the next workday, if December 1 falls on a weekend) of the third tenure-clock year. The P&T Committee Chair will receive one paper copy of the documentation (which will be placed in the applicant's personnel file at the end of this process) and the applicant will forward an electronic .pdf copy to the P&T Committee Chair who will share the document via e-mail with P&T Committee members.
4. The P&T Committee will review documentation and provide the applicant, the applicant's immediate supervisor and the Associate Dean (or Dean of Libraries) with written results, comments and recommendations no later than January 31 (or the next workday, if January 31 falls on a weekend) of the third tenure-clock year. After allowing the applicant time to review the information, the P&T Committee or a representative of the P&T Committee will meet with the applicant, if the applicant desires, in order to discuss any questions or problems. The immediate supervisor and Associate Dean (or Dean of Libraries) will have an opportunity to meet with the P&T Committee (or a representative) at this time as well, if desired.
5. Applicants may ask the P&T Committee Chair or the entire P&T Committee for further information if questions arise. However, as this is not an actual application for tenure, there will be no formal appeal or review process.
6. Applicants are advised that a favorable review during the third tenure-clock year in no way guarantees that a formal promotion and tenure application will be approved. This is a process to assist the applicant in approaching the formal process and advise him/her as to the progress being made and suggest areas in need of improvement.
7. A copy of the applicant's third year review document and the P&T Committee's report will be placed in the applicant's personnel file.

C. Evaluation Criteria for the Third-Year Review

The purpose of the third-year review is to provide an assessment of an individual's professional development and his/her prospects for a successful application for tenure and promotion to Associate Professor. The third-year review includes an assessment of the strengths and weaknesses of the candidate in each of the three areas: teaching/librarianship, research, and service. Evaluation will be done using the same three-point rating scale as the promotion and tenure evaluation – unsatisfactory, satisfactory, and excellent.

The criteria for each area are based on the expectations defined in Appendix A.

1. Teaching/Librarianship

Applicants in the third-year review should show considerable progress toward excellence in teaching/librarianship.

2. Research

Applicants should have met one-half of the criteria for a satisfactory ranking in research, as specified in Appendix B. At least two published contributions are expected with at least one falling in Category I. A third research project either in the review process or accepted for publication is advised. Applicants should aim for research that falls in Category I. Applicants are strongly advised to aim beyond the minimal level.

3. Service

Applicants should have met one-half of the criteria for a satisfactory ranking in service, as specified in Appendix B. At least two contributions are expected, with at least one contribution from Category II.

VIII. EXTERNAL REVIEWS

A. Purpose

The process for awarding promotion and/or tenure in academic rank requires rigorous, fair, and objective evaluation of each candidate's record of productivity. The purpose of an external review is to provide an independent assessment of a candidate's teaching/librarianship, research, and service. These reviews are beneficial in evaluating the productivity of a candidate and his/her progress toward or achievement of a national reputation. External reviewers' comments regarding the quantity and quality of a candidate's work provide important evidence to inform Libraries' and University judgments of qualification for promotion and/or tenure.

B. Sources of External Reviewers

Libraries' policy will provide a process for generating a list of objective, knowledgeable reviewers. The set of appropriate reviewers will be derived with input from (1) the applicant, who may consult with his/her coordinator and/or immediate supervisor, and (2) the current P&T Committee.

1. External Reviewers Suggested by Candidate

It is solely the candidate's responsibility to select their external reviewers. According to the timeline in Appendix E and using the form in Appendix G, the candidate will submit to the Chair of the P&T Committee a list of four potential external reviewers and from this list, two names will be chosen. It is recommended, but not required, that potential reviewers have similar job duties and responsibilities as the candidate. The list should state the following for each potential reviewer:

- Name
- Title/Rank
- Address (no P.O. Box)
- Telephone number(s)
- E-mail address
- Brief statement of their qualifications
- Relation to candidate (if any)
- Short explanation as to why this person was selected in terms of their general qualifications in the discipline

After the P&T Committee receives the list, they will contact the suggested reviewers to ensure they meet the qualifications of an appropriate external reviewer, are willing to serve in this capacity, and to request a copy of their current vita. If the suggested person does not meet the qualifications or is not willing to serve, the Applicant will be asked to provide another name.

2. External Reviewers Suggested by P&T Committee

According to the timeline in Appendix E and using the form in Appendix G, the P&T Committee will compile an additional list of five potential external reviewers. The list should state the following for each potential reviewer:

- Name
- Title/Rank
- Address (no P.O. Box)
- Telephone number(s)
- E-mail address
- Brief statement of their qualifications
- Relation to candidate (if any)
- Short explanation as to why this person was selected in terms of their general qualifications in the discipline

The P&T Committee will contact the suggested reviewers to ensure they meet the qualifications of an appropriate external reviewer, are willing to serve in this capacity and to request a copy of their current vita. The candidate may choose to drop one name from the list of willing reviewers and then the P&T Committee will select two individuals from the remaining names.

3. Potential Conflict

If a candidate has any concern about the impartiality of anyone who might be selected as an external reviewer, this should be made known to the P&T Committee as soon as possible. Should extenuating circumstances occur, the P&T Committee reserves the right to drop or add additional names to the final list of potential external reviewers.

C. Criteria for External Reviewers

External reviewers must possess the credentials to provide an objective and knowledgeable assessment of the candidate's work. They should be leaders in the candidate's area of excellence and have been selected on the basis of their familiarity with the discipline of the candidate, including standards for professional and scholarly activity in the discipline. Generally, they should be tenured with faculty status at Carnegie Research Universities at the level of "high" or "very high" research activity (see Appendix H) at or above the rank proposed for the candidate. In unusual instances in which a reviewer does not hold faculty status or is not a member of a Carnegie Research University, an explanation for selecting this individual should be provided by the candidate.

It may also be appropriate to use reviewers who have moved to positions in national professional associations, in government, or in industry. Thus external reviews should be from tenured professors or individuals of equivalent stature outside academe who are widely recognized in the field, and who are chosen because of their ability to objectively evaluate the candidate's work.

Because external reviews are to be independent, objective, and impartial, selected reviewers should not have a special relationship with the candidate or conflict of interest (e.g. a research collaborator, supervisor, former departmental colleague, relative or someone with whom the candidate had close collaboration on a committee or service-related activity). External reviewers cannot be on the faculty of Mississippi State University as a regular faculty member, adjunct faculty member or part-time faculty member nor should they be a current student of the University.

D. Determination of External Reviewers

The P&T Committee is required to use the template in Appendix I in creating their letters/e-mails to individuals requesting their willingness to serve as an external reviewer for a specific candidate's application for promotion and/or tenure. All responses are kept by the Chair of the P&T Committee as official documentation toward completing the application process.

E. Communication with External Reviewers

From the suggested nine external reviewers, the P&T Committee will choose a total of four individuals to be contacted (two from the candidate's list and two from the P&T Committee's list). The candidate is not notified as to which of his/her suggested external reviewers are selected by the P&T Committee.

1. Request for Reviewer's Participation

Preceding each candidate's review by the P&T Committee and according to the timeline in Appendix E, the P&T Committee will solicit external reviews of the candidate's dossier. The letter soliciting comments must be identical for all candidates and must be written in neutral terms to avoid the suggestion that either a positive or a negative recommendation is requested. A copy of the sample letter requesting a reviewer's participation is given in Appendix I.

2. Materials Available to External Reviewers

External reviewers will be provided with material pertaining to a candidate's promotion and/or tenure information which includes the following:

- 1) A letter with instructions for completing the review (with deadline) (see Appendix J)
- 2) MSU Promotion and Tenure Procedures
- 3) MSU Libraries' Academic Promotion and Tenure Policies and Procedures
- 4) Cover letter and the candidate's promotion and/or tenure application
- 5) Representative samplings of productivity from the Teaching/Librarianship, Research and Service components which emphasize quality over quantity

The candidate will submit one read-only PDF copy of each of the bulleted items 2-5 listed above and submit them to the Chair of the P&T Committee (see Appendix D for more detailed instructions). The P&T Committee Chair will e-mail these PDF files to each of the chosen External Reviewers.

As a candidate does not include copies of all articles written, all workshop evaluations given, all committee reports made, etc. in their supportive documentation, he/she will not include all copies of similar items for their external review packets.

F. Distribution of External Reviewers' Reports

Once an external reviewer completes their evaluation and returns it (via regular mail or e-mail) to the Chair of the P&T Committee, the Chair will place the review into the candidate's application dossier within a designated tabbed section for External Reviews.

No explicit weight will be assigned to external reviews, and it will not be assumed that they are more accurate or authoritative than internally generated evaluations. Such

reviews should be viewed as additional information only. The final decisions regarding promotion/tenure recommendations and actions remain the exclusive responsibility of the P&T Committee and the Libraries' and University administration.

G. Confidentiality of External Reviewers' Reports and External Reviewers

External peer reviews are confidential during the review process. Members of the P&T Committee may not disclose the contents of external peer reviews to the candidate or to others not involved in the review process.

It is also important that those who are writing recommendations pertaining to candidate's application for promotion and/or tenure avoid mentioning the names of the external reviewers and quoting them in the text of their recommendation. These recommendations become part of the candidate's personnel file, which they have a right to review. The only place a reviewer's name should be mentioned is on the "Record of External Review Letters for MSU Libraries' Promotion and/or Tenure Applications" (see Appendix G) as originally submitted by the applicant and the P&T Committee. External reviewers will remain anonymous to the candidate and a statement on confidentiality is included in the letter to the reviewer (see Appendix J).

Upon completion of the promotion and/or tenure application process, each candidate will have returned to them all documentation pertaining to their application, which includes the redacted external review letters. The original external review letters will be destroyed at the end of the P&T cycle.

H. Summary of How External Reviews Were Conducted

In order to make it clear to the Provost and Executive Vice President, President and others reviewing a promotion and/or tenure application exactly what procedures were used in selecting the external reviewers, the following statement should be included in the External Review section of every application followed by a sample letter sent to each reviewer, the two log sheets (Appendix G), and the four external review letters.

Summary of How External Reviews Were Conducted Mississippi State University Libraries

2019-2020
(change date to correct fiscal year)

Sources of External Reviewers

External Reviewers Suggested by Candidate

According to the University's and Libraries' promotion and tenure timeline and using the attached form, the candidate submitted to the Chair of the MSU Libraries' Promotion and Tenure (P&T) Committee the following list of four potential external reviewers. These potential external reviewers were contacted by the Libraries' P&T Committee to ensure they were willing to serve in this capacity. From this list, the MSU Libraries' P&T Committee selected two individuals to contact.

External Reviewers Suggested by MSU Libraries' P&T Committee

According to the University's and Libraries' promotion and tenure timeline and using the attached form, the MSU Libraries' P&T Committee compiled an additional list of five potential external reviewers. These potential external reviewers were contacted by the MSU Libraries' P&T Committee to ensure they were willing to serve in this capacity. From this list, the candidate was given the option of dropping one name and thereafter, the MSU Libraries' P&T Committee selected two individuals to contact.

Choice of External Reviewers

From the suggested nine external reviewers, the MSU Libraries' P&T Committee chose a total of four individuals to be contacted (two from the candidate's list and two from the MSU Libraries' P&T Committee's list). The candidate was not notified as to which of his/her suggested external reviewers were selected by the MSU Libraries' P&T Committee.

IX. PROCEDURES FOR LIBRARY FACULTY PROMOTION AND TENURE

Once a faculty member submits his/her application for promotion and tenure, it is reviewed within the Libraries and then submitted to the University administration for further review.

A. Libraries' Committees on Promotion and Tenure

There are two Libraries' Committees on Promotion and Tenure: (1) the P&T Committee and (2) the Libraries' Promotion and Tenure Committee for Professor. The members of both Committees will deliberate and vote on promotion and tenure applications only at their rank or below.

1. P&T Committee: The Libraries' promotion and tenure policies adhere to and reflect the University's promotion and tenure policies. The P&T Committee shall consist of all full-time, tenured faculty members with the rank of Associate Professor or

above, excluding the Associate Deans and the Dean of Libraries. An organizational committee meeting will be called by the outgoing chair by June 15, at which time a chair will be elected. A person shall not be elected as chair for two consecutive years.

- 1) The following members of the P&T Committee will recuse themselves during deliberations and votes on promotion and tenure applications, but they may participate in all other P&T Committee business (i.e., third year reviews):
 - The faculty member currently elected to serve on the University Promotion and Tenure Committee
 - The coordinator of the faculty member

- 2) The P&T Committee serves as an advisory body to the Dean of Libraries. The P&T Committee will annually review all criteria, policies, and procedures followed by the Libraries to insure that they are equitable and effective.

- 3) The P&T Committee reviews all third year reviews and promotion and tenure dossiers and makes appropriate recommendations in writing. P&T Committee recommendations will be made on the basis of a simple majority vote (not separate votes on teaching/librarianship, research and service). At the close of each committee year, the chairperson will submit all relevant documents to the Dean of Libraries, who will then deposit them in the appropriate file.

2. Libraries' Promotion and Tenure Committee for Professor (Committee for Professor): The Committee for Professor is an ad hoc committee and consists of all eligible full-time, tenured library professors. In academic years when there are not at least three library professors eligible to serve on the Committee for Professor, an election for one or more MSU professors from other University departments will take place. Their term of service is for one promotion and tenure cycle. The procedure for appointing non-library professors to the Committee for Professor is as follows:
 - 1) Each candidate for promotion to Professor submits two names of academic faculty who are eligible to serve (i.e., are MSU tenured professors). Submissions are made to the Chair of the P&T Committee.
 - 2) Each candidate contacts their nominees before submitting the names to verify their interest in actually being nominated.
 - 3) The P&T Committee submits two names of academic faculty who are eligible to serve.
 - 4) The Chair of the P&T Committee contacts the Committee's nominees before submission of names to verify their interest in actually being nominated.
 - 5) If nominated academic faculty are unwilling to serve, the candidate and/or P&T Committee will name additional academic faculty until the candidate(s) and the

P&T Committee each have two names on the ballot that are willing to serve if elected.

- 6) It is possible that more than one candidate will unknowingly nominate the same academic faculty. The nominees will stand as submitted and the candidates will not be asked to nominate additional academic faculty unless one or more of the nominees decline the invitation to be nominated.
- 7) The ballot (consisting of two nominees from each candidate and two nominees from the P&T Committee) will be distributed by the Chair of the P&T Committee to all library faculty. If one additional committee member is needed, then each person will vote for one of the four nominees. If two additional committee members are needed, then each person votes for two of the four nominees.
- 8) The Chair of the Committee for Professor will be a library faculty member and will be elected by members of the Committee for Professor. The Chair will be responsible for coordinating the external review letters, calling meetings, conducting the vote and writing the letter to the Dean of Libraries.
- 9) In the instance when there are no library faculty eligible to serve on the Committee for Professor, the following procedure will be followed:
 - a. Each candidate for professor will nominate two academic faculty members as will the P&T Committee as outlined in the previous steps.
 - b. The Chair of the P&T Committee will prepare the ballot. The library faculty will vote for three academic faculty members. The nominees receiving the most votes will be elected. The academic faculty receiving the remaining votes will be recorded in case the successful nominees cannot serve at the last minute.
 - c. The Chair of the P&T Committee will serve as an ex officio member of the Committee for Professor. The ex officio member will act as a liaison and/or interpreter of Libraries' promotion and tenure issues for the Committee for Professor, and will be responsible for meeting deadlines (e.g., writing letters, calling meetings). The Committee for Professor will elect a chair from the members. The Chair would be responsible for seeing that the group evaluates the applications and recording the votes.
 - d. Only the professors on the Committee for Professor will discuss and evaluate the applications. The ex-officio member will not participate in the deliberations or in the voting.
3. In order that the appropriate P&T Committee may function more effectively, the Dean of Libraries and appropriate supervisors will make available to Committee members all pertinent and available information (See Appendix D: Checklist of Required Materials for Completed Dossier). It will be the responsibility of all Committee members to review all such information before voting on any nomination for promotion or tenure. Committee recommendations are based on

the result of simple majority vote on the application as a whole (not separate votes on teaching/librarianship, research and service).

4. The candidate may withdraw his or her application at any time during the review process.
5. Recommendations of the appropriate P&T Committee, including written justifications, will become part of the application dossier transmitted to the Dean of Libraries. The appropriate Committee Chair will inform the candidate of the Committee's recommendation, affirmative or negative. The Dean of Libraries shall inform the Committee and the candidate, in writing, with justification of his/her recommendation.
6. The recommendations of both the appropriate P&T Committee and the Dean of Libraries (whether affirmative or negative) will be conveyed to the Provost and Executive Vice President. Reasons for a denial of promotion or tenure at the Libraries' level will be transmitted to the candidate by the Dean of Libraries.
7. The Provost and Executive Vice President will review the recommendations of the appropriate P&T Committee and the Dean of Libraries. Reasons for denial of promotion or tenure at this level will be transmitted by the Provost and Executive Vice President to the candidate directly or through the Dean of Libraries.
8. The candidate will be officially notified of the transfer of the application and the recommendation at each level of his/her nomination for promotion or tenure in the Libraries. The final written recommendation will be placed in the candidate's Libraries' personnel file.

B. Provost and Executive Vice President

1. The Provost and Executive Vice President, after reviewing the candidate's dossier, makes a recommendation to the President of the University, and details of that recommendation are transmitted to the Dean of Libraries and to the Chair of the appropriate P&T Committee.
2. The Provost and Executive Vice President will, each year, in consultation with the University Committee on Promotion and Tenure, review all criteria, policies, and procedures related to promotion and tenure, to insure that they are: (1) consistent with regulations of the Board of Trustees and (2) internally consistent, equitable, and understandable.

C. President

The President makes a decision on all recommendations for promotion and tenure. Once the decisions have been made, the President transmits them to the IHL Board of Trustees for final action and to the candidates and other appropriate individuals. Board decisions will be transmitted to candidates and other appropriate individuals.

D. University Promotion and Tenure Committee

The Libraries' promotion and tenure policies and procedures must adhere to the University's promotion and tenure policies and procedures (see the *MSU Faculty Handbook* at http://www.provost.msstate.edu/pdf/faculty_handbook.pdf).

Should an applicant be denied promotion and/or tenure, he/she will have 10 business days in which to appeal to the University Promotion and Tenure Committee. For details pertaining to appeals, see Section XII. Appeals.

X. CALENDAR OF PROMOTION AND TENURE DEADLINES

A calendar (see Appendix E) concerning promotion and tenure deadlines will be distributed to the faculty by the Chair of the P&T Committee after the calendar has been established by the Provost and Executive Vice President.

XI. NOTICE OF NON-REAPPOINTMENT OR RESIGNATION

Refer to the *MSU Faculty Handbook Section V. Promotion and Tenure Procedures, 11.0 Notice of Non-reappointment of Non-tenured, Tenure-track Faculty* at http://www.provost.msstate.edu/pdf/faculty_handbook/pdf, Section K [line 635].

XII. APPEALS

Refer to the *MSU Faculty Handbook Section V. Promotion and Tenure Procedures 10.0 Appeals* at http://www.provost.msstate.edu/pdf/faculty_handbook/pdf, Section J [line 599].

XIII. POST TENURE REVIEW

Refer to the OP 01.21 – Post-Tenure Review Policy located at <http://www.msstate.edu/dept/audit/PDF/0121.pdf>

XIV. PROCEDURES FOR AMENDING THE MISSISSIPPI STATE UNIVERSITY LIBRARIES PROMOTION AND TENURE POLICIES AND PROCEDURES

Any suggested change(s) in existing policies and procedures of the Mississippi State University Libraries Academic Promotion and Tenure Policies and Procedures must be submitted in writing by April 1 of each year to the P&T Committee. The P&T Committee will review all suggested changes and, by May 1 of each year, inform the Dean of Libraries of these changes, and present the changes and recommendations to the faculty by May 15. The faculty will meet and vote on changes by June 1.

Appendix A

Suggested Accomplishments

The following sections on Teaching/Librarianship, Research, and Service contain suggestions of activities a candidate may accomplish which will help them attain promotion and tenure. PLEASE NOTE that these are suggested activities and not an all inclusive listing. Each candidate's dossier will be evaluated as a whole and on its own merits. See also Appendices B and C.

I. Teaching/Librarianship (Primary Areas of Performance)

Each department and/or unit within the Libraries will be responsible for developing job performance standards that will be used to measure the faculty member's job performance within his/her primary area of job responsibility. Documentation of activities should include measures of quantity and quality. Qualitative measures may include client evaluations, peer evaluations, supervisory evaluations of activities, and materials produced for teaching activities.

Selected examples of activities and supporting skills contributing to excellence:

- Developmental activities
 - Develops or improves procedures, policies or workflows at departmental and/or Libraries' level(s)
 - Demonstrates leadership in strategic planning and development of innovative approaches to problem solving and program development
 - Develops new or innovative approaches to problem-solving in specific areas of librarianship which will further enhance professional techniques and services
 - Cooperates with other libraries and institutions to facilitate research
 - Cooperates with other libraries and institutions to develop regional and national library services
 - Reads professional literature and participates in discussion groups
 - Develops an awareness of job assignments and issues which exist in library units outside the area of responsibility
 - Pursues additional degree(s) beyond the MLIS or other appropriate degree
- Instructional materials used training library science graduate interns undertaking practica
- Development of teaching materials for use by others in addition to the author, including texts, course syllabi, bibliographies, computer programs, guides and educational displays
- Design and implementation of library instruction programs including preparation and delivery of orientation sessions and course-related instruction

- Preparation and presentation of seminars and workshops dealing with areas of the library or academic expertise
- Reference assistance and instruction on use of library resources, including counseling on term papers and other course assignments
- Instruction and supervision of other library personnel
- Organization of knowledge by cataloging and classifying materials for use by others, and by designing methods for retrieving information through systematic, structured methods that can be applied to a variety of disciplines. Includes analysis, development, organization, maintenance and quality control of bibliographic records for effective use by students, faculty and community users
- Identification, selection, acquisition, and maintenance of library materials to support teaching, research and service activities of the Libraries and the University
 - Analyzes data relating to library collections, functions and use
- Retrieve pertinent bibliographic information through computer-assisted services to support research activities of the University community, including theses, dissertations, grant proposals and other projects
- Develop an ongoing relationship with constituents based on professional expertise and library research-oriented pedagogy
- Performs library liaison duties within parameters of the academic department(s)
- Performs administrative/managerial duties with demonstrated abilities in:
 - Implementation of library policies and procedures
 - Organizational skills
 - Hiring, training and supervising staff
 - Effective initiation, revision, and dissemination of departmental routines by directing staff and determining work flow
 - Ability to encourage staff to reach their highest potential by participation in staff development and by creating an atmosphere of open communication and receptiveness to suggestions and criticism
 - Positive, constructive evaluations of staff performance
 - Demonstrates effective report writing and analytical skills
 - Writes policies and procedures for department
 - Prepares substantial internal and external reports involving research or the application of the librarian's professional abilities
 - Demonstrates leadership in management of assigned functional areas, including personnel, operations and fiscal management
 - Effectively applies organizational, managerial, and administrative skills with impact beyond the departmental level
 - Translates knowledge of the curriculum and University policies into effective library services
 - Competently manages library resources under the faculty member's supervision

- Performs administrative leadership role in the University
- Being selected for a University or college award
- Serves as thesis or dissertation committee member
- Prepares grant proposals for submission to funding sources external to the Libraries
- Is awarded visiting appointments/fellowships

II. Research

Research contributes to the body of knowledge and is the basis for most publications. Faculty are expected to conduct research and present results in refereed journals, at conferences of professional societies, and through other scholarly forums. It is strongly suggested that a faculty member include at least one Category I research article in a peer-reviewed journal for which they are the sole author or the primary author. Funding is not a prerequisite to research since unfunded research offers significant contributions to the profession. Each research contribution must be judged on its own merit. Work in progress or accepted for publication, but not yet published, will not be counted in the promotion and/or tenure application.

Examples or evidence of research are listed below in three categories. Generally, Category I will receive the most weight in evaluations, and Category III the least weight. The list is meant to provide general guidelines; it is not exhaustive and is not intended to assign absolute weights. Each work will be evaluated on its substance and quality. Items of exceptional substance and/or quality falling into Categories II or III might be given Category I or II weight, while items of lesser substance and/or quality falling into Categories I or II might be given Category II or III weight.

Category I (highest)

Contributions in Category I are refereed.

- Publication of applied or theoretical research as an article in a refereed journal
- Publication of critical bibliographies in a refereed journal
- Publication of scholarly books presenting applied or theoretical research of the highest quality
- Publication of applied or theoretical research as a book chapter
- Presentation of refereed or invited papers/presentations or poster sessions at national and international professional meetings or conferences
- Editorship of a monographic series or set, journal or monograph, or column of a scholarly publication
- Membership of an editorial board for scholarly publication

Category II

- Publication of articles in a non-refereed journal or professional publication
- Publication of non-refereed items in a refereed or non-refereed journal or professional publication
- Refereed and non-refereed papers/presentations, poster sessions, workshops at regional professional meetings or for professional groups
- Publications in proceedings of conferences and professional meetings
- Publication of ARL SPEC Kits or ACRL CLIP Notes
- Editorship of a professional newsletter or column of a scholarly publication
- Reviewer for a major refereed journal

Category III

- Preparation of scholarly exhibits
- Design/development of audiovisual materials or computer applications and/or software and databases that achieves a significant impact on the profession (commercial or non-commercial distribution within the profession)
- Scholarly presentations other than at conferences, e.g. at educational institutions, other organizations, or via the media
- Non-refereed presentations at workshops, state and local professional meetings, or for professional groups
- Completion of evaluative publications such as book reviews.
- Publication of ERIC documents

Comments:

Syllabi, reprints or readings, casebooks, and other similar material intended primarily for classroom use, unpublished internal documents such as policy statements, management studies, committee reports, procedure manuals, user guides and handbooks, bibliographies and any other material prepared to facilitate the provision of library services or to direct library operations should be evaluated as teaching/librarianship.

Opinion pieces, including non-scholarly letters to editors and short responses to the publications of others; editing which does not require special scholarly expertise; documents resulting from campus or professional service on committees, task forces, etc.; official documents deriving from office in professional/scholarly associations, e.g., reports, minutes of meetings, presidents' messages should be evaluated as service.

III. Service

Service activities enhance the educational mission and scholarly life of the University community or its programs, improve the quality of life in society, and promote the general welfare of the institution, the community, the state, or the nation.

While service activities are not limited to participation in professional organizations and related associations, these activities provide an important vehicle for the fulfillment of a service obligation for librarians. The profession requires coordination and consensus for implementation of the standards, guidelines, and programs that strengthen the position of the Libraries in regional, national, and international information systems.

Examples or evidence of service are listed below in three categories. Generally, Category I will receive the most weight in evaluations, and Category III the least weight. The list is meant to provide general guidelines; it is not exhaustive and is not intended to assign absolute weights. Each activity will be evaluated on its substance and quality. Items of exceptional substance and/or quality falling into Categories II or III might be given Category I or II weight, while items of lesser substance and/or quality falling into Categories I or II might be given Category II or III weight.

	Category I	Category II	Category III
Professional Service	[Elected] Officer in state, regional, national or international professional associations	[Elected] Officer in a local professional association	Member of a state, regional, national, or international professional association
	[Elected] Officer in a Section of a regional, national, or international professional associations	[Elected] Officer in a Section or a roundtable of state professional associations or chapters	Member in a Section of a state, regional, national or, international professional association
	Roundtable Chair/Officer -in a regional, national, or international professional association	Roundtable Chair/Officer in a state professional association	Member in a Roundtable in a state, regional, national, or international professional association
	Committee Chair/Officer in a regional, national, or international professional association	Member of a Committee in a regional , national, or international professional association	
		Committee Chair/Officer of a state professional association	Member of a Committee in a state professional association
	Organizer of a workshop and meeting at the national or international level	Organizer of a workshop or meeting at the regional or state level	Organizer of a workshop or meeting at the local level
	Moderator or discussant at a national or international professional meeting	Moderator or discussant at a regional professional meeting	Moderator or discussant at a state professional meeting

	Editorship of a monographic series or set, journal or monograph	Editorship of a professional newsletter or a column of a scholarly publication	
	Membership of an editorial board for a scholarly publication		
	Reviewer for a major refereed journal		
	Successful grant proposal on a national level	Successful grant proposal on a regional or local level	
	Appraiser or Reviewer of external grant proposals, fellowship applications or other awards		
	Selection for a professional society award (depending on the nature of the award)		
	External Reviewer for P&T Applications		
		Moderator of a professional listserv	
		Consultant related to the library profession	
Library Service		Chair of a Libraries' Committee or Task Force	Active member/participant on a Libraries' Committee or Task Force
University Service	[Elected] Chair of the University Promotion and Tenure Committee	[Elected] member of the University Promotion and Tenure Committee	
	[Elected] Officer of Faculty Senate	[Elected] Member of Faculty Senate	
		Chair of a Standing or Ad hoc University Committee	Member of a University Committee or Task Force
		Moderator or panel member in University seminars, institutes, etc.	
		Advisor or sponsor of student groups or activities, etc.	

Appendix B

Suggested Activities Appropriate to Progress to the Rank of Associate Professor and/or for Tenure

Library faculty must meet the following expectations: excellence in teaching/librarianship and satisfactory performance in research and service. No activities pre-dating the faculty member's initial appointment will be considered unless agreed on in the letter of hire.

1. Teaching/Librarianship:

Measures of excellent performance can be found in Appendix A.

2. Research:

To progress to the rank of Associate Professor and/or for tenure, a faculty member's research must exemplify worthwhile contributions to professional librarianship or related scholarly fields. It is strongly suggested that a faculty member include at least one Category I research article in a peer-reviewed journal for which they are the sole author or the primary author.

Measures of excellence in research:

A minimum of at least six contributions: four of which must be from Category I, with one from Category I or II and one from any Category.

Measures of satisfactory performance in research:

A minimum of at least five contributions: three of which must be from Category I, with one from Category I or II and one from any Category.

3. Service:

Measures of excellence in service:

A minimum of at least four contributions: one of which must be from Category I, with two from Category I or II and one from any Category.

Measures of satisfactory service:

A minimum of at least three contributions: one of which must be from Category I or II, and two from any Category.

Appendix C

Suggested Activities Appropriate to Progress to the Rank of Professor and/or for Tenure at the Rank of Professor

Library faculty must meet the following expectations: excellence in teaching/librarianship and research or service; and satisfactory performance in the remaining category. Only activities since the faculty member's last promotion will be considered.

1. Teaching/Librarianship:

Measures of excellent performance can be found in Appendix A.

2. Research:

To progress to the rank of Professor and/or for tenure at the rank of Professor, a faculty member's research must make significant contributions to professional librarianship or related scholarly fields. It is strongly suggested that a faculty member include at least one Category I research article in a peer-reviewed journal for which they are the sole author or the primary author.

Measures of excellence in research:

A minimum of ten contributions; seven of which must be from Category I, with three from Category I or II.

Measures of satisfactory research:

A minimum of seven contributions; five of which must be from Category I, with two from Category I or II.

3. Service:

Measures of excellence in service:

A minimum of five contributions; three of which must be from Category I, with two from Category I or II.

Measures of satisfactory service:

A minimum of four contributions; two of which must be from Category I, with two from Category I or II.

Appendix D

Checklist of Required Materials for Completed Dossier

(As adapted from *MSU's Faculty Handbook, Section V. Promotion and Tenure Procedures*, [line 536] Chronology)

Candidates are encouraged to consult early with the P&T Committee to ensure a well-presented and organized case for their tenure and/or promotion application.

A. Materials to be received from the candidate by September 15th:

1. All materials required by the Libraries' and University's procedural guidelines.

a. Completed Promotion and Tenure Dossier which will contain:

[Goes to Department Head– in a manila folder (using an ACCO clip)]

- (1) Cover Letter [approximately 2 pages in length on Libraries letterhead]
- (2) Table of Contents [optional]
- (3) Completed Application Form
- (4) Tabbed Section for Department Head's Recommendation
- (5) Tabbed Section for Associate Dean's Recommendation [if needed]
- (6) Tabbed Section for Dean of Libraries' Recommendation
- (7) Tabbed Section for appropriate P&T Committee's Recommendation
- (8) Current Vita
- (9) A copy of the Original Offer Letter, and Current Job Description if applicable
- (10) Tabbed Section for External Review Letters. The Chair of the appropriate P&T Committee will insert the following:
 - (a) Summary of How External Reviews Were Conducted
 - (b) Applicant's Log Sheet
 - (c) P&T Committee's Log Sheet
 - (d) Sample Letter Sent to each External Reviewer
 - (e) External Reviews
- (11) Tabbed Section for Supporting Letters [optional (do not mix with External Reviews)]
- (12) Tabbed Section for Summary Information on Teaching [Include summaries of evaluations for any Bibliographic Instruction sessions, any classes taught, workshops, training sessions, evaluations by peers or other faculty, etc. If you have no written evaluations because you have not taught any such sessions, then write a statement to that fact (see Appendix F). You may also include any e-mails, cards, letters, etc. where someone says that you have done a good job on some "teaching" element.]

b. The candidate will e-mail the information listed in items (1) through (5) in one or more read-only PDF files and all of this material will be forwarded to each of the External Reviewers by the P&T Chair:

[Goes to appropriate P&T Committee Chair] [Items 1-5 below can be on 1 .pdf file or on 5 or more separate .pdf files.]

- (1) *MSU Promotion and Tenure Procedures*
- (2) *MSU Libraries' Academic Promotion and Tenure Policies and Procedures*
- (3) Cover letter and completed Application Form
[only numbers (1) through (3) and (8) listed in A.1.a. above]
- (4) Representative samplings of productivity from Teaching/Librarianship, Research and Service such as copies of refereed articles, letter of appreciation for service on committee.

2. All supporting documentation desired by the candidate

[Goes to Department Head – in separate 3-ring Binder. This is submitted at the same time as your dossier listed in A.1.a.]

Candidates may not add information to their files after a recommendation has been made by the appropriate coordinator. However, the appropriate P&T Committee may request clarification or additional information.

B. Materials to be provided by the Libraries' Department Head by October 15th.

[Goes to appropriate Libraries' Associate Dean]

1. All materials listed above in A.1.a. for each applicant.

2. A completed Department Head's Recommendation.

Must include an evaluation of each applicant's teaching/librarianship, research, and service.

C. Materials to be provided by the Libraries' Associate Dean by October 29th.

[Goes to appropriate P&T Committee Chair]

1. All materials listed above for B for each applicant.

2. A completed Associate Dean's Recommendation.

Must include an evaluation of each applicant's teaching/librarianship, research, and service.

D. Materials to be provided by the appropriate P&T Committee by Nov. 15th.

[Goes to the Dean of Libraries]

1. All materials listed above in C for each applicant.

2. Each candidate's complete dossier, organized in an appropriate format and including the following additional documents:

a. A P&T Committee's Letter of Recommendation including:

(1) An evaluation of each applicant's teaching/librarianship, research, and service.

(2) A single vote and appropriate explanation

b. The four original External Reviews [placed in appropriate tabbed space]

c. The Office of the Provost's Committee on Promotions and Tenure Report Form completed by the Chair of the appropriate P&T Committee (see Appendix N).

E. Materials to be supplied by the Dean of Libraries by January 15th.

[Goes to the Provost and Executive Vice President]

1. All materials listed above in D for each applicant except for the dossier containing the Supplemental Documentation.

2. A completed Dean of Libraries' Recommendation including:

a. An evaluation of each applicant's teaching/librarianship, research, and service.

b. The summary vote and written recommendation of the appropriate P&T Committee.

c. A summary of the procedures followed by the Libraries.

3. The Office of the Provost's *Promotion and Tenure Checklist* completed by the Chair of the appropriate P&T Committee (see Appendix O).

Appendix E

Calendar for Mississippi State University Libraries Covering Promotion, Tenure, External Review and Third Year Review Deadlines

If any deadline falls on a weekend, the following Monday is the deadline.
NOTE: External P&T dates are subject to change. Consult University Calendar.

As Scheduled	It is recommended that the Chair of the P&T Committee within their term of office schedule an annual one-on-one meeting with untenured faculty to discuss their progress towards promotion and/or tenure.
	A faculty member applying for promotion and/or tenure (not Third Year Review) may withdraw his or her application at any time during the review process.
June 15	P&T Committee meets and elects new chair.
July 1	Candidates declare their intention to apply for promotion and/or tenure to the Chair of the P&T Committee. Deliberations regarding the need for the Committee for Professor should begin. If the Committee for Professor is necessary, a chair will be elected at this time according to guidelines outlined in Section IX.A.2.
July 15	Candidates submit a copy of their "Record of External Review Letters..." (Appendix G log sheet) listing four potential external reviewers to the Chair of the appropriate P&T Committee using the appropriate form.
August 1	Candidates for promotion to professor submit two names to the Chair of the P&T Committee for the ballot for the Committee for Professor.
August 8	Members of the P&T Committee submit names of potential candidates for the Committee for Professor.
August 15	Ballot for the Committee for Professor is distributed to library faculty by the Chair of the P&T Committee. Ballot is formed following procedures outlined in Section IX.A.2.
August 22	Chair of the P&T Committee confirms election results with successful nominees and alternate(s). The Chair issues letters of appreciation to all nominees.
September 1	Appropriate P&T Committee identifies and confirms five external reviewers for each declared candidate. The appropriate Committee Chair uses the relevant form to compile a list of nine external reviewers (five from the Committee and four from the candidate). The Chair gives a copy of this form to the candidate.
September 8	Candidates must notify the appropriate P&T Committee Chair by this date if they wish to exclude one name from the Committee's list of external reviewers.

- Before Sept. 15 Appropriate P&T Committee will select four external reviewers for each candidate, two names from the candidate's list and two names from the Committee's list. The four names are designated on the external review selection chart.
- September 15 Candidates turn in their completed print copy of their promotion and/or tenure applications and supplemental materials to their immediate supervisor. All supervisors and administrators must supply clearly written recommendations regarding promotion and tenure by the respective stated deadlines.
- Candidates will e-mail one or more read-only PDF files containing external review materials to the appropriate P&T Committee Chair. The Chair will then e-mail these PDF files to each of the chosen external reviewers.
- October 15 Promotion and/or tenure applications, recommendation and supplemental materials are due to the appropriate Associate Dean.
- October 15 Appropriate P&T Committee Chair sends an e-mail reminder of the upcoming deadline to those external reviewers who have not yet submitted their reviews. See Appendix K.
- October 22 Completed external review letters should be sent to the appropriate P&T Committee Chair.
- After Oct. 22 Appropriate P&T Committee Chair will send a letter of appreciation to all external reviewers. No honoraria will be paid to external reviewers. See Appendices L and M for sample letters.
- October 28 Appropriate P&T Committee Chair will remove any identifying information from the external review letters and make the content available to the respective candidate(s) by this date.
- October 29 Print copy of the promotion and/or tenure applications, recommendations and supplemental material are due to the appropriate P&T Committee. The appropriate P&T Chair receives the packet of material.
- November 1 Appropriate P&T Committee Chair adds the external review letters to the official promotion and/or tenure packet. Appropriate P&T Committee begins review of applications and related materials.
- November 15 Promotion and/or tenure applications, recommendations, external review letters (along with the external review selection chart), and supplemental material are due to the Dean of Libraries from the appropriate P&T Committee. The appropriate P&T Chair(s) also prepares an *Office of the Provost, Committee on Promotions and Tenure, MSU, Report Form* (see Appendix N) for each application and completes one *Promotion and Tenure Checklist* (see Appendix O) listing all Libraries' applications and the requested data. These completed documents accompany all applications submitted to the Dean of Libraries.

The appropriate P&T Chair will copy the Committee's letter to the applicant. The letter will be redacted only insofar as necessary to conceal the identity of external reviewers (if mentioned).

- December 1 Third year review documents are due to the Chair of the P&T Committee. Send one paper copy to the Chair and an electronic copy via an e-mail attachment to the Chair who will forward it to all appropriate P&T Committee members to review.
- January 15 Dean of Libraries submits promotion and/or tenure applications, recommendations, and external review letters (along with the external review selection chart) to the Provost and Executive Vice President. The Dean of Libraries will copy his/her letter to the applicant. The letter will be redacted only insofar as necessary to conceal the identity of external reviewers (if mentioned). Supplemental material is retained in the Office of the Dean of Libraries.
- January 31 P&T Committee submits written recommendation to the faculty who submitted a third year review (copies to appropriate coordinator and Associate Dean).
- January 31 The Chair of the P&T Committee will send out an e-mail reminder to all faculty (tenured and non-tenured) to ask them to review the current Promotion and Tenure document and submit any recommended changes or amendments by the April 1st deadline.
- Spring The Chair of the P&T Committee will convene a meeting with each faculty who has just completed their third year reviews and his/her supervisor to discuss a plan of action for further progress toward tenure.
- March 10 Recommendations are due from the Provost and Executive Vice President to the President. Notices should be transmitted to candidates regarding the Provost and Executive Vice President's recommendation.
- March 20 Recommendations of the President will be transmitted to the candidates.
- April 1 Proposed amendments to the Libraries' Promotion and Tenure document are due to the P&T Committee.
- April/May Official notification, in writing, will be sent by the President, or on behalf of the President, to candidates as soon as possible after the May IHL Board meeting.

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 and Executive Vice President who will forward the request to the University Committee on Promotion and Tenure. Refer to the *MSU Faculty Handbook, Section V, Promotion and Tenure Procedures, 10.0. Appeals* at

http://www.msstate.edu/web/faculty_handbook/v.html#C

The appropriate P&T Committee Chair removes the external review letters before the promotion and/or tenure packet is returned to the candidate. External review letters are destroyed.

- May 1 P&T Committee must send proposed amendments to the Libraries' Promotion and Tenure document to the Dean of Libraries.
- May 15 P&T Committee presents proposed changes to and revisions of the Libraries' Promotion and Tenure document to the faculty. Issues are discussed as needed and motions and/or amendments are made.
- June 1 Faculty must vote on any proposed motions and/or amendments to the Libraries' Promotion and Tenure document by this date.

Appendix F

Summary Information on Teaching Evaluations Samples

On the first page of the *MSU Application for Promotion and Tenure*, it states:

Materials to be provided in the candidate's dossier include:

- *1.
- *2. Completed University Promotion and Tenure application form (this cover page and attached pages) with appropriate responses and associated documentation. **This must include a summary sheet of teaching evaluations.**
- *3.

Please see our *Mississippi State University Libraries Academic Promotion and Tenure Policies and Procedures'* Appendix D, section A.1.a.(12) which states....

(12) Tabbed Section for Summary Information on Teaching Evaluations – this has been requested by the Provost every year since 2003. Include summaries of evaluations for any Bibliographic Instructions sessions, any classes taught, workshops, training sessions, evaluations by peers or other faculty, etc. If you have no written evaluations because you have not taught any such sessions, then write a statement to that fact. You may also include any e-mails, cards, letters, etc. where someone says that you have done a good job on some “teaching” element.

Two sample statements that you can include are on the next page:

[Sample 1]

Dr. Jane Doe

Application for
Promotion to Associate Professor and Tenure
MSU Libraries

October 1, 2008

Teaching is defined as "any practice that causes others to develop skill or knowledge" (Random House Dictionary or the English Language, 2nd ed.). Library teaching specifically provides students with the ability to effectively access and evaluate information for a given need.

This statement is to verify that my assigned duties and responsibilities do not include formal classroom teaching and therefore I only have the following "summary information on teaching evaluations" for inclusion with my application for promotion to associate professor and for tenure. Attached is information pertaining to two teaching sessions and selected documents stating excellent work on various projects.

[Sample 2]

Ms. Jane Doe

Application for
Promotion to Associate Professor and Tenure
MSU Libraries

October 1, 2008

Teaching is defined as "any practice that causes others to develop skill or knowledge" (Random House Dictionary or the English Language, 2nd ed.). Library teaching specifically provides students with the ability to effectively access and evaluate information for a given need.

This statement is to verify that my assigned duties and responsibilities do not include formal classroom teaching and therefore I have very little "summary information on teaching evaluations" for inclusion with my application for promotion to associate professor and for tenure. Attached is information pertaining to one teaching session given during the 200X MSU Libraries' Retreat held on (date) and selected documents stating excellent work on various projects.

Appendix G

Record of External Review Letters for MSU Libraries' Promotion and/or Tenure Applications

Faculty Member's Name: _____

Date Submitted: _____

Name of Reviewer	Affiliation, Position, and Contact Info. Including an Official Work-Related E-Mail Address	Reason for Invitation, Professional Qualifications, Relationship to Candidate	Suggested By:		Verify info. in App G
			FM	Comm.	
1.					
Selected by P/T Comm.	Rejected by FM				
2.					
Selected by P/T Comm.	Rejected by FM				
3.					
Selected by P/T Comm.	Rejected by FM				
4.					
Selected by P/T Comm.	Rejected by FM				
5.					
Selected by P/T Comm.	Rejected by FM				

Record of External Review Letters for MSU Libraries' Promotion and/or Tenure Applications

Faculty Member's Name: _____

Date Submitted: _____

Name of Reviewer	Affiliation, Position, and Contact Info. Including an Official Work-Related E-Mail Address	Reason for Invitation, Professional Qualifications, Relationship to Candidate	Suggested By:		Verify info. in App G
			FM	Comm.	
6.					
Selected by P/T Comm.	Rejected by FM				
7.					
Selected by P/T Comm.	Rejected by FM				
8.					
Selected by P/T Comm.	Rejected by FM				
9.					
Selected by P/T Comm.	Rejected by FM				
10.					
Selected by P/T Comm.	Rejected by FM				
11.					
Selected by P/T Comm.	Rejected by FM				

Appendix H

Library Faculty at the Institutions in **BOLD** have tenure and may be considered as sources for External Reviewers.

Carnegie Research Universities (very high research activity and high research activity) Academic Libraries with Tenure Track Positions As of July 2010						
State	Institution	ARL - ASERL	Tenure	MSU Peer	SUG	Private
Alabama	Auburn University	BOTH	Y	Y	Y	
Alabama	University of Alabama	BOTH	Y		Y	
Alabama	University of Alabama at Birmingham	ASERL	N		Y	
Alaska	University of Alaska – Fairbanks		Y			
Arizona	Arizona State University Main	ARL	N		Y	
Arizona	University of Arizona	ARL	Y			
Arkansas	University of Arkansas Main Campus		Y		Y	
California	California Institute of Technology		N			Y
California	Claremont Graduate University		N			Y
California	San Diego State University		Y			
California	Stanford University		N			Y
California	University of California-Berkeley	ARL	N			
California	University of California-Davis	ARL	N			
California	University of California-Irvine	ARL	N			
California	University of California-Los Angeles	ARL	N			
California	University of California-Riverside	ARL	N			
California	University of California-San Diego	ARL	N			
California	University of California-Santa Barbara	ARL	N			
California	University of California-Santa Cruz		N			
California	University of Southern California	ARL	Y			Y
Colorado	Colorado State University	ARL	Y			
Colorado	University of Colorado at Boulder	ARL	Y			
Colorado	U of Colorado at Denver / Health Sciences Center		Y			
Colorado	University of Denver		N			Y
Connecticut	University of Connecticut	ARL	N			
Connecticut	Yale University	ARL	N			Y
Delaware	University of Delaware	ARL	N		Y	
District of Columbia	Catholic University of America		N			Y
District of Columbia	George Washington University	ARL	N			Y
District of Columbia	Georgetown University	ARL	N			Y
District of Columbia	Howard University	ARL	N			Y
Florida	Florida International University	ASERL	N			
Florida	Florida State University	BOTH	N		Y	
Florida	University of Central Florida	ASERL				
Florida	University of Florida	BOTH	Y		Y	
Florida	University of Miami	BOTH	N			Y
Florida	University of South Florida	ASERL	N			

Carnegie Research Universities
 (very high research activity and high research activity)
Academic Libraries with Tenure Track Positions
 As of July 2010

State	Institution	ARL - ASERL	Tenure	MSU Peer	SUG	Private
Georgia	Emory University	BOTH	N			Y
Georgia	Georgia Institute of Technology	BOTH	N		Y	
Georgia	Georgia State University	ASERL	N		Y	
Georgia	University of Georgia	BOTH	N		Y	
Hawaii	University of Hawaii at Manoa	ARL	Y			
Idaho	University of Idaho		Y			
Illinois	Loyola University of Chicago		N			Y
Illinois	Northern Illinois University		Y			
Illinois	Northwestern University	ARL	N			Y
Illinois	Southern Illinois University at Carbondale	ARL	Y			
Illinois	University of Chicago	ARL	N			Y
Illinois	University of Illinois at Chicago	ARL	Y			
Illinois	University of Illinois at Urbana-Champaign	ARL	Y			
Indiana	Indiana University at Bloomington	ARL	Y			
Indiana	Ind. Un – Purdue U. at Indianapolis		Y			
Indiana	Purdue University Main Campus	ARL	Y	Y		
Indiana	University of Notre Dame	ARL	N			Y
Iowa	Iowa State University	ARL	Y	Y		
Iowa	University of Iowa	ARL	N			
Kansas	Kansas State University		Y	Y		
Kansas	University of Kansas Main Campus	ARL	Y			
Kansas	Wichita State University		Y			
Kentucky	University of Kentucky	BOTH	Y		Y	
Kentucky	University of Louisville	BOTH	Y			
Louisiana	Louisiana State University – Baton Rouge	BOTH	Y		Y	
Louisiana	Tulane University	BOTH	N			Y
Louisiana	University of Louisiana – Lafayette		Y			
Louisiana	University of New Orleans		Y			
Maine	University of Maine		N			
Maryland	Johns Hopkins University	ARL	N			Y
Maryland	University of Maryland Baltimore County		Y			
Maryland	University of Maryland - College Park	ARL	Y		Y	
Massachusetts	Boston College	ARL	N			Y
Massachusetts	Boston University	ARL	N			Y
Massachusetts	Brandeis University		N			Y
Massachusetts	Harvard University	ARL	N			Y
Massachusetts	Massachusetts Institute of Technology	ARL	N			Y
Massachusetts	Northeastern University		N			Y
Massachusetts	Tufts University		N			Y
Massachusetts	University of Massachusetts	ARL	N			
Michigan	Michigan State University	ARL	N			

Carnegie Research Universities
 (very high research activity and high research activity)
Academic Libraries with Tenure Track Positions
 As of July 2010

State	Institution	ARL - ASERL	Tenure	MSU Peer	SUG	Private
Michigan	University of Michigan-Ann Arbor	ARL	N			
Michigan	Wayne State University	ARL	N			
Michigan	Western Michigan University		Y			
Minnesota	University of Minnesota-Twin Cities	ARL	N			
Mississippi	University of Mississippi	ASERL	Y		Y	
Mississippi	University of Southern Mississippi		Y		Y	
Missouri	Saint Louis University		N			Y
Missouri	University of Missouri - Columbia	ARL	N			
Missouri	Washington University – St. Louis	ARL	N			Y
Montana	Montana State University – Bozeman	?	Y			
Nebraska	University of Nebraska - Lincoln	ARL	Y			
Nevada	University of Nevada – Las Vegas		Y			
Nevada	University of Nevada, Reno		Y			
New Hampshire	Dartmouth College	ARL	N			
New Hampshire	University of New Hampshire		Y			
New Jersey	Princeton University	ARL	N			Y
New Jersey	Rutgers	ARL	Y			
New Mexico	New Mexico State University Main Campus		Y	Y		
New Mexico	University of New Mexico Main Campus	ARL	Y			
New York	City University of New York Graduate Center		Y			
New York	Columbia University in the City of New York	ARL	N			Y
New York	Cornell University	ARL	N			Y
New York	Fordham University		N			Y
New York	New York University	ARL	Y			Y
New York	Rensselaer Polytechnic Institute		N			Y
New York	State University of New York at Albany	ARL	Y			
New York	State University of New York at Binghamton		Y			
New York	State University of New York at Buffalo	ARL	Y			
New York	State University of New York at Stony Brook	ARL	Y			
New York	Syracuse University	ARL	N			Y
New York	Teachers College, Columbia University		N			Y
New York	University of Rochester	ARL	N			Y
New York	Yeshiva University		N			Y
North Carolina	Duke University	BOTH	N			Y
North Carolina	North Carolina A&T State University		Y			
North Carolina	North Carolina State University	BOTH	N	Y	Y	
North Carolina	University of North Carolina at Chapel Hill	BOTH	N		Y	
North Carolina	University of North Carolina at Greensboro	ASERL	Y			
North Carolina	Wake Forest University	ASERL	N			
Ohio	Case Western Reserve University	ARL	N			Y
Ohio	Kent State University Main Campus	ARL	Y			

Carnegie Research Universities
 (very high research activity and high research activity)
Academic Libraries with Tenure Track Positions
 As of July 2010

State	Institution	ARL - ASERL	Tenure	MSU Peer	SUG	Private
Ohio	Ohio State University Main Campus, The	ARL	Y			
Ohio	Ohio University Main Campus	ARL	N			
Ohio	University of Cincinnati Main Campus	ARL	Y			
Ohio	University of Akron		Y			
Ohio	University of Dayton		Y			
Ohio	University of Toledo		Y			
Oklahoma	Oklahoma State University Main Campus	ARL	Y	Y	Y	
Oklahoma	University of Oklahoma Norman Campus	ARL	N		Y	
Oregon	Oregon State University		Y	Y		
Oregon	University of Oregon	ARL	N			
Pennsylvania	Carnegie Mellon University		N			Y
Pennsylvania	Lehigh University		N			Y
Pennsylvania	Pennsylvania State University, University Park	ARL	Y			
Pennsylvania	Temple University	ARL	N			
Pennsylvania	University of Pennsylvania	ARL	N			Y
Pennsylvania	University of Pittsburgh, Pittsburgh Campus	ARL	Y			
Rhode Island	Brown University	ARL	N			Y
Rhode Island	University of Rhode Island		Y			
South Carolina	Clemson University	ASERL	Y	Y	Y	
South Carolina	University of South Carolina - Columbia	BOTH	Y		Y	
Tennessee	University of Memphis, The	ASERL	Y			
Tennessee	University of Tennessee, Knoxville	BOTH	Y		Y	
Tennessee	Vanderbilt University	BOTH	N			Y
Texas	Rice University	ARL	N			Y
Texas	Texas A&M University	ARL	Y		Y	
Texas	Texas Tech University	ARL	N		Y	
Texas	University of Houston	ARL	N		Y	
Texas	University of North Texas		N			
Texas	University of Texas at Arlington		N			
Texas	University of Texas at Austin	ARL	N		Y	
Utah	Brigham Young University	ARL	Y			Y
Utah	University of Utah	ARL	N			
Utah	Utah State University		Y	Y		
Vermont	University of Vermont		N			
Virginia	College of William and Mary	ASERL	N			
Virginia	George Mason University	ASERL	N			
Virginia	Old Dominion University		N			
Virginia	University of Virginia	BOTH	N		Y	
Virginia	Virginia Commonwealth University	ASERL	N			
Virginia	Virginia Polytechnic Institute and State University	BOTH	N	Y	Y	
Washington	University of Washington	ARL	N			
Washington	Washington State University	ARL	Y	Y		

<p style="text-align: center;">Carnegie Research Universities (very high research activity and high research activity) Academic Libraries with Tenure Track Positions As of July 2010</p>						
State	Institution	ARL - ASERL	Tenure	MSU Peer	SUG	Private
West Virginia	West Virginia University		N		Y	
Wisconsin	Marquette University		N			Y
Wisconsin	University of Wisconsin-Madison	ARL	N			
Wisconsin	University of Wisconsin-Milwaukee		N			
Wyoming	University of Wyoming		Y			

The listings of ARL, ASERL, MSU Peers, and SUG members are up-to-date as of July 2010.

Appendix I

P&T Committee uses this Template to Create E-Mail Requesting an Individual to Agree to Serve as an External Reviewer

Dear Ms./Mr./Dr. _____:

[Candidate's name] is applying for [choose one: tenure and promotion to Associate Professor - or- promotion to Professor] at Mississippi State University Libraries, where (s)he serves as _____.

I am writing to ask if you would agree to serve as an external reviewer for the [choose one: tenure and promotion or promotion] application of Ms./Mr./Dr. [candidate's last name]. If you agree to serve, your name will be added to a pool of potential external reviewers from whom the Promotion and Tenure Committee will select individuals to evaluate Ms./Mr./Dr. [candidate's last name]'s dossier. This dossier will be sent via e-mail as read-only PDF attachments on October 1, and external review letters should be sent by October 22.

According to Mississippi State University's and the Libraries' Academic Promotion and Tenure Policies and Procedures, an external reviewer should have tenure and an appointment with faculty status at or above the rank proposed for the candidate, and should be an individual who has no conflict of interest with the candidate. In your response to this letter, please verify that you meet these criteria. Also include a copy of your current vita.

If you are chosen as one of the external reviewers, you should be aware of the following:

- Your external review will become a part of Ms./Mr./Dr. [candidate's name]'s [choose one: promotion -or- tenure and promotion] application dossier
- Those who will have access to your review include:
 - the University Libraries' Promotion and Tenure Committee
 - the University Dean of Libraries
 - the University Provost and Executive Vice President
 - the University President
 - any and all other relevant administrators who participate in Mississippi State University's promotion and tenure process
- Your review will be held in confidence from Ms./Mr./Dr. [candidate's name] during the review process.
- The essential content of your external review will be shared with Ms./Mr./Dr. [candidate's name] after every effort has been made to ensure your anonymity.

The opinions of external reviewers are a valuable part of the promotion and tenure process at Mississippi State University Libraries and we hope that you will agree to be considered as a potential reviewer for [Candidate's name]. If you have any questions, please contact me at [Chair's telephone number including area code] or [Chair's e-mail address]. Please respond directly via e-mail to me by [date].

Sincerely yours,

[Chair's name]

Chair, Mississippi State University Libraries' Promotion and Tenure Committee

Appendix J

Request for Review from External Reviewer Letter

[Note: P&T Committee Chair will send this letter as an e-mail and then follow through by sending this same letter on letterhead to the external review via snail mail.]

[External Reviewer's Name]

[Address]

[City, State, Zip]

[Today's Date --> Should be October 1, 20XX]

Dear Mr./Ms./Dr. [External Reviewer's Last Name]:

The Mississippi State University Libraries Promotion and Tenure Committee appreciates your willingness to serve as an External Reviewer for Mr./Ms./Dr. [name of candidate] who is an [Assistant/Associate] Professor at Mississippi State University Libraries and who is being considered for [tenure and promotion to Associate Professor/promotion to Professor]. She/he currently has an appointment with ____% teaching, ____% research, and ____% service responsibilities.

[Use this paragraph 2 for Promotion to Associate Professor:]

Candidates for promotion and tenure at Mississippi State University Libraries are expected to demonstrate excellence in teaching/librarianship. Promotion to Associate Professor requires satisfactory performance in research and service. According to the Mississippi State University Promotion and Tenure Policies and Procedures, candidates for promotion to Associate Professor are developing a national reputation and are showing potential for sustained contributions to the university and to their profession.

[Use this paragraph 2 for Promotion to Professor:]

Candidates for promotion at Mississippi State University Libraries are expected to demonstrate excellence in teaching/librarianship. Promotion to Professor also requires excellence in either service or research. According to the Mississippi State University Promotion and Tenure Policies and Procedures, candidates for promotion to Professor are expected to have a national reputation in their area of expertise.

In your review, please provide the following information:

- Describe your relationship, if any, with the candidate stating how you know him/her, for how long and in what context.
- Please cover the quality and quantity of the candidate's research work.
- Please cover the impact of this work on the field.
- Overall how does this candidate's career compare to others in this field at a similar point in their careers?

- How would you evaluate the quality of the candidate's service to Mississippi State University, to Mississippi State University Libraries and to the library profession?
- Please provide any additional insights that may be helpful in evaluating the candidate for [tenure and promotion to Associate Professor/promotion to Professor].

Your external review will be provided to the Mississippi State University Libraries' Promotion and Tenure Committee and appropriate Libraries and University administrators. The essential content of the external reviews will be shared with the promotion and/or tenure candidate after every effort has been made to ensure the anonymity of the external reviewers.

The opinions of outside reviewers are a valuable part of the promotion and tenure process at Mississippi State University Libraries. In order to complete the candidate's total review in a timely fashion, please send your response to me, the Chair of the Mississippi State University Libraries' Promotion and Tenure Committee, by [date] on your letterhead with your signature via regular mail or my email address. Do not hesitate to contact me if you need further information. I greatly appreciate your time and effort in completing this review.

Sincerely yours,

[P&T Chair's Name, address, phone, email, fax]

**Please respond to this e-mail to confirm
that you have received this information.**

[P&T Chair – delete the above request before
printing this letter on the letterhead paper.]

Appendix K

Reminder of Deadline to External Reviewer

[Date]

Dear Ms./Mr./Dr. _____:

I am writing to follow up on a letter sent to you on [date]. In that e-mail letter (see attached) the Mississippi State University Libraries' Promotion and Tenure Committee requested that you review the dossier of [candidate's name]. As of this date, your review has not been received and we would like to remind you of the approaching deadline of [date].

If you need additional information, or are going to be unable to meet this deadline, please contact me as soon as possible at [Chair's telephone number] or at [Chair's e-mail address]. I greatly appreciate your time and effort in completing this review.

Sincerely,

[Chair's name]

Chair, Mississippi State University Libraries' Promotion and Tenure Committee

[Append a copy of the earlier letter which was created using Appendix J]

Appendix L

P&T Committee Uses This Template To Send Final Thank You Letter To An Individual Who Served As An External Reviewer

[on letterhead with signature]

[Date]

Ms./Mr./Dr. _____

[Address]

[Address]

[City, State, Zip]

Dear Ms./Mr./Dr. _____:

Thank you for taking the time to serve as an external reviewer for Ms./Mr./Dr. [candidate's last name] who is being considered for [choose one: tenure and promotion to Associate Professor - or- promotion to Professor] at Mississippi State University Libraries.

External reviews are an important element of Mississippi State University's promotion and tenure review process and your unbiased appraisal of Ms./Mr./Dr. [candidate's last name]'s overall dossier will be extremely helpful in determining the success of his/her application.

On behalf of the Mississippi State University Libraries and the Libraries' Promotion and Tenure Committee, please accept our sincere gratitude for your participation as an external reviewer. Knowing that everyone's schedules are very full and that this was a time-consuming task, your effort has been especially appreciated.

Sincerely,

[Chair's name]

Chair, Mississippi State University Libraries' Promotion and Tenure Committee

Appendix M

P&T Committee Uses This Template To Send Final Thank You Letter To An Individual Who WAS NOT CHOSEN to Serve As An External Reviewer [on letterhead with signature]

[Date]

Ms./Mr./Dr. _____

[Address]

[Address]

[City, State, Zip]

Dear Ms./Mr./Dr. _____:

Thank you for allowing your name to be added to the pool of potential external reviewers to evaluate Ms./Mr./Dr. [candidate's last name]'s application for [choose one: tenure and promotion to Associate Professor -or- promotion to Professor] at Mississippi State University Libraries. The Promotion and Tenure Committee has selected Ms./Mr./Dr. [candidate's last name]'s external reviewers and will not be taking advantage of your expertise at this time.

The Committee sincerely appreciates your willingness to participate in the Mississippi State University Libraries' promotion and tenure process. We hope that you will allow us to call upon your service to be an external reviewer in the future.

Sincerely,

[Chair's name]

Chair, Mississippi State University Libraries' Promotion and Tenure Committee

Appendix N

OFFICE OF THE PROVOST AND EXECUTIVE VICE PRESIDENT COMMITTEE ON PROMOTIONS AND TENURE MISSISSIPPI STATE UNIVERSITY

Report Form

NAME _____ PRESENT RANK _____

DEPARTMENT _____

CANDIDATE FOR TENURE PROMOTION TO THE RANK OF _____

Committee Member	Grant Tenure and/or Promotion*	
	Yes	No
1		
2		
3		
4		
5		
6		
7		

* Single vote on professionalism, teaching, research, and service

The Committee voted _____ in favor of against recommending the candidate for tenure promotion to the rank of _____

Remarks:

Date
mlt (7/2010)

Chairman, Promotions & Tenure Committee

Appendix O

20XX-20XX Promotion and Tenure Checklist

Department	Name (FULL FIRST, MI, LAST)	Tenure or Promotion T/P	Field Tenure Requested In	Years at MSU	Years of Tenure Credit*	Present Rank	Years in Present Rank	Graduate Faculty Level 1, 2 or N/A	Department Recommendation		College Recommendation		REMARKS
									Comm. Y-N	Head Y-N	Comm. Y-N-A	Dean Y-N	

*Must include number of years for which credit was given at initial appointment

Appendix P

Dates of Revisions

August 3, 1984	Adopted by the Library Faculty
October 15, 1999	Revised
September 15, 2000	Revised
May 10, 2001	Revised
May 1, 2003	Revised
June 15, 2005	Revised
April 26, 2006	Revised
June 4, 2008	Revised
June 12, 2009	Revised
July 6, 2010	Revised
March 19, 2012	Revised
June 19, 2013	Revised
April 21, 2017	Revised
April 20, 2018	Revised
February 15, 2019	Revised
July 17, 2020	Revised