

# ROBERT HOLLAND FACULTY SENATE AGENDA

March 10, 2023

1. Call to Order
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3. Introduction of Guests
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6. Reports from Faculty Senate Designates on University Committees
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  - 7.2. [AOP 12.36: Repeating a Course](#) For Rescission (Academic Affairs)..... (p.23)
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  - 8.1. Academic Affairs
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9. Special Committee Reports
  - 9.1. [Ad Hoc: Faculty Handbook Holistic Review](#) ..... (p. 32)
10. Pending Business
11. New Business
12. Adjourn



## ROBERT HOLLAND FACULTY SENATE

### Uncorrected Minutes of February 10, 2023

The Robert Holland Faculty Senate of Mississippi State University held its regular monthly meeting in Bost Auditorium South at 2:00 p.m. on Friday February 10, 2023.

Members absent and excused were James Chamberlain, Heejin Cho, Michael Jaffe, Todd Mlsna, Lauren Priddy, Adrian Sescu, Tara Sutton, Ted Wallace.

The meeting was called to order by Senate President Jason Barrett.

President Barrett asked for any corrections to the minutes of the January 20, 2023, meeting. Hearing no corrections, President Barrett accepted the minutes as presented.

### GUESTS

#### Mr. John Rush, Vice President for Development and Alumni

Mr. Rush thanked the senators and stated he could not do his job without them. In 2002, Mr. Rush met with James Bagley, he later met with Richard Adkerson and asked each why they were making such a large gift back to MSU colleges. Both responded with names of faculty that had a profound effect on them and their lives.

Mr. Rush said the foundation is the principal fundraising organization for campus. In the past year \$125 million in support was raised, the 9<sup>th</sup> year to raise more than \$100 million. While some think most of that amount raised goes to Athletics, Mr. Rush stated that Athletics is very important as they are one of the biggest microphones MSU has and one of the best tools for Alumni engagement. They raised \$30 million last year. However, MSU Alumni is passionate about giving to Academics and by far this is where the largest part of private funds goes. Mr. Rush stated our endowment is currently at \$640 million, with \$750 million in total assets.

This includes 10,000 acres of land across MS which was gifted and is used for research. One tract donated serves Arts & Sciences, CFR and CALS.

MSU Alumni are the 2<sup>nd</sup> highest giving school in SEC at 19.7%. The highest giving SEC school is at 20%. Mr. Rush stated there are development officers in each college as well as the Meridian campus, and officers who help with the Library, Shackouls Honors College and other areas. MSU

has 24 development officers with the highest school in SEC having 104. This is successful because the foundation has great partnerships with the faculty across campus and wants to come along beside our faculty to secure funding for the colleges and academic units.

Mr. Rush said he was pleased the endowed faculty positions have gone from 12 to 92 over the last several years. In those 92 he included 13 planned gifts they are currently working to develop but are on the books and coming.

**Dr. Regina Hyatt, Vice President for Student Affairs**

Dr. Hyatt greeted the senate and introduced her colleague, Cheryl Bowen, who manages the food services contract with Aramark. Dr. Hyatt shared plans for the future of MSU dining which included the Perry Cafeteria renovation.

Dr. Hyatt stated every project must go through our university Master Planning process. Perry Cafeteria also must go through the Archives and History process.

Dr. Hyatt said Perry is one of MSU's most iconic buildings and is the place where alumni have fond memories and want to return to. It is a beautiful building and needs to be taken into its next phase of life. Dr. Hyatt said a few key aspects to the renovation are you will not have to pay to access the space but will be open to everyone on campus. Starbucks will be relocated from the Union, space will be open beyond the hours of dining operation where students and faculty can meet and study. There will be a few reservable rooms.

There will be a BARK line that will be more of a grill and Southern Traditions lines with daily specials. Dr. Hyatt said they will be doing surveys with students and employees to get more of an idea about what dining concepts they would be most interested in seeing incorporated. A Maroon Market will be added which gives access to food 24 hours a day.

Dr. Hyatt said they are working on a concept to encase the beloved flags to keep them from sun damage as well as identifying the first year that a student from that country came to MSU.

Dr. Hyatt said they are proposing to change the forward side that faces Bell Island to be a pedestrian friendly opening the space where events such as small concerts and plays can occur. The exterior where Moe's and Subway exist will be updated and allow more seating. State Fountain Bakery will be relocated back to its location in Perry. Dr. Hyatt said they hope to enclose the area where the florist is located and add Comet Fish and an area called the Row where local restaurants and food trucks can come for a temporary time which provides flexibility as students desires and interest change.

Fresh Food Company to expand concept call True Balance to allow meeting students' needs that provide food items dietary restrictions. True Balance will be located within the existing Fresh Food building, but have restricted preparation and service space to accommodate dietary restrictions and allergies.

A new dining venue inside of the new residence hall to be built in 2025 which will provide a dining area and gathering space for students.

The Union will expand Newk's in order to serve their whole menu. The current Starbucks area will be refitted to provide more student space to gather and meet. Dr. Hyatt said they expect to keep Chick-Fil-A, Panda Express is up for discussion and will have an expanded Maroon Market.

Dr. Hyatt said the Library will add a Maroon Market in place of the current Einstein's Bakery and establish another food option on the second floor that is yet to be determined.

Senator Rai asked what timeframe for these renovations? Dr. Hyatt said they expect the projects to begin January 2024 and will be in phases and completed in a 3½ year time frame.

Senator Zuckerman questioned about the addition of a new residence hall, would one of the other residence halls would be renovated. Dr. Hyatt said as the housing inventory is aging and they would be building replacement beds instead of additional beds as Critz, McKee and Sessoms would be demolished.

Senator Zuckerman said a lot of mental health is driven by micro and macro nutrient deficiencies. She asked if food waste was the reason that drove up a desire to shift from all you can eat, multiple options in Perry or another factor and how is the need for just high fat animal based products that provide the nutrients our students need for their bodies and brains going to be met with what looks like an increase in fast food options and decrease in not so fast food options.

Dr. Hyatt indicated that Perry will continue to be a place where students will continue to use their block meal and can choose either food line and get a full service meal with a side salad and fruit. We would have a dietitian that will work with anyone.

Senator Gregory questioned the focus on sustainability regarding how food waste would be handled and how we seem to have gone away from using more paper products. We do have a food waste program within MSU dining and will get a better summary to President Barrett.

We have returned to some less sustainable practices in large part due to some supply chain issues and will look into it again.

Students for a Sustainable campus have been working with Aramark around the food waste area. We hold an analysis of several times a year of food waste. We also are working with Aramark on food security in how to re-package food at the end of the day that would be appropriate to give away safely through Bully's Pantry or another venue.

Student Association President Kennedy Guest added that Students for a Sustainable Campus have met several times with Aramark several times and as we transition into the new contract and new era to move away from Styrofoam on campus and in the sorority and fraternity houses. Mr. Guest said we were getting better before Covid but have regressed.

Senator Gregory added that the university does not have a composting area on campus and would be great to see. Dr. Hyatt said composting has been part of the discussions.

Senator Gregory asked a question regarding mental health as to why the university does not use health insurance for students who have health insurance to pay for mental health services and why only paid with a student fee. It seems like it would add funding and expand services that could be provided. Dr. Hyatt said you cannot bill some students and not others so it was decided the provision of counseling services is covered as part of the tuition and fees.

The Student Health Center has a psychiatrist on staff and there is a fee schedule for those services.

**Dr. Thomas Bourgeois, Interim Associate Vice President for Student Success and Dean of Students**

Dr. Bourgeois spoke to the faculty regarding dealing with student mental health and classroom disruptions. He stated faculty have rights in the classroom and MSU has a code of conduct that enumerates student behavior and directly extends to faculty when dealing with disruptive students in the classroom. He said we have processes we use to sanction a student or remove a student from the classroom or if the behavior is bad enough take them out of the university. Dr. Bourgeois said know your classroom and emergency exits as new students are looking to a faculty member to guide them on what to do if something should happen.

President Barrett asked about dealing with the student when we do have a scenario and the student refuses to leave. Dr. Bourgeois replied on the first day of class establish how you will manage the class goes a long way. He said state that first class you may do a seating chart then act on it if some groups are being disruptive. Early intervention is best and to not wait until late in the semester if the student is having issues. MSU policy says electronic devices are not allowed in the classrooms unless the faculty allows. Dr. Bourgeois said do not take possession of the cell phones but to ask them quietly.

Dr. Bourgeois said should a student become so disruptive, just dismiss the class and Student Affairs become involved at this point.

Senator Zuckerman said she has had several Teaching Assistant's to have a disruptive student. Dr. Bourgeois state hey have a specific section in TA training but the most helpful is the department and faculty conversing about it and helping prepare the TA. Dr. Bourgeois said he can go to departments and have meetings with TA's and those have been beneficial. Senator Zuckerman asked if having a workshop for TA's once a year on difficult students.

**Mr. Zac Selmon, Athletics Director**

Dr. Brent Fountain, the Associate Vice Provost for Academic Affairs and the Faculty Athletic Representative introduced and welcomed Mr. Selmon to the Senate. Mr. Selmon said one of the things he thinks about when coming to a new place is the vibrancy of the faculty. Mr. Selmon said as he goes further into college athletics, it is has become apparent that he is the

product of what happens when the life changing power at the intersection of higher education and sports. Mr. Selmon said when he thinks of sports he thinks of the competition, teamwork and the life lessons it teaches us all. But when he thinks about the most meaningful thing, it's the meaningfulness that faculty have on our lives. He always knew he wanted to grow in the field of education. He went to school at Wake Forest and had a great time playing football but was shaped by the faculty and their impact on his life in many ways. Mr. Selmon knew he wanted to have a career in athletics but never lost sight of the importance of what faculty do to make a campus go and the true meaning of what we do. Mr. Selmon said our mission in athletics is to enhance the educational experience of all students through sports. Mr. Selmon said the four defining pillars of athletics are we always graduate our student athletics, equip them with tools for life, having a transformational experience and we want to win the games. He added MSU has great ingredients to be a championship program.

#### **Dr. Jamie Dyer, Interim Dean of Interdisciplinary Studies**

Dr. Dyer gave a PowerPoint presentation which can be found in the online version of these minutes can be found on page 97 of this document.

Senator Parker shared a success of a recent graduate in Interdisciplinary Studies that was just hired at a female only construction company because of her interdisciplinary degree and because she had insight and training in the areas in which they were looking.

Senator Pelaez asked if a project class was a possibility with multiple faculty with different disciplines teaching. She said she has tried in the past to put one together but there are issues as to how the appointment of that person is going to count if they are not teaching but possibly a third of the time. Dr. Dyer answered that discussions were underway to make integrated classes as she has tried to put together. He said while an interdisciplinary course is not a new concept, it is a new concept in terms of a new structure of the university. He stated as they work to provide faculty with more credit, they will want to teach those courses and hope to have something in place by fall.

#### **REPORT OF THE FACULTY SENATE PRESIDENT**

I always run into people with positive comments about MSU and the faculty. We ran into a former student worker of my wife's who from a small conversation we had with her, is now in Med School so remember how much a small conversation will impact our students lives.

A reminder of the General Faculty meeting on Tuesday, February 14<sup>th</sup> in the Colvard Student Union with several speakers from across campus.

#### **Reports from Committees on which I serve:**

Athletic Council (February 8, 2022) – As I was unable to attend due to travel the February meeting, our Vice President Robert Banik will bring that report.

The Baseball Faculty/Staff Appreciation date is Tuesday May 9th vs. Memphis.

Executive Council – As there was a small window between Senate meetings we have not met.

Executive Enrollment Management Committee – The scheduled January meeting was cancelled and we have had no appeals come through this three-week window.

Faculty/Staff Housing Appeals Committee (December 1, 2022) – We had one appeal come before the committee in December. It was managed via email and approved a 5-month lease extension because there is no waiting list right now for the size house being rented by the faculty member.

Inclusive Excellence Leadership Council – Has not met since the beginning of the Fall semester.

IT Council (February 7, 2023) – We did not meet in January. VP Banik attended the February meeting as I was traveling that day as well.

Master Plan Development and Advisory Committee – We did not meet in January due to no agenda items.

Parking and Traffic Regulation Committee – We met on January 26<sup>th</sup>. There will be some changes coming up in 2023-2024 academic year to accommodate some construction projects, faculty and student traffic patterns and the availability of parking spots.

President's Committee on Planning – Has not met.

Special Events and Game Day Operations Committee – Has not met.

Sustainability Committee – Has not met.

Design Review Committee – Has not met.

Senator Gregory requested the Senate invite J.D. Hardy, Head of the Sustainability Committee, and the head of the Community Engagement Committee to report and give an update as they are not meeting and there is nothing to report to the Senate. She said both are very important to the university. Dr. Barrett said the Sustainability Committee did meet in the fall and discussed the green wall and he neglected to give that report, but to his knowledge, has not met since. He will reach out to both.

#### REPORT OF THE FACULTY SENATE VICE PRESIDENT

Academic Deans Council – Meeting was cancelled, and one is scheduled for next week.

Committee on Campus Access – Meeting was cancelled as they discussed they did not have any money to do what they would like to do at this moment that would warrant meeting and will meet next month.

Community Engagement Committee – No meeting is currently scheduled for this committee. He did reach out last fall as to why there were no meetings and did not hear back but will follow up.

Master Plan Development and Advisory Committee – Meeting was cancelled.

Undergraduate Research and Creative Discovery Committee – Meeting is scheduled for February 17. An email announcement came out this past week for the call for abstracts and the invitation to participate in the undergraduate research symposium to be held April 13 & 14 with a March 22 deadline.

Athletic Council (February 8, 2022) – Good discussion from AD Zac Selmon and Coach Zach Arnett regarding how great the student athletes are doing in the classroom. 3.16 gpa over athletics with 256 having a 3.0 or higher. Will begin a NIL course for the summer to teach the athletics the NIL information.

The softball Faculty/Staff Appreciation game is March 5 against Murray State.

There will be two baseball Faculty/Staff Appreciation games, March 10 against Lipscomb and May 9 will be the rooftop game.

IT Council (February 7, 2023) – The Adobe Cloud was being piloted in the English Department. Issues were arising with people using Adobe Sign and please contact Amy Berryhill for assistance.

The MSU ids card will transition to SCOS cards that will have a different reader.

The admin by request will be an eform you can complete once the academic side of DUO is put into place.

The comprehensive security asset done every three years will be put into place each year around Christmas. The last score was a 7/10.

### FACULTY DESIGNATES ON UNIVERSITY COMMITTEES

No reports.

### BUSINESS TO BE SENT TO COMMITTEE

#### **1. Letter of Request: Faculty Award Process (Student Affairs)**

President Barrett said he intends to send this letter of request to send the item of business to the Student Affairs Committee.

Senator Freeman said he feels this request would be better served by being reviewed by the Faculty Research Advisory Committee.

Senator Gregory asked in what context this item of business was received. President Barrett replied the item of business was sent to Senator Robichaux-Davis and she forwarded the request to the Faculty Senate Office. Senator Robichaux-Davis said the faculty member's email



requesting the Faculty Senate to consider the item of business is contained within the agenda on page 74.

Senator Pelaez asked why the policy was being sent to Student Affairs when it seems like a question best suited for the Academic Affairs Committee. President Barrett replied he intends to send the item of business to the Student Affairs Committee due to the fact that the chair of the Student Affairs Committee is familiar with the process of faculty awards, as she has served on the awards committee recently, and has data related to the subject. He said he would also like to send this to Student Affairs to alleviate the workload of the other committees.

The motion to send the letter of the request to the Student Affairs Committee passed by majority hand vote.

## **2. AOP 11.05 Requirements for Shortened Format Courses**

President Barrett said this policy is intended to be assigned to the Academic Affairs Committee for review.

The motion to send the letter of the request to the Academic Affairs Committee passed by unanimous hand vote.

## **3. OP 01.09 Principles for University Governance**

President Barrett said this policy is intended to be assigned to the Charter & Bylaws Committee for review.

The motion to send the letter of the request to the Charter & Bylaws Committee passed by unanimous hand vote.

# STANDING COMMITTEE REPORTS

## Academic Affairs

### **1. Letter of Request: Intellectual Property of Faculty**

Senator Robichaux-Davis, on behalf of the Academic Affairs Committee, presented the committee report on the letter of request to review the intellectual property rights of faculty.

Senator Fincher asked what a nonexclusive license is in section 6.4 University Nonexclusive License to Use Instructional Materials. Ms. Lucas replied that a nonexclusive license gives MSU the right to use the material. She said, as an example, if a faculty member goes to another institution, MSU would be able to give the course material created by that faculty member to another faculty member to teach those courses. Senator Fincher asked if the material could be licensed to someone outside of the university. Ms. Lucas replied the material could not be licensed externally by MSU. She said the departing faculty member would still own the material and be able to license it to another party, but MSU would retain the right to use it internally.

The motion to accept the report of the Academic Affairs Committee passed by unanimous hand vote.

**Ancillary Affairs**                      **No Report**  
**Charter & Bylaws**

**1. Faculty Senate Reapportionment**

Senator Spurlin, on behalf of the Charter & Bylaws Committee, presented the Faculty Senate reapportionment report for the 2022-2023 academic year.

The motion to accept the Faculty Senate Reapportionment report passed by unanimous hand vote.

**Faculty Affairs**

**1. AOP 13.03 Responsibilities in Instruction and Curriculum, and Attendance at Classes**

Senator Breazeale, on behalf of the Faculty Affairs Committee, presented the committee report on AOP 13.03.

The motion to accept the report on AOP 13.03 Responsibilities in Instruction and Curriculum, and Attendance at Classes passed by unanimous hand vote.

**2. AOP 13.11 Academic Freedom**

Senator Breazeale, on behalf of the Faculty Affairs Committee, presented the committee report on AOP 13.11. He explained that this policy was passed at the January 2023 meeting of the Robert Holland Faculty Senate, but it did not contain all of the language suggested by the Academic Deans Committee and the Academic Associate Deans Committee. The version presented contains all suggested edits submitted to the Faculty Senate.

Senator Vivier asked that the third sentence in the Policy/Procedure section be edited to make it a complete sentence by replacing the period with a comma and making the following letter "E" a lowercase "e". Senator Freeman made a motion to change the language as Senator Vivier suggested. Senator Robichaux-Davis seconded the motion. The motion to amend the policy passed by unanimous voice vote.

The motion to accept the report on AOP 13.03 Responsibilities in Instruction and Curriculum, and Attendance at Classes passed by unanimous hand vote.

**Student Affairs**                      **No Report**  
**University Resources**

**1. AOP 13.06 Sabbatical Leave**

Senator Perkins, on behalf of the University Resources Committee, presented the committee report on AOP 13.06.

The motion to accept the report on AOP 13.06 Sabbatical Leave passed by unanimous hand vote.

## **2. Library Concerns Letter**

Senator Perkins, on behalf of the University Resources Committee, presented the committee report on the letter received concerning journal cancellations in the University Libraries.

The motion to accept the report on the letter received concerning journal cancellations in the University Libraries passed by unanimous hand vote.

## **3. Immunocompromised Accommodations Request**

Senator Perkins, on behalf of the University Resources Committee, presented the committee report on the letter received concerning immunocompromised accommodations.

Senator Gregory asked if the committee discussed the situation which arose when a senator had to resign due to the Faculty Senate reconvening in-person after Covid-19 restrictions were lifted. Senator Perkins replied that the committee did discuss the particular situation Senator Gregory is referring to. He said the committee recognized that there are situations which can be accommodated and some which cannot. The committee felt that a university-wide policy on this would help guide the Faculty Senate on how to handle situations like this when possible. It would be up to those who create the policy and others, such as the Faculty Senate, who review the policy to determine what sort of things are accommodated.

The motion to accept the report on the letter received concerning immunocompromised accommodations passed by unanimous hand vote.

### SPECIAL COMMITTEE REPORTS

#### **1. Ad Hoc Committee on Addition of IHL policy to the Faculty Handbook**

Senator Breazeale, on behalf of the Ad Hoc Committee, presented the committee report on the inclusion of the new IHL policy into the Faculty Handbook.

Senator Zuckerman said throughout the Faculty Handbook “his/her” is used and this does not include any other pronouns. President Barrett said there is another ad hoc committee charged with a holistic review of the Faculty Handbook. He said this ad hoc committee would be updating the language throughout the Faculty Handbook to be gender neutral. Senator Robichaux-Davis said the Faculty Senate adopted a gender neutrality procedure which was also adopted by the Associate Deans Council in the fall. These procedures will be applied to the Faculty Handbook as the ad hoc committee performs their review.

Senator Pelaez asked what the certification by the university president that the faculty member has satisfactorily met all seven of the IHL required criteria is based upon. Ms. Lucas replied that the certification by the university president can be as simple as the signing of a document that

says the seven criteria have been met. She said since there is a presumption that the new criteria have been met, if there is no evidence to the contrary, the university president can certify as such.

Senator Gregory said she and her fellow College of Architecture, Art, and Design senator asked their faculty for feedback on the changes to the Faculty Handbook. She said the feedback received did not pertain to the language under consideration, but questioned the structure of the Administrative Council, the Executive Council, and the existence of the MSU Educational Building Corporation. The feedback regarding the Executive Council and Administrative Council questioned the university president chairing a committee which advises himself and which he sets the agenda for. The comment on the MSU Educational Building Corporation stated that the faculty member could not find any evidence of the existence of this entity. Senator Haynes suggested that Senator Gregory forward the feedback she received to the ad hoc committee conducting the holistic review of the Faculty Handbook so it could be addressed.

The motion to accept the edits to the Faculty Handbook to incorporate the change in IHL policy passed by unanimous hand vote.

#### PENDING BUSINESS

#### NEW BUSINESS

Senator Williams announced that MSU will be hosting a Merit Badge University on March 25<sup>th</sup>. He asked that anyone with a relevant area of expertise that would like to share with Scouts contact him. He said there is a morning and afternoon session. Anyone who is interested should contact him and he can provide the material that needs to be presented.

Senator Robichaux-Davis made a motion to adjourn. Senator Haynes seconded the motion.

The meeting adjourned at 5:03 p.m.

Submitted for correction and approval.

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Beth Stokes, Secretary

Dinah Jenkins, Administrative Assistant II

## INTRODUCTION OF GUESTS

Dr. David Shaw, Provost and Executive Vice President

## REPORT OF THE FACULTY SENATE PRESIDENT

It is exciting to see and experience spring in Mississippi. We are already in March, so the year is moving on.

I do hope you all were either in attendance or watched virtually, the General Faculty meeting and hear the many activities, events, and initiatives taking place at MSU. Dr. Keenum, Dr. Shaw, Dr. Jordan, and Dr. Coble all delivered very encouraging reports not only about what has happened at MSU but what is in the works for the days and years ahead. It is very promising to me about where this university is going when we get to hear from our administration about the groundwork this is being completed.

We do have a new face at the Faculty Senate office, so I ask you now as I asked you then to join me in thanking Mr. Jason Cory for his years of service to Faculty Senate and join me in welcoming Ms. Dinah Jenkins to the Faculty Senate office.

We have a couple events to be mindful of between now and our April 2023 meeting. First, we will begin accepting nominations for Senate officers. Dr. Beth Stokes will serve as our elections officer so please send all nominations to her and she will begin the compilation process. Second, we have opened nominations for Senators from the respective units that have open seats, so I encourage you to seek good quality faculty to serve in these positions. The request for nominations went out last week and are due into the Faculty Senate office at 5:00pm on Tuesday March 7<sup>th</sup>.

As I say every month, please know that the Holland Faculty Senate is always open and wants to hear from and work with faculty. This is your office so please reach out with any questions and/or comments that we all can address to make MSU a better place.

### **Reports from Committees on which I serve:**

Athletic Council – There has been no meeting of the Athletic Council since the February 8, 2023, meeting in the M-Club. Vice President Banik attended as the Faculty Senate representative and reported on this meeting at the February 2023 Faculty Senate meeting. The next scheduled Athletic Council meeting is March 29, 2023, from 1:00-2:00pm at the M-Club.

Looking ahead, the Baseball Faculty/Staff Appreciation date is Tuesday May 9<sup>th</sup> vs. Memphis. Like last year, we will have access to the Rooftop, which we will need to RSVP due to space limitations and GA tickets for other faculty and staff wishing to attend. More information will be coming but go ahead and place this date on your calendars.

Executive Council – The February 27, 2023, meeting was canceled due to a lack of agenda items. The next scheduled meeting is March 27, 2023.

Executive Enrollment Management Committee (February 21, 2023) – This meeting was held and Vice President Banik attended and will report out. The next scheduled meeting is March 14, 2023.

Faculty/Staff Housing Appeals Committee (March 2023) – We had no appeals come before the committee in February or the beginning of March.

Inclusive Excellence Leadership Council – Has not met this Spring semester.

IT Council (February 7, 2023) – IT Council met on February 7, 2023, and Vice President Banik reported out at the February Faculty Senate meeting.

The next scheduled meeting for the IT Council is March 7, 2023.

Master Plan Development and Advisory Committee – The March 9, 2023, meeting was not held due to no agenda items.

Parking and Traffic Regulation Committee – There was no meeting in February 2023.

President's Committee on Planning – Has not met for Spring 2023.

Special Events and Game Day Operations Committee – There has been no meeting of this committee for Spring 2023 semester.

Sustainability Committee – There has been no meeting of this committee for Spring 2023 semester.

Design Review Committee – The March 2, 2023, committee meeting was not held due to a lack of agenda items.

The next scheduled meeting for the Design Review Committee is April 6, 2023.

## REPORT OF THE FACULTY SENATE VICE PRESIDENT

### **Academic Deans Council**

Academic Deans Council met on February 15<sup>th</sup> @ 1pm. Meeting minutes were approved from the Nov. 16<sup>th</sup> meeting. The agenda covered three AOPs.

AOP 12.20 Undergraduate Course Forgiveness and Repeating a Course

AOP 12.08 Requirements for Academic Programs and Academic Consortial / Contractual Agreements

### AOP 12.36 Repeating a Course

The meeting started and focused on the AOP 12.20 and AOP 12.36. The AOP 12.36 was up to be rescinded, as much of that language would be absorbed into AOP 12.20. There was much discussion about the Academic Forgiveness, starting with awarding 9 credit hours of forgiveness and only allowing the D or F grades to be forgiven. Also discussed was giving forgiveness of a grade without retaking a course if the degree doesn't require the course any longer. The grade remains on the transcript, but not applied to graduation. Other SEC schools will not factor in grades in certain courses that no longer apply to the degree, i.e., if an engineering major fails Calculus II and moves to major in English, then the student does not need Calculus any longer. The new version of AOP 12.20 was approved by the Council.

The AOP 12.36 was also voted to be rescinded by the Council.

The AOP 12.08 was discussed. There were several points made about the idea of separating the major from the degree. Also discussed were questions of minors that overlaps with the majors. For instance, engineering majors getting a math minor. The Council decided several more edits were forthcoming, and that this AOP would be tabled for further discussion.

### **Committee on Campus Access**

The March meeting has not been scheduled as of this report.

### **Community Engagement Committee**

I have emailed the listed chair of this committee. After emailing the chair, the committee has disappeared from the committee list. I contacted the Center for Community-Engaged Learning, and I discovered that this committee has not met since Spring 2020, and there are no plans for this committee to meet in the foreseeable future.

### **Master Plan Development and Advisory Committee**

The February meeting scheduled for February 9<sup>th</sup> was cancelled. The March meeting scheduled for March 9<sup>th</sup> was also cancelled. The next scheduled meeting is on April 13<sup>th</sup>.

### **Undergraduate Research and Creative Discovery Committee**

The URDC committee was held on February 17<sup>th</sup>, 2023 @ 11:15am.

The committee discussed Ideas /edits to the research agreement and concerns regarding undergraduate research.

The committee is developing a form to use as a tool for students and faculty to understand the commitment in time and resources to any research opportunity. This form would also be a useful

tool for gathering QEP data. It will be posted on the Honor's College website. You may find the form on the URCD website: <https://www.urcd.msstate.edu/faculty/mentor-resources>

This committee will also be discussing and concerns that come from undergraduate research. A few topics discussed at the previous meeting were:

Presentation expectations – possible NSF REU language could be used for these expectations.

Training on ethics when researching and publishing.

Funding for various aspects of research like travel.

Photo releases to publish online for past work.

Also, don't forget about the March 22, 2023, deadline for the Undergraduate Research Symposium.

**From previous Faculty Senate meeting (2/10/2023):**

**Update on URCD: Meetings are now scheduled for February 17<sup>th</sup>, March 24<sup>th</sup>, and April 21<sup>st</sup>**

**Dr. Elder also announced the Call for Abstracts and Invitation to Participate in Spring 2023 Undergraduate Research Symposium.**

The Mississippi State University's Undergraduate Research Symposium will be held on April 13 and April 14, 2023, in the Colvard Student Union. All undergraduate student researchers are invited to participate!

This event showcases faculty-guided, student research efforts from diverse departments, colleges, and research centers across campus. Students are invited to submit poster presentations, and for some areas, oral presentations, or performances. This event is hosted by the Shackouls Honors College in conjunction with the Office of Research and Economic Development and Office of the Provost and Executive Vice President.

The symposium is open to all undergraduate students engaged in faculty mentored research and creative discovery. Submissions will be organized into the following four categories: Humanities and Arts, Biological Sciences and Engineering, Physical Science and Engineering, and Social Sciences.

Abstract Deadline for all submissions: 11:59pm, Wednesday, March 22, 2023. More information, including the schedule, student handbook, description of special area competitions, and submission guidelines are available at <https://www.urcd.msstate.edu/symposium>

They are seeking graduate students and faculty volunteers to interact with and leave comments for student presenters. If interested, sign up here:

[https://msstate.co1.qualtrics.com/jfe/form/SV\\_5sF92B0TgggMgpE](https://msstate.co1.qualtrics.com/jfe/form/SV_5sF92B0TgggMgpE)



## **Executive Enrollment Management Council Meeting (In place of President Barrett)**

The Council met on February 21, 2023 @ 1:30pm.

Four topics were discussed at the meeting.

1. Spring 2023 Enrollment Census – Dr. Tracey Baham gave some updates based on the 10<sup>th</sup> day of class trends. Overall, we are down almost two percent from last spring 2022, though Wintersession was higher. Undergraduate population is shrinking due to record graduating classes and declining first-time enrollment (particularly in the transfers). The population is changing as well with higher average ACT scores, farther in their college education, younger in age, fewer students of color, and fewer Pell grant students.

2. Slate Portal and Campus ESP – The Campus ESP is a new MSU Family Hub. This is a website for parents and students to connect with others on their campus with their interests. Groups may include first-gen students, minority students, honor students, etc. Parents and students alike can post into a group (with approval).

The Slate Portal is a one-stop shop for student applications, financial aid information, and student information. The site will calculate cost per year in tuition without having to go to various websites to find out information. The site even plays Hail State when applying.

3. Master in Science in Nursing (MSN) – New program being proposed for our MSU Meridian campus. This will be an accelerated graduate entry into nursing designed for undergraduate students with any major to get a nursing degree in one additional year. Hopeful that this will start in Fall 2024.

4. BAS and Enrollment update – overall numbers seem to be up for incoming freshmen. Transfer students are looking flat. BAS is looking to have four majors in the Fall 2023 semester – Advanced Manufacturing Technology, Public Management, Cybersecurity, and Trades Supervision. New hires for Academic Counselors for several states have been approved and looking for candidates now.

### **From previous Faculty Senate meeting (2/10/2023)**

#### **Update on Athletic Council (In place of President Barrett)**

Coach Zach Arnett spoke to the Council about the honors the student athletes in football had. 3<sup>rd</sup> highest team GPA of 2.77. One the most diverse teams in the SEC. 31 academic honors. 52 with 3.0+ GPA. Will be hosting Faculty/Staff appreciation day again (details to follow later). Bringing back honorary guest coach experience.

Career networking is planned for Feb 20-21. Every Thursday will be career planning opportunities.

Resend out instructor letter about grades/who to call/etc.

3.16 overall GPA across athletics with 256 3.0+ GPA

ACT/SAT elimination by NCAA for eligibility (since COVID)

Students without scholarships may enter transfer portal anytime now.

Start an NIL Summer Course (1 hour) for students

March meeting moved to March 29<sup>th</sup> @ 1pm due to NCAA Tournament

Zac Selmon spoke (as he did here today).

### **Upcoming Dates**

Mississippi State Baseball Opening Day (VMI) February 17, 2023

SEC Indoor Championships (T&F) Fayetteville, AR February 24-25, 2023

Men's Tennis (Tennessee Tech/UAB) February 25, 2023

Mississippi State Softball Opening Day (MVSU) February 28, 2023

Men's Tennis (Florida) March 2, 2023

Women's Tennis (UK-Friday/Vanderbilt-Sunday) March 3-5, 2023

SEC Women's Basketball Tournament, Greenville, SC March 1-5, 2023

***Softball Faculty/Staff Appreciation Game (Murray State) March 5, 2023***

***Baseball Faculty/Staff Appreciation Game (Lipscomb) March 10, 2023***

SEC Men's Basketball Tournament, Nashville, TN March 8-12, 2023

Super Bulldog Weekend, Mississippi State University April 14-16, 2023

***Baseball Faculty/Staff Rooftop Game (Memphis) May 9, 2023***

### **From previous Faculty Senate meeting (2/10/2023)**

#### **Update on IT Council (In place of President Barrett)**

Minutes were approved from December meeting. Three major topics were discussed.

1. Adobe Cloud. Currently have 1270 users among employees and students. Can be purchased at prorated half cost of \$75 until Aug. 16<sup>th</sup>. Also, there is a pilot among 9

instructors with 14 sections in the English Department (345 students total). Students are excited about using the product in these sections.

Mr. Steven Parrott would like to discuss these outcomes of this pilot at RHFS in April if possible.

If any faculty member would like training with Adobe Sign, you may contact Amy Berryhill for a 20 – 25 minute quick training session.

2. Current MSU IDs. We currently use Proximity for our MSU ID (magnetic strip). Currently, we have card readers on campus that can read these cards, but also read SEOS cards. Most of these are in non-dorm places. Departments have expressed interest in these new cards, and it would take about 34000 to update all on campus. Cost difference is \$7.00 vs \$1.90 for the old cards. Departments would cover the cost of the new cards, and 10000 have been ordered (6000 for orientation + 4000 for employees). Hopefully they will be in by June with the lead time of 4-6 months.

3. Tom Ritter discussed the Comprehensive Security Assessment done every 3 years. 1<sup>st</sup> one was in 2017, then 2020, and again in 2023. MSU will now go with doing this every year around the Christmas break. NextStep Innovations completed this latest one, and MSU received a good score (7/10). They had access to everything by having access through the firewalls. JAVA issues had a few flags.

Steven also mentioned looking at a solution with vendors contract management. Finding an e-procurement suite to go from start to finish on orders. Will discuss more next month at the next IT meeting.

Adobe eform for the Admin by Request coming out. DUO for desktops coming soon to academic units.

## REPORTS FROM FACULTY SENATE DESIGNATES ON UNIVERSITY COMMITTEES

### BUSINESS TO BE SENT TO COMMITTEE

[AOP 12.20: Undergraduate Course Forgiveness and Repeating a Course](#) (Academic Affairs) ... (p.20)

[AOP 12.36: Repeating a Course for Recission](#) (Academic Affairs) ..... (p.23)



## AOP 12.20: UNDERGRADUATE ~~ACADEMIC COURSE~~ FORGIVENESS and REPEATING A COURSE

### PURPOSE

The purpose of this Academic Operating Policy ~~and Procedure~~ (AOP) is to establish the procedures for undergraduate students to request forgiveness for ~~retake a course for a new grade~~ course grades and repeat a course when needed to satisfactorily complete a requirement.

### POLICY/PROCEDURE

#### 1. Undergraduate Course Grade Forgiveness

An undergraduate student ~~will be permitted to retake~~ may request forgiveness for up to ~~two (2)~~ Mississippi State University courses, not to exceed eight (8) ~~9~~ credits of undergraduate semester hours at Mississippi State University, or one (1) course not to exceed nine (9) credit undergraduate semester hours, in which ~~he or she~~ they made a B, C, D, or F ~~with the original grade remaining on the transcript but not counted towards the student's GPA.~~ The following rules apply:

- This policy is only applicable to the first baccalaureate degree being earned by a student at Mississippi State University. After the degree is awarded, the grades for courses used to confer the degree cannot be retaken/forgiven under this academic forgiveness policy.
- This policy is only applicable to courses that have been taken at Mississippi State University.
- The forgiven grade(s) remains on the transcript, but is not counted in the Mississippi State University undergraduate grade point average (GPA) calculation and is considered an unusable course for degree requirements. After the retake, the original grade is left on the student's record but is not counted in the grade point totals. Students need to be aware that academic forgiveness only applies to the computation of the Mississippi State University GPA and allows a student to graduate from the university. The forgiveness of grades is not necessarily honored by professional or graduate school applications. Only the second grade earned will be used in computing the GPA (in the cumulative totals), regardless of which of the two grades is the higher.
- A forgiven grade will not be applied until the end of a full term (fall, spring, summer, or intersession).
- The forgiven grade(s) will be notated on the transcript with a “\*S” added to it.

- Courses/Grades forgiven will still be reported and included in GPA calculations as required by Federal Financial Aid policies.

~~1.~~

~~2. The original grade will be used to compute the GPA until the final second grade is issued.~~

- Only courses in which a ~~B, C,~~ D or F grade was earned ~~after fall 2003~~ after fall 2003 are eligible for ~~retaking~~ forgiveness.

- A student may seek academic forgiveness for a course grade(s); at any time during their degree program, up until the last day to drop a course with a "W" grade in their graduating semester. To invoke this policy, the student must submit an electronic forgiveness request by this deadline. Students can access the electronic form through myState. To invoke this policy, the student must submit an electronic retake request form to the Registrar by 5:00 p.m. on the last day to add a course. The electronic form can be accessed through myState, by the student. The home department has access electronically (via Banner) to review retake requests that have been registered and will have the opportunity to review the retake requests through myState. Any retake requests not processed by the home department within five business days of the last day for submitting requests will be implemented automatically.

~~3. A student may only retake a course once under this academic forgiveness policy, and it must be taken through Mississippi State University.~~

~~4. Students wishing to retake a course under this policy shall not receive any special treatment with regards to scheduling the course (i.e., they are not allowed to be forced into a specific course section).~~

- Students may not ~~retake~~ forgive a course grade under this policy ~~in which if~~ an "XF" or "F" grade was received as a sanction for academic misconduct.

## 2. Repeating a Course

Repeats are ordinarily used when an undergraduate student has not achieved a satisfactory grade in a required course and must repeat the course to meet degree requirements. The following rules apply:

- A course that is repeated and in which the student originally received a passing grade will not generate additional credit hours toward graduation unless the course has been approved by the University Committee on Courses and Curricula Curriculum and Course Committee (UCCC) as repeatable.
- Unless the student chooses to activate the academic forgiveness policy (see #1), the grade in the repeated course will be averaged with all previously completed courses, including the one repeated, for the computation of the grade point average. All course





## **AOP 12.36: REPEATING A COURSE**

### **PURPOSE**

The purpose of this Academic Operating Policy and Procedure (AOP) is to promote an understanding regarding the ability of undergraduate students to repeat a course for a new grade.

### **REVIEW**

This AOP will be reviewed every four years (or whenever circumstances require an earlier review) by the Associate Provost for Academic Affairs (APAA) with recommendations for revision presented to the Provost and Executive Vice President.

### **POLICY/PROCEDURE**

1. A course may be repeated with the appropriate departmental approval of the department in which the student's academic major is housed.
2. Following departmental approval (see #1 above) the Academic Department in which the course is taught may grant the override.
3. A course that is repeated and in which the student originally received a passing grade will not generate additional credit hours toward graduation unless the course has been approved by University Curriculum and Course Committee (UCCC) as repeatable.
4. Unless the student chooses to activate the academic forgiveness policy (AOP 12.20) in the semester the repeated course is taken, the grade in the repeated course will be averaged with all previously completed courses, including the one repeated, for the computation of the grade point average. All course listings and the respective grades will remain on the permanent transcript.
5. The last grade received in a repeated course will be the grade applied toward graduation and recognition of undergraduate academic achievement (see AOP 12.10 Recognition of Undergraduate Academic Achievement), even if it is lower than a previous grade.
6. Overrides should not be granted if a student is attempting to pre-register to repeat a course in which they are currently enrolled and have not received an official final grade.

**REVIEWED BY:**

/s/ Peter L. Ryan  
Associate Provost for Academic Affairs

09/26/2018  
Date

/s/ Judy Bonner  
Provost and Executive Vice President

09/24/2018  
Date

/s/ Randolph F. Follett  
President, Robert Holland Faculty Senate

10/15/2018  
Date

/s/ Timothy N. Chamblee  
Assistant Vice President and Director  
Institutional Research and Effectiveness

10/18/2018  
Date

/s/ Joan Lucas  
General Counsel

10/17/2018  
Date

**APPROVED:**

/s/ Mark Keenum  
President

10/22/2018  
Date



# STANDING COMMITTEE REPORTS

## ACADEMIC AFFAIRS

### **Report to the Robert Holland Faculty Senate**

#### **Academic Affairs Committee**

#### **Report on AOP 11.05: Requirements for Shortened-Format Courses**

**March 10, 2023**

#### **Background**

At the February 10, 2023 meeting of the Robert Faculty Senate, AOP 11.05 was sent to the Academic Affairs Committee for review. Given the increasing number of shortened-format courses offered, this AOP needed revision. Shortened-Format courses include those offered during Winter session, Maymester, and any courses offered during a regular semester but during a time period that is less than the regular 15-week semester. Previously the AOP only applied to Maymester and other intersession terms. The revised AOP applies to all courses that are offered in fewer than the standard 15-week semester.

#### **Recommendation**

The Academic Affairs committee recommends that the Robert Holland Faculty Senate approve AOP 11.05: Requirements for Shortened-Format Courses with the edits made by the members of the committee.

#### **Discussion**

The Academic Affairs Committee reviewed AOP 11.05 and made edits primarily to the paragraph that starts with “Departments may elect to teach...” so that the language and tense were consistent throughout. For example, “shortened-term course” was replaced with “Shortened-Format courses” to be consistent with the title and subject of the AOP. Other edits and re-wording were made that made the AOP clearer, more succinct, and consistent. One comment that accompanied the AOP when the committee received it was a question about how “reading days” would be handled for shortened-format courses offered during the first 8 weeks of a regular semester. The committee investigated this and found that no reading days are listed for any of the “mini terms” on the MSU academic calendar. The committee agreed that it made sense to remove all mentions of “reading days” from the AOP for any shortened-format courses.

**Committee Members: Rebecca Robichaux-Davis (Chair), Frank Adams, Jenna Altomonte, Skip Jack, Jesse Morrison, Neeraj Rai, James Sobaskie, Kimberly Wood**



## AOP 11.05: REQUIREMENTS FOR SHORTENED-FORMAT COURSES

### PURPOSE

The purpose of this Academic Operating Policy and Procedure (AOP) is to establish the requirements for shortened-format courses offered ~~in intersession terms~~ at Mississippi State University.

### POLICY/PROCEDURE

This AOP ~~will apply~~ies to courses offered ~~during intersession terms, which are understood to be any terms other than the fall or spring semesters or the standard five-week and ten-week summer school terms.~~in fewer than 15 weeks. It is expected that such intersession terms will usually occur between the end of the spring semester and the beginning of the first standard summer term. Intersession terms may occur at other times during the year as well.

~~A shortened-format course offered in an intersession term will consist of no fewer than fifteen days of lecture and one day for final exams. A reading day will be in place between the final day of class and the final exam day. The total contact minutes will be no fewer than~~must be equivalent to the minutes required for courses with the same credit offered during ~~regular fall or spring semester~~15-week terms. Undergraduate student courseload limits are referenced in AOP 12.22.

~~A student will be allowed to take only one shortened-format course during a particular intersession term. Any course that has been offered in either five-week term of summer school, exclusive of laboratory-based courses, will be eligible to be offered as a shortened-format course in an intersession term. Any department desiring to place additional shortened-format courses in the intersession term must~~offering a shortened-format course for the first time must submit a course modification proposal through departmental and college/school course and curricula committees and the University Committee on Courses and Curricula (UCCC) for approval. The UCCC ~~will be~~is responsible for the guidelines for approval of shortened-format courses.

~~Departments may elect to teach shortened-format~~term~~courses-offerings.~~ These can be ~~on regular semester load as~~part of a faculty's member's regular teaching assignment, and therefore would~~will~~ not be subject to additional compensation in this instance. ~~In cases~~There may also be situations where the inclusion of a shortened-format ~~term~~course would be~~is~~ above the normal workload,; ~~in such cases, then~~ the ~~instructor/professor~~faculty member may be eligible for additional compensation. ~~In this case, the~~Appropriate faculty salary for teaching a shortened-format course is described in AOP 13.12 Intersession Teaching. Faculty salary for

~~teaching a shortened-format course in an intersession term will be determined in accordance with the prevailing method for determining summer school salary.~~

~~Study abroad or other off-campus courses of duration shorter than three weeks may be offered during the winter holiday and other appropriate times.~~

**REVIEW**

This AOP will be reviewed every four years or whenever circumstances require an earlier review by the Executive Vice Provost for Academic Affairs with recommendations for revision presented to the Provost and Executive Vice President.

**REVIEWED:**

\_\_\_\_\_  
Executive Vice Provost for Academic Affairs and  
Dean of the Graduate School

\_\_\_\_\_  
Date

\_\_\_\_\_  
Provost and Executive Vice President

\_\_\_\_\_  
Date

\_\_\_\_\_  
President, Robert Holland Faculty Senate

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Vice President, Institutional Strategy & Effectiveness

\_\_\_\_\_  
Date

\_\_\_\_\_  
General Counsel

\_\_\_\_\_  
Date

**APPROVED:**

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

ANCILLARY AFFAIRS  
CHARTER & BYLAWS

**1. Letter of Request: Study to Strengthen Shared Governance**

**Report to the Robert Holland Faculty Senate**

**Charter & Bylaws Committee**

**Report on Study to Strengthen Shared Governance**

**March 10, 2023**

**Background**

On November 11, 2022, a letter of request from the Department of Sociology was sent to the Charter & Bylaws Committee. The letter requested the Faculty Senate to “study how to avoid the adoption of new policies and programs during the summer when the Robert Holland Faculty Senate is not in session.” Further, the letter of request stated that the Department of Sociology believes that the faculty handbook should be revised to ensure that “the entire Robert Holland Faculty Senate (and not just the Executive Committee) be allowed to have a voice in all policy matters that affect faculty at the university.”

**Recommendation**

The Charter & Bylaws committee recommends that the following actions be taken if university administration brings matters pertinent to faculty to the president of the senate and/or the senate executive committee for comment during the months of May, June, and July when the senate is not regularly meeting:

1. If a meeting of the senate executive committee occurs during May, June, or July, the meeting minutes should be provided to all senators via email within one week of the meeting, which should include all issues pertinent to faculty.
2. The president of the senate should email all senators about any issue brought to the executive committee that would otherwise be brought to the full senate during a regular session to offer all senators the opportunity to give their feedback before the president of the senate or executive committee gives a response to university administration. Note: If a senator does not respond with feedback within one week, it is reasonable to assume that the senator does not wish to provide feedback on the issue.
3. The president of the senate should give monthly updates via email to senators in May, June, and July as to any discussion(s) occurring with university administration about issues pertinent to faculty.

## Discussion

University administration makes decisions for the university year-round while the faculty senate does not hold regular meetings in the months of May, June, July, and December. Therefore, occasions may exist during these months when it is prudent for administration to act without consulting the full faculty senate. In such a case, administration may ask for input from the senate executive committee to give some voice to the faculty concerning these urgent matters. It should be noted that according to the faculty handbook (III.C., Functions), the Robert Holland Faculty Senate functions to “make recommendations to the president of the university on matters pertaining to the welfare of the university.” Therefore, the president of the university may act without input from the faculty senate.

If administration brings an issue needing immediate attention to the senate executive committee during summer months, should the executive committee offer input to administration to give some voice to the faculty on the issue, refuse to offer input so that faculty have no voice if the administration intends to act, or call an urgent session of the full faculty senate (as provided in the faculty senate bylaws)?

It was suggested that we may be able to avoid these requests if we were to request a list of known AOPs which may potentially be brought to faculty senate in the summer to be provided to the full senate by its March meeting so that it could be sent to committee and reported for action in the April meeting. However, this was deemed problematic since Deans Council and Associate Deans Council address AOPs before senate does. Additionally, it does not appear that regular reviews of AOPs are brought to the senate during the summer, so any attention to an AOP would be unplanned. Requests for faculty input brought to the president of the senate and/or senate executive committee, when they occur, are urgent in nature.

**Committee Members:** Paul Spurlin (Chair), Beth Baker, James Chamberlain, Alicia Hall, Missy Hopper, Michael Jaffe, and Andrew Jarosz

## **2. OP 01.09 Principles for University Governance**

**Report to the Robert Holland Faculty Senate**

**Charter & Bylaws Committee**

**Report on OP 01.09: Principles for University Governance**

**March 10, 2023**

### **Background**

OP 01.09 was sent to the faculty senate as part of the policy's four-year review cycle. In the February 2023, senate meeting, OP 01.09 was sent to the Charter & Bylaws Committee for report.

### **Recommendation**

The Charter & Bylaws Committee recommends that the senate approve OP 01.09 by editing the document sent to the senate for review such that the web link to the Faculty Handbook functions properly.

### **Discussion**

The Charter & Bylaws committee met virtually via Teams on February 21, 2023, to review OP 01.09 as sent to the faculty senate. The committee noticed that due to improper spacing, the web link to the Faculty Handbook was not functioning properly within the document. The version reported to the senate from the committee has been corrected for this issue.

**Committee Members:** Paul Spurlin (Chair), Beth Baker, James Chamberlain, Alicia Hall, Missy Hopper, Michael Jaffe, and Andrew Jarosz



## OP 01.09: PRINCIPLES FOR UNIVERSITY GOVERNANCE

### PURPOSE:

The purpose of this policy is to promote an understanding of the Principles for University Governance.

### POLICY/PROCEDURE:

All members of the university community must be accountable for their roles and responsibilities. Adhering to policies and procedures is essential to achieving the mission and goals of the university.

Mississippi State recognizes the value of diverse opinions in decision making and pursues its mission in an atmosphere of shared governance and open communication. Faculty and staff are involved in policy formulation and in implementing the learning, research, and service missions of the university. Faculty and staff also recognize their shared accountability for the performance of the university in carrying out its mission. The Principles for University Governance are published in the Faculty Handbook [on the Office of the Provost and Executive Vice President's website \(https://www.provost.msstate.edu/faculty-handbook\)](https://www.provost.msstate.edu/faculty-handbook).  
[http://www.msstate.edu/web/faculty\\_handbook/handbook.pdf](http://www.msstate.edu/web/faculty_handbook/handbook.pdf)).

### REVIEW:

The Office of the President is responsible for the review of this OP every four years (or whenever circumstances require immediate review).REVIEWED:

\_\_\_\_\_  
President, Robert Holland Faculty Senate

\_\_\_\_\_  
Date

\_\_\_\_\_  
General Counsel

\_\_\_\_\_  
Date

\_\_\_\_\_  
Associate Vice President, Institutional Strategy & Effectiveness

\_\_\_\_\_  
Date

### APPROVED:

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

FACULTY AFFAIRS  
STUDENT AFFAIRS  
UNIVERSITY RESOURCES

SPECIAL COMMITTEE REPORT

**1. Ad Hoc Committee for Holistic Review of the Faculty Handbook**

**Report to the Robert Holland Faculty Senate**

**Ad Hoc Committee for Review of the Faculty Handbook**

**Report on Suggested Edits to Faculty Handbook**

**March 10, 2023**

**Background**

In November 2022, President Barrett charged an ad hoc committee with conducting a thorough review of the Faculty Handbook to ensure the document is accurate, clear, and consistent throughout. He also asked that the committee make recommendations to make the Faculty Handbook easy for users to navigate and search. The ad hoc committee decided that they should provide suggested changes after a concurrent committee's work finished concerning changes following new IHL policy.

**Recommendation**

The ad hoc committee recommends that the senate adopt edits to the Faculty Handbook as shown in the accompanying version of the handbook.

One substantive change is recommended to Section V. Promotion and Tenure Procedures such that the language under letter *H* has been edited to address non-reappointment and dismissal of professional-track faculty, to clarify policy concerning non-tenured tenure track faculty, and to include existing language concerning dismissal of tenured faculty.

Non-substantive changes include needed updates to web links, edits to use gender neutral pronouns, moving existing text to a different location within the document for clarity, and formatting and spacing adjustments. Further, a clickable Table of Contents has been added to aid navigation of the document.

**Discussion**

Following the adoption of a new version of the Faculty Handbook by the faculty senate in their February 2023, meeting, the ad hoc committee met in person on Feb. 13, 2023, to be reviewing the handbook to edit it for accuracy, clarity, and consistency.

The committee discussed the request by Senator Zuckerman to edit the handbook to use gender neutral pronouns, which have been incorporated into the provided version. The



committee also discussed the comments provided by Senator Gregory but from a faculty member concerning the university president serving as chair for committees that advise the president and questioning the existence and potential problematic composition of the MSU Educational Building Corporation. Joan Lucas was consulted about the MSU Educational Building Corporation and stated that it “is a statutorily created nonprofit corporation that is formed to allow the University to issue bonds for construction. The relevant code section is 37-101-61. The membership of the board is controlled by the corporation’s bylaws.” The committee makes no recommendation regarding the faculty member’s comments that were relayed via Senator Gregory.

The committee made edits to the handbook during their in-person meeting and continued edits individually and provided comments in the Word version of the handbook that was posted for their use in Teams. On March 1, 2023, the committee’s edits were compiled and provided to the senate executive committee for its suggestions.

**Committee Members:** Dr. Paul Spurlin (Chair), Dr. Jim Dunne, Dr. Rebecca Robichaux-Davis, Dr. Brent Fountain, Dr. Julie Parker, Dr. Randy Follett, Dr. Stacy Haynes

# Faculty Handbook

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## PREFACE

The purpose of the Faculty Handbook is to provide information, as well as sources of information, ~~which that~~ faculty find beneficial. The Handbook describes [Mississippi State](#) ~~the~~ University’s history, vision, and mission, and defines the university’s principles of governance. In addition, the Handbook establishes the organization of the faculty. Faculty responsibilities, academic operating policies, university promotion and tenure procedures, Department of Human Resources Management policies, and other policies are addressed within the document. Where appropriate, this document links to original source material to ensure current and accurate information. This handbook is the result of the work of many people, compiled by the Faculty Handbook Committee, jointly appointed by the Provost and Executive Vice President for Academic Affairs and the President of the Faculty Senate. Changes and corrections should be sent to the Faculty Senate office. -Corrections and additions to the Faculty Handbook may be made to the online version as needed by the Faculty Senate Charter and Bylaws Committee. Substantive changes to the Faculty Handbook require [approval from the](#) senate, provost, and [university](#) presidential ~~approval~~.

## I. General Information

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## A. History of the University

~~Mississippi State~~The University began as The Agricultural and Mechanical College of the State of Mississippi, one of the national land-grant colleges established after Congress ~~had~~ passed the Morrill Act in 1862. It was created by the Mississippi Legislature on February 28, 1878, to fulfill the mission of offering training in "agriculture, horticulture and the mechanical arts, without excluding other scientific and classical studies, including military tactics." The College received its first students in the fall of 1880 ~~during, in~~ the presidency of General Stephen D. Lee. Other federal legislation provided funds for extending the mission of the College; ~~in~~ 1914, the Smith-Lever Act called for "instruction in practical agriculture and home economics to persons not attendant or resident," thus creating the state-wide effort ~~which that~~ led to Extension offices in every county in the State; ~~and and,~~ in 1917, the Smith-Hughes Act provided for the training of teachers in vocational education.

By 1932, when the Legislature renamed the College as Mississippi State College, it consisted of the Agricultural Experiment Station (1887), the College of Engineering (1902), the College of Agriculture (1903), the School of Industrial Pedagogy (1909), the School of General Science (1911), the College of Business and Industry (1915), the Mississippi Cooperative Extension Service (1915), and the Division of Continuing Education (1919). Further, in 1926 the College ~~was first accredited by had received its first accreditation by~~ the Southern Association of Colleges and Schools.

By 1958, when the Legislature again renamed the College as Mississippi State University, the Graduate School had been organized (1936), doctoral degree programs had begun (1951), the School of Forest Resources had been established (1954), and the College of Arts and Sciences had been created (1956).

The School of Architecture admitted its first students in 1973, the College of Veterinary Medicine admitted its first class in 1977, and the School of Accountancy was established in 1979, rounding out the present structure.

Additional information about Mississippi State University can be found in John K. Bettersworth's book, *People's University: The Centennial History of Mississippi State*, University Press of Mississippi, 1979, and in *Maroon and White: Mississippi State University, 1878-2003* by Michael B. Ballard, University Press of Mississippi, 2008.

## B. Vision and Mission Statements

The university is guided by its vision and mission statements which identify the values of the university. -These can be found at <http://www.president.msstate.edu/communications/vision-mission/>;

In the strategic plan, the university establishes specific goals and identifies the metrics by which it will assess its progress toward achieving its goals. -The strategic plan was developed under the university administration's leadership with active participation by the faculty.

### C. Principles for University Governance

*As recommended by the Faculty Senate, Feb. 9, 1996;*  
*As recommended by the Administrative Council, Feb. 12, 1996;*  
*As recommended by Professional and Support Staff Advisory Council, Feb. 14, 1996;*  
*As recommended by the Student Association;*  
*Approved by the General Faculty, March 5, 1996 and*  
*Amended by vote of the General Faculty, Fall 1999.*  
*Amended by vote of the Faculty Senate, September 2012*  
*Approved by the Provost and Executive Vice President, September 2012*  
*Approved by the President, October 2012*  
*Approved by the Provost and Executive Vice President, August 2013*  
*Approved by the President, August 2013*  
  
*Approved by the Provost and Executive Vice President, May 2022*  
  
*Approved by the President, May 2022*

### **PREAMBLE**

The triad mission of learning, research, and service of Mississippi State University can best be achieved through cooperation, collaboration, and consultation among the membership of the entire university community. Achievement of that mission requires an understanding and commitment to the formal and informal decision processes by which the university conducts its work, maintains its standards, and responds to external feedback.

Members of the university community need to understand the university's noble and extensive mission and the part each member plays in its achievement. They need to understand how formal authority is shared, the scope and form of their involvement in

governance, and the need for those in authority to achieve balance between codification and discretion. This understanding enhances each member's ability to sustain and strengthen the essential nature of the university and facilitates effective university governance and responsiveness to the needs of the people of Mississippi.

Central to effective and efficient university governance is open consultation, communication, and participation in decisions and decision-making bodies. An understanding of the responsibilities and limitations of authority by all members of the university community is also essential. Success of the university depends on collegial relationships and mutual respect among the faculty, professional and support staff, students, administrative officers, and representatives of external entities.

All members of the university community must be accountable for their roles and responsibilities. Adhering to policies and procedures is essential to achieving the mission and goals of the university.

Mississippi State recognizes the value of diverse opinions in decision making and pursues its mission in an atmosphere of shared governance and open communication. Faculty and staff are involved in policy formulation and in implementing the learning, research, and service missions of the university. Faculty and staff also recognize their shared accountability for the performance of the university in carrying out its mission. In the spirit of promoting effective governance of the university, the following statements of policy relative to members of the university community are adopted.

## **PRINCIPLES**

### **Authority**

Ultimate authority for governance of the university is vested by the State of Mississippi in the Board of Trustees of the Institutions of Higher Learning and delegated by the board to the [university](#) president. The president exercises that authority through the vice presidents, deans, directors, and other officials of the administration in consultation, as appropriate, with units of the university and with the faculty, professional and support staff, and students.

### **Consultation**

To facilitate open communication and effective university governance, the president and other administrative officers of the university will exercise due diligence in consulting with the faculty, professional and support staff, students, and external constituents on

issues affecting them. Consultation is characterized by early discussions with the affected constituencies, jointly formulated procedures for consultation, reasonable deadlines within the constraints of the academic calendar, access to appropriate information, adequate feedback, and timely communication of decisions to the affected constituencies.

## **Representation**

Effective university governance includes consultation with the faculty, professional and support staff, students, and external constituents on budget, policy, and procedure matters. Appropriate representation of these groups is normally obtained through the university's council and committee structure. Elected and appointed representatives should, as far as possible, be selected specifically for the roles in which they will serve. When temporary special committees, study groups, or task forces are established by the president to address matters affecting the mission of the university, a majority of the membership should be composed of elected representatives drawn from the general faculty. Professional and support staff, students, and external constituencies should be included as appropriate. The chairs of these bodies may be appointed by the president.

*Faculty Representation.* By the Charter of Organization of the Faculty of Mississippi State University, the Robert Holland Faculty Senate is the official representative of the faculty on all matters not delegated by the general faculty to other elected faculty bodies.

University-level curriculum, promotion and tenure, and grievance committees should be composed of elected representatives from the general faculty. These bodies elect their own chairs.

*Professional and Support Staff Representation.* The Staff Council is the official representative body for the professional and support staff and reports to the president. The staff should have appropriate representation on matters affecting them. Consultation with the staff should be conducted through their elected representatives and/or the staff council, as well as through normal administrative channels.

*Student Representation.* The Student Association is the official representative of undergraduate and graduate students **of the university**. Undergraduate and graduate students should be represented on appropriate university councils, committees, and task forces. Consultation with students should be conducted through their elected representatives and/or the Student Association.

*Administrative Representation.* Administrative officers of the university represent entities for which they have administrative responsibilities on councils, committees, and task forces of the university. Officers who are members of the general faculty may also be represented through the faculty senate, and other officers may be represented through the staff council.

*External Entities Representation.* To advance the mission of the university, the officers of the administration may appoint members of external entities to serve on councils, committees, and task forces.

## **Roles and Responsibilities**

*Administration.* The [university](#) president has been delegated authority to administer the university, to lead the university so that its mission and goals are achieved, and to coordinate university relations with officers of the Board of Trustees. The president recommends the appointment of appropriate administrative officers for the university to the Board of Trustees. The president exercises primary authority through members of the administration in:

1. Control and allocation of the budgeted appropriation and other funds;
2. Establishment of the administrative organization;
3. Approval of personnel appointments;
4. Administration of university programs and policies;
5. Administration of student affairs and services;
6. Administration of physical plant, campus operations, and fiscal affairs;
7. Administration of athletics;
8. Administration of resource development and fund-raising; and
9. Accomplishment of all other assignments to the university by the Board of Trustees.

The president is required by the Board of Trustees to articulate long range university goals and to see that high standards are maintained in all university programs. The president exerts a major influence on the specific direction of change, not only through basic judgments on budgets and staff, but also in the continuous evaluation of existing university programs and in the planning of overall program direction. Such evaluation and planning necessitates the participation of faculty, staff, students, representatives of external entities, and administrative groups and is accomplished through the offices of the vice presidents.

The president is also responsible for maintaining fair employment practices, promotion procedures, and wage and salary distribution, as well as good working conditions for the benefit and safety of all personnel employed by the university.



*Faculty.* The principal responsibilities of the faculty are teaching, research, and service. Because an important additional responsibility of the faculty is to ensure that the university fulfills its educational mission, the faculty must be involved in the generation and implementation of policies that impact-affect the university's mission. On matters primarily affecting the academic mission of the university (curriculum, subject matter and methods of instruction, advising, degree requirements, faculty scholarship, faculty status, and faculty service), the principal responsibility for formulating and evaluating ideas lies with the faculty. The faculty advises the administration through appropriate channels on these matters. The administration customarily follows this advice. On those extraordinary occasions when this advice is not followed, the administration will identify the reasons that render the proffered advice unwise or impracticable and so inform the faculty. A less direct but no less important role of the faculty is to advise the officers of the university about certain administrative matters that are intrinsically related to the health of the university. Among these matters are:

- 1.● Assessment of faculty performance;
- 2.● Selection of university officers;
- 3.● Determination of university priorities; and
- 4.● Establishment of principles for determining salaries.

*Professional and Support Staff.* The Staff Council is an advisory organization with the primary goals of facilitating communication between the staff and the administration and providing input to the administration on university policies and procedures. The primary role of the staff is to support the faculty and the administration in fulfilling the university's mission. The staff conducts the day-to-day affairs of the university, provides essential input to the faculty and administration in planning and decision-making processes, and reports on the operations of the university for internal (management) and external (accountability) purposes. On matters of university governance affecting the academic mission of the university, the staff shall have an advisory role.

*Students.* The purpose of the Student Association is to stimulate university-wide student involvement in all areas of university life that lead to achievement of the university's mission. The voice of students is important in all aspects of the university; students should provide input, when appropriate, through university committees, councils, and task forces.

*Administrative Councils and Committees.* Administrative councils and committees play important roles in the governance of the university. These councils and committees may be composed of faculty, staff, students, administrators, and representatives of external entities. The members are elected by the appropriate bodies or are appointed by the president or appropriate vice president to advise the administration in the development of institutional policy, procedure, and practice. A listing of the university's councils and

committees with the membership of each is updated annually online (<http://www.msstate.edu/web/standing/>).

## Participation

*Evaluation of Administrators and Faculty.* The performance of faculty, staff, and administrative officers should be evaluated periodically. Students should participate in periodic evaluation of the instructional faculty, and those evaluations should be considered important sources of guidance to improve course content and overall learning and teaching effectiveness. The faculty, staff, administrative officers, and students should participate in periodic evaluations of those responsible for the units affecting their roles in the university community including department heads, directors, associate and assistant deans, and deans. The role of the various groups in such evaluations should be in accordance with their legitimate interest in the performance of the person being evaluated and the group's competence to make evaluative judgments. Evaluations should conform to commonly accepted procedures of evaluation established in consultation with those being evaluated and those evaluating.

*Financial Decisions.* Representatives chosen by the faculty, staff, and students should be consulted in university level discussions of resource allocation and budgetary policies and procedures. The administration may choose additional faculty, students, and staff to participate in discussions of these issues. Consultation in these issues should also occur in colleges, schools, departments, and other units.

### *Administrative, Faculty, and Professional Staff Appointments.*

- All professional positions will be created and filled in consultation with the affected faculty, staff, and students, and with the appropriate external constituencies.
- For the Provost and the Vice Presidents for Agriculture and Research, for deans, assistant and associate deans, directors, chairs, and heads of academic, research, or service units, and for all faculty positions, search committees are required and will contain a majority of elected representatives of the faculty. Staff, students, and external constituencies shall be drawn from the affected units, as appropriate. Exceptions may be made for one-time, one-year appointments as approved by the appropriate vice president.
- For the Vice Presidents of Finance and Administration, Development and Alumni, and Student Affairs, search committees will be appointed by the [university](#) president in consultation with the Robert Holland Faculty Senate president. The [university](#) president will publicize the membership of the search committee and the process of selection.

- Specific administrators who serve primarily as advisors or assistants to university-level executives and who do not regularly exercise independent executive and budgetary authority may be appointed without a search committee.

On those extraordinary occasions when the advice of a search committee is not followed, the administrator making the appointment will inform the committee of the reasons that render the proffered advice unwise or impracticable.

## II. Administrative Organization

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### A. Board of Trustees

The Board of Trustees is the constitutional governing body of the State Institutions of Higher Learning. The purpose of the Board of Trustees is to manage and control Mississippi's public institutions of higher learning in accordance with the [state](#) constitution and to see that the IHL System mission is accomplished. To do so, the board operates a coordinated system of higher education, establishes prudent governance policies, employs capable chief executives, and requires legal, fiscal, and programmatic accountability. The board annually reports to the legislature and the citizenry on the needs and accomplishments of the IHL System. The mission and structure of the board is outlined in the *IHL Policies and Bylaws* which is continually revised (<http://www.mississippi.edu/board/downloads/policiesandbylaws.pdf>). The mission statements are listed in section 102 and the Constitutional Organization is described in section 201. The board office is located in the Education and Research Center, 3825 Ridgewood Road, Jackson, Mississippi 39211, phone 601-432-6198.

### B. The President

The President of Mississippi State University is the sole agent of the Board of Trustees on the campus. Full authority to manage the institution is conferred upon the president, in accordance with policies and procedures established by the board and with certain laws specifically applicable to the institution. In conferring full authority, the board requires full responsibility; the president alone reports to the board; and, in turn, delegates limited and specific authority to several administrative officials, each with responsibility commensurate with the delegated authority. The president's specific responsibilities include financial management of the institution; the physical plant and campus operations; recruiting, contracting with, and supervising all personnel; recruitment, admission, and instruction of all students; and relationships with people and interested units outside the institution. All functions of the university as it conducts teaching, research, and services are the president's responsibilities.

### C. Other Senior Administrative Positions

#### **Provost and Executive Vice President**

The Provost and Executive Vice President is responsible for leading and administering

the academic programs of the university. The provost prepares, allocates, and administers the academic budgets; administers all academic personnel procedures, including affirmative action, recruitment, appointment, retention, and promotion and tenure; provides leadership for vice presidents, deans, directors, faculty, and staff to meet stated goals; encourages faculty research and scholarly activities; ensures that academic procedures preserve academic freedom; and manages academic facilities and support services, including the Libraries, Information Technology Services, Human Resources Management, Registrar's Office, the University Academic Advising Center, the Office of Institutional Research and Effectiveness, Career Center, the Center for Teaching and Learning, and all academic colleges and programs. In the absence of the president, the provost serves as the chief executive officer of the university.

### **Vice President for Agriculture, Forestry, and Veterinary Medicine**

The Vice President for Agriculture, Forestry, and Veterinary Medicine is responsible for providing administrative leadership and coordination of the units comprising the Division of Agriculture, Forestry, and Veterinary Medicine, which includes the Forest and Wildlife Research Center, Mississippi Agricultural and Forestry Experiment Station, Mississippi State University Extension Service, College of Agriculture and Life Sciences, College of Forest Resources, and College of Veterinary Medicine. Responsibilities for instructional programs are shared with the provost and executive vice president.

### **Vice President for Development and Alumni**

The Vice President for Development and Alumni is primarily responsible for coordinating the operations and activities of the MSU Foundation and Alumni Affairs. The primary function of these units is to communicate with alumni, friends, opinion leaders and the general public concerning the value of the contributions of the university to the State of Mississippi and beyond, and to raise private financial support. The vice president also plans, coordinates, and monitors efforts to secure private funds, ensuring that university programs are matched and coordinated with sources of private funds most appropriate to meet these needs. The university aircraft operations also report to the Vice President for Development and Alumni.

### **Vice President for Research and Economic Development**

The Vice President for Research and Economic Development has administrative responsibility for research, and externally sponsored activities in the academic division of the university, and is the university's interface for economic development activities and support. Activities concerned with the development and coordination of basic and applied research are coordinated under the vice president and include formally organized research centers and institutes, as well as individual faculty research. The vice president supervises and administers operation of university-level centers and institutes, the Office of Sponsored Programs Administration, the Office of Regulatory

Compliance and Safety, the Office of Research Security, and the Office of Entrepreneurship and Technology Transfer, Institute for Imaging and Analytical Technologies, and Thad Cochran Research, Technology and Economic Development Park.

### **Vice President for Student Affairs**

The Vice President for Student Affairs has administrative responsibility for planning and implementing services to meet students' out-of-class needs and providing programs to help students develop psychologically, emotionally, physically, and intellectually. The vice president supervises and administers the Division of Student Affairs, including operations and fiscal planning for the division, and coordinates, in consultation with other professionals, the areas of emphasis for programs and services to be provided for students.

### **Vice President for Finance and Administration (CFO)**

The Vice President for Finance and Administration (CFO) of the University is responsible for providing financial and operational leadership and coordination for the university. The subdivisions making up the Division of Finance and Administration include Office of the Controller and Treasurer, Campus Services, and Procurement & Contracts. Financial functions of the university, centralized in the Division of Finance and Administration, include the receiving, managing, and disbursing of funds from all sources and for fiscal planning and the development of budgets for the university. Operational functions of the university, centralized in the Division of Finance and Administration, include the managing of facilities, parking, transit, and construction (planning and design).

### **Vice President for Access, Diversity, and Inclusion**

The Vice President for Access, Diversity, and Inclusion (VPADI) serves as the senior diversity and inclusion advisor to the University President and has administrative responsibility to provide strategic and programmatic leadership for access, diversity, and inclusion initiatives that advance equity as a critical component of social, academic, and intellectual life at MSU. The VPADI provides vision and leadership to effectively integrate inclusion into the work of MSU, working closely with university leadership and the university community to shape and implement investments, plans, and strategies aligned with institutional goals and creating a welcoming environment for all. This includes facilitating and coordinating university strategic planning and prioritization in the areas of diversity and inclusion, conducting periodic climate surveys, and working collaboratively to develop and implement strategies and initiatives that advance a climate of diversity and inclusion and support.

## D. Administrative Councils

The [university](#) president is advised and assisted in administering the affairs of the university by the Administrative Council and the Executive Council.

### **The Administrative and Executive Councils**

The Executive Council ~~is chaired by the president and~~ proffers advice to the president on matters brought before it which include revision and creation of university policies. The council ~~is chaired by the university president and~~ consists of the provost and executive vice president, the vice presidents, the athletic director, the general counsel, the chief information officer, the president of the faculty senate, the chair of the staff council, and the ~~P~~resident of the ~~S~~student ~~A~~association. It also has a non-voting staff consisting of ~~the university counsel,~~ the director of internal audit, and the assistants to the [university](#) president. Minutes of the council are [available](#) online [at http://www.president.msstate.edu/people/executive-council/](http://www.president.msstate.edu/people/executive-council/) .

The Administrative Council advises the president [of the university](#) and serves as the board of directors of the MSU Educational Building Corporation. ~~It is membership includes the~~ ~~chaired by the university president and consists of the (chair),~~ provost and executive vice president, the vice presidents, general counsel, and the athletic director.

## E. Academic and Research Councils

### **The Academic Deans Council**

The Academic Deans Council provides leadership in establishing academic policies and procedures, in making decisions about academic programs, and in recommending new degree programs. This body participates in developing long range plans for the university. The Academic Deans Council is chaired by the provost and executive vice president, and includes the associate provost and associate vice president for administrative affairs, the deans of the colleges, the director of the center for distance education, the dean of university libraries, ~~the dean of the Meridian campus,~~ the dean of the Shackouls ~~H~~onors ~~C~~ollege, the vice president of the Robert Holland ~~f~~aculty ~~s~~enate, and the ~~V~~ice ~~P~~resident of the ~~S~~student ~~A~~association.

### **The Associate Deans Council**

The Associate Deans Council recommends academic policies and operational procedures to the Academic Deans Council and implements approved policies and decisions. The Associate Deans Council consists of the associate provost, who serves as chair, the chief information officer, the associate vice president for administrative



affairs; the registrar; an associate or assistant dean (or designated representative) from each school, college, or division, as assigned by the appropriate dean; the chair of the academic affairs committee of the [Robert Holland Faculty Senate](#); and [attorney general](#) of the Student Association. Other [persons-individuals](#) may be invited to attend as resource [persons](#).

### **The Graduate Council**

The Graduate Council is the executive committee of the graduate faculty and is responsible for the evaluation and recommendation of academic policy and programs related to graduate study at Mississippi State University. In addition, the members of the council may advise the college deans on any matter they or the deans believe is appropriate. The chairperson of the Graduate Council is elected from the membership for a one-year term that is renewable.

The council is composed of one elected member from each of the academic colleges or schools offering graduate study (programs), and one less in number appointed by the provost. Not more than two appointed faculty members may be from the same college or school. To be eligible for membership on the council, members must have Level 1 status on the graduate faculty. The term of office is three years. Vacancies on the council are filled in the same [way](#) the member vacating the position was selected.

In addition to the faculty, the council has one graduate student representative who is usually the president of the Graduate Student Association and is appointed for a one-year term.

Ex officio members of the Graduate Council include the dean of [the](#) graduate school, [the](#) associate dean of the graduate school, the provost and executive vice president, the vice president for research and economic development, the associate provost, the dean of university libraries, the director of distance education, the chair of the [U](#)niversity [Committee on Courses](#) and [Curricula \(UCCC\)um committee](#), the director of the office of institutional research and effectiveness, the director of the international institute, the graduate studies manager, and the associate director of admissions.

### **The Research and Technology Council**

The Research Council, chaired by the Vice President for Research and Economic Development, advises the [university](#) president on research policies and procedures and on strategic initiatives in research and economic development. Members of the council are identified and appointed by the vice president in consultation with the president.



### **The Associate Deans for Research Council**

The Associate Deans for Research Council, chaired by the Associate Vice President for Research, advises the Office of the Vice President for Research and Economic Development (ORED) on the university's research agenda, policies, and strategic direction. -When requested, this council works together to recommend solutions to current questions being considered by ORED. -Members of the council include all associate deans for research.

### **The Faculty Research Advisory Committee**

The Faculty Research Advisory Committee (FRAC), chaired by the Associate Vice President for Research, represents faculty interests in the research program. It may function as an advisory body review panel for internal competitive grants programs and make recommendations on operation of university research programs. -Members of the FRAC include appointed members from the colleges, the director of Sponsored Program Administration (ex officio) and one representative from the faculty senate.

### **The International Institute**

The International Institute is responsible for providing oversight for ~~the~~ international academic, research, and outreach activities. -The institute encompasses the Office of International Programs, Study Abroad, and the International Services Office. The associate vice president and executive director of the institute is responsible to the Provost and Executive Vice President ~~of Academic Affairs~~, the Vice President of Agriculture, Forestry, and Veterinary Medicine, and the Vice President of Research and Economic Development.

### **The Academic Department Heads Executive CommitteeCouncil**

Members of the Academic Department Heads Council serve as liaisons between the provost's office and their college-level peers, including other heads and directors. -The committee advises on issues related to the effective management of the academic departments to ensure a productive work environment and adherence to university policies.

## **F. Standing Committees**

Each fall the *Standing Committees* listing is published on the university website (<https://www.msstate.edu/directory/standing-committees/>) listing appointments of faculty, staff, and students to the university's system of standing committees. Committee appointments, which begin in August, typically are for terms of not more than three years, although successive appointments may be made. The website displays the year in which an individual's appointment to a particular committee expires. Individuals

whose university titles are given in lieu of an expiration date serve on that committee by virtue of their position or special expertise, and are appointed for indefinite terms. Most of the committees serve as advisory bodies. *Ad hoc* committees are appointed during the year as needs arise.

### G. Nonacademic Personnel

Nonacademic divisions of the university are generally organized in ways similar to the organization of the academic subdivisions, with departmental heads in charge. The heads, subject to the approval of their superiors, are responsible for hiring personnel and for supervising their performance. The organizational chart of the university shows how the nonacademic departments relate to the [university](#) president.

### H. Organizational Chart

The organizational chart [for](#) the university is updated and posted online at (<http://www.hrm.msstate.edu/orgchart/University%20Org%20Chart.htm><http://www.hrm.msstate.edu/orgchart/University%20Org%20Chart.htm>)  
<https://www.president.msstate.edu/communications/org-chart/>

### III. The Faculty

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#### A. Organization of the Faculty: Charter

The faculty of Mississippi State University is organized under the guidelines set down in [The Charter of Organization of the Faculty of Mississippi State University](#). The faculty is divided into two categories: the general faculty and the graduate faculty.

#### **THE CHARTER OF ORGANIZATION OF THE FACULTY OF MISSISSIPPI STATE UNIVERSITY**

##### **The General Faculty Composition**

The general faculty shall consist of all professionals of the university with these appropriate ranks:

##### ***Academic***

Instructor I, II, and III  
Assistant Professor  
Associate Professor  
Professor  
Assistant Teaching Professor  
Associate Teaching Professor  
Teaching Professor  
Assistant Professor of Practice  
Associate Professor of Practice  
Professor of Practice

##### ***Clinical***

Clinical Instructor I, II, and III  
Assistant Clinical Professor

Associate Clinical Professor  
Clinical Professor

##### ***Extension***

Extension Instructor I, II, and III  
Assistant Extension Professor  
Associate Extension Professor  
Extension Professor

##### ***Research***

Assistant Research Professor  
Associate Research Professor  
Research Professor

and other appropriate ranks as recommended by the Robert Holland Faculty Senate and approved by the general faculty.

##### **Voting Eligibility**

All the members of the general faculty may vote.

## **Officers**

The officers of the general faculty shall be a chair, who is the president of the university, and a vice chair, who is the president of the faculty senate. The vice chair shall act as the recorder at meetings and as the chair of the general faculty in the absence of the president ~~under the president's~~his/her designated representative. In the latter case, the vice chair shall appoint a member of the general faculty to act as recorder.

## **Organization**

The chair of the general faculty shall appoint a committee to draft the necessary bylaws not contradictory to this charter, to enable the general faculty to perform its functions. These bylaws will become effective upon approval by a majority of the voting members.

## **Meetings**

The general faculty shall meet twice a year within 30 days after completion of registration of spring and fall semesters and at other times upon call of the president of the university or of the faculty senate or by petition of 25 percent of the general faculty.

A quorum shall consist of two hundred and fifty (250) members who are present and eligible to vote.

Official business of the general faculty will be proposed and discussed during a general faculty meeting. ~~-~~Voting on items can be conducted electronically for up to one (1) week after the general faculty meeting or can be conducted during the general faculty meeting if 250 voting members are present. ~~-~~The vice chair will be responsible for accomplishing the balloting and for reporting the results to the faculty within one month of ~~voting the~~vote.

## **Functions**

The general faculty shall elect, according to the Charter of the Faculty Senate, the members of the faculty senate.

The general faculty shall function individually or collectively to recommend and refer to the faculty senate those matters dealing with the academic community and welfare of the university ~~which that~~ it would desire to have the senate consider. This does not deny the right of direct approach of any member of the general faculty to the university president or the administration.

The general faculty shall consider all matters referred to it by the president of the university, ~~or the faculty senate,~~ or members of the general faculty and make recommendations concerning them at its discretion.

### **Amendments**

The Charter of Organization of the Faculty can be amended by a petition submitted by the officers of the general faculty, or by a petition signed by 25 voting members. Amendments must be provided at least thirty (30) days prior to the next general faculty meeting. -Amendments must be approved by a majority of faculty voting on the amendment. -Amendments shall then be submitted to the president of the university and become effective upon the president's approval.

## B. Organization of the Faculty: Bylaws

### **Membership List**

The vice chair of the general faculty shall keep available a current list of the membership of the general faculty.

### **Meetings**

Members of the general faculty shall be notified at least seven days in advance of the date of each meeting unless an urgent meeting is summoned to deal with some emergency ~~which~~ that will not admit delay.

Convocations of the faculty community that are called for the purpose of introducing new members and welcoming the community to a new school year may not be considered as meetings of the general faculty that are called for by the charter.

### **Committees**

The Robert Holland Faculty Senate, as prescribed in the Charter of Organization of the Faculty of Mississippi State University, is a standing committee of the general faculty.

### **Special Committees**

The general faculty may create special or *ad hoc* committees for special purposes at any time. -Each such committee will report its findings to the general faculty upon completion of its charge.

## Order of Business

The regular order of a meeting shall be:

1. Old business
- ~~a.2.~~ Report from the president and chair of the general faculty
- ~~b.3.~~ Report from the Robert Holland Faculty Senate
- ~~c.4.~~ Reports ~~of~~ from university committees designates
- ~~d.5.~~ Time for questions
- ~~e.~~ New business.
- 6.

During that portion of the meeting devoted to questions, the chair shall reply to questions on the operation, policies, practices, and other aspects of the university. Questions ~~can~~ may be submitted in advance to the Office of the President.

If time does not allow answers to be given to ~~all of the~~ written questions submitted to the Office of the President prior to the meeting, a written response to the unanswered questions will be sent to members of the general faculty within two weeks of that meeting.

## Authority and Records

The general authority for parliamentary procedure in all matters not inconsistent with these bylaws shall be *Robert's Rules of Order*, current edition.

### C. The Charter of the Robert Holland Faculty Senate

The general faculty elects representatives (senators) to the Robert Holland Faculty Senate, which functions as a channel of communication between the faculty and the president of the university. The Robert Holland Faculty Senate advises the president on matters referred to it.

## Composition

Senators of the Robert Holland Faculty Senate, referred to elsewhere in this document as the faculty senate, shall be elected from the members of the general faculty who have had at least one year of service. Administrative officers at or above the assistant dean level (or equivalent) at Mississippi State University shall not be eligible for elected membership. The president and vice presidents are members of the senate ex officio. Four advisory (non-voting) members shall be the presidents of the Graduate Student Association and the Student Association, or their designates, and elected representatives of the Division of Student Affairs and the Professional and Support Staff Council.

Senators shall be elected by secret ballot from and by full time faculty members of the divisions of the university to be listed below. Faculty members are eligible to vote only within and for members of their particular division. The maximum number of senators on the faculty senate shall be 50. The senate seats shall be allocated on the basis of proportional representation from each of the divisions. All divisions shall be entitled to at least one senator.

Senate representation shall be refigured at two-year intervals or as necessitated by a change in the number of units represented. The units to be represented are as follows:

1. College of Agriculture and Life Sciences and associated personnel of the Mississippi Agricultural and Forestry Experiment Station
2. College of Architecture, Art and Design
3. College of Arts and Sciences
4. College of Business
5. College of Education
6. Bagley College of Engineering
7. College of Forest Resources and associated personnel of the Forest and Wildlife Research Center
8. College of Veterinary Medicine
9. Mississippi State University Extension Service
10. Mississippi State University-Meridian Campus
11. The Libraries.
- 

Other units composed of members of the general faculty may be represented upon the recommendation of the Robert Holland Faculty Senate and the approval of the general faculty. Faculty equivalent individuals who report to various administrative entities but do not hold appointments in one of the units listed above shall be assigned to one of the above units by the appropriate vice president.

Each senator shall serve a period of three years, with elections to be completed by March 15<sup>th</sup> for membership to be assumed during the April meeting and to participate in meetings thereafter. -A senator may serve two consecutive terms, after which [the senator he/she](#) is ineligible for membership for [onea](#) year. A senator elected to serve out more than half of an unexpired full term shall be considered, for this purpose, to have served a full term.

### **Voting Eligibility**

Only elected members of the faculty senate (senators) may vote.

## Officers

Officers of the faculty senate shall consist of a president, vice president, and secretary who shall be elected in April by a secret majority vote of the senators present. These officers shall serve for a period of one year (July 1 through June 30). Those holding the offices of president and vice president shall not be eligible for more than two consecutive terms.

## Organization

The president of the faculty senate will appoint a committee to draft the necessary bylaws not contradictory to this charter, to enable it to perform its function. These bylaws will become effective upon approval of the majority of the senators present at a regularly scheduled senate meeting.

## Support

The university shall consider in its budget an appropriation of funds or the appointment of facilities sufficient to allow the faculty senate to perform its functions.

## Meetings

The faculty senate shall hold regular meetings in August, September, October, and November during the fall semester and in January, February, March and April during the spring semester and upon call of the president of the senate or petition of seven of its senators. A quorum shall consist of a majority of the senators eligible to vote.

## Functions

The faculty senate shall make recommendations to the president of the university on matters pertaining to the welfare of the university.

1. The faculty senate shall consider all matters brought before it by the president of the university, the administration, the general faculty, or individuals of the general faculty, and make recommendations concerning them when appropriate.
2. The faculty senate shall keep the general faculty fully informed of recommendations.
3. The faculty senate shall be represented by its president or its president's/his/her representative on the Athletic Council, Board of Directors of the Alumni Association, Executive Council, Planning Committee, and University Faculty Senates Association and other committees areas requested by the senate and/or university administration.
4. The faculty senate shall be represented by its vice president or its vice-president's/his/her representative on the Academic Deans Council, and University Faculty Senates Association, and other committees as requested by the senate, the president of the senate, and/or university administration.



## D. The Bylaws of the Robert Holland Faculty Senate

The Robert Holland Faculty Senate, having been brought into being by the Charter of Organization of the Faculty of Mississippi State University, conscious of its role as an agency for stimulating, ascertaining, and appropriately articulating considered views and opinions of and for the general faculty will assist in the continued improvement of the university.

### **Duties of Officers**

*President*:- The President of the Robert Holland Faculty Senate is the chief administrative official of the senate and its presiding officer ~~and He/she~~ has the powers and responsibilities commensurate with such functions. Specifically, the president~~he/she~~ is charged with the responsibility to:

- a. send to senators, so as to reach them not less than three full days before a meeting, a notice of the specific items ~~of~~ subjects ~~that he/she knows~~ to be on the agenda for the coming meeting;
- b. ensure that a record of the actions of each meeting be available to members of the general faculty within two weeks following each meeting;
- c. appoint the members and the chair of each senate committee;
- d. transmit to the president of the university, or to such other person to whom a senate recommendation may be directed, the recommendation of the senate;
- e. keep the senate informed of the disposition of each recommendation that is made;
- f. state clearly each issue that is being voted on before the vote is taken and announce the results of the vote immediately thereafter;
- g. notify newly elected senators of their right to participate in the nomination of candidates for the position of president of the senate;
- h. notify the dean or head of each college or division when any vacancy occurs that an election should be held to fill such vacancy on the senate;
- i. appoint members of other committees as specified by university policy;
- j. represent faculty senate on the Athletic Council, Board of Directors of the Alumni Association, Executive Council, Planning Committee, ~~and~~ University Faculty Senates Association, and other university committees as requested by the senate and/or university administration.

*Vice President*:- The Vice President of the Robert Holland Faculty Senate shall preside at senate meetings in the absence of the president and shall be designated to represent the senate at other appropriate meetings when the president is unable to do so. ~~When the senate is to be represented by the president and he/she is unable to represent it, the vice president shall be designated to represent it.~~

If for any reason the position of senate president should become vacant, the vice president shall become president, and a new vice president shall be elected according

to the procedure set forth in this document. -In the event of the absence of the president and the vice president at a meeting, the senate must select one of its senators to be the temporary president for that meeting.

The vice president of the senate or ~~their~~~~his~~~~her~~ representative shall represent the faculty senate on the academic deans council, and other committees as requested by the senate, the president of the senate, and/or university administration.

**Secretary.** The secretary of the Robert Holland Faculty Senate shall:

- maintain a record of senate deliberations and, keep current a membership list of the Robert Holland Faculty Senate, which shall include the date of expiration of each elected senator's term;
- keep current a membership list of each committee of the senate;
- maintain a list of senate designates on university committees;
- maintains records posted on the faculty senate website (<https://www.facultysenate.msstate.edu/>)

## **Procedures**

### *Studies and Recommendations*

- a. Each proposal for a study or recommendation by the Robert Holland Faculty Senate must be presented to the senate president in writing with the proposer's name appearing thereon. Each new proposed study or recommendation shall be provided in written form via electronic or print format or read by the president to the senate prior to voting to accept the study or recommendation.
- b. After introduction, the question shall be on sending the proposed study or recommendation to committee for further processing.
- c. Upon the senate's approval, each proposed study or recommendation shall be assigned to the appropriate committee by the president, and a report from that committee is expected in a timely manner at a subsequent meeting of the senate.
- d. Following the questions of fact, debate shall take place on the question of adopting the proposed recommendation, as presented by the committee, as a recommendation of the senate. Amendments may be offered from the floor.
- e. One recommendation, or more, adequately based on such a report, may be adopted in the meeting at which the report is given only if the committee has provided the senators with a written copy (electronic or print format) of its report at least three full days before the meeting at which the report is given.
- f. A recommendation of no action, or the failure of a committee to make a report or recommendation, shall not preclude the right of the senate to take further action on a proposed recommendation or a variation of it.

*External Resolutions:* -The proposing and adopting of resolutions pertaining to persons or matters outside the senate shall follow the procedure of a proposed recommendation, ~~for adoption,~~ except that if ~~such a the~~ proposed resolution ~~shall have~~has been presented to the senate president ~~so as to have been included~~ded by him/her for inclusion in the notification of the agenda to the senators at least three full days in advance of a meeting, it can be moved for adoption at that meeting.

*Internal Affairs:* -Motions and resolutions pertaining to internal matters of the senate, which are not otherwise provided for by these bylaws or by the senate's charter, can be initiated and passed ~~upon~~ in a single meeting. A majority vote of those senators present and voting "aye" or "nay" is required for adoption of such motions and resolutions.

*Amending the Bylaws:* -Each proposal for an amendment to these laws shall follow the procedure of a proposed recommendation, except that for any amendment to be adopted it must receive a two-thirds vote of the senators present.

*Election of Senators:* -Each senator shall serve a period of three years, with elections coordinated by the Faculty Senate to be completed by March 15<sup>th</sup> for membership to be assumed during the April meeting. ~~Colleges/units may elect senators by any procedure provided that:~~

- ~~a.~~ a. the call for nominations is open to the entire college/unit for a reasonable time;
- ~~b.~~ b. each person named on the ballot has agreed to serve, if elected;
- ~~c.~~ c. there is a clear provision, announced in advance, to determine how multiple vacancies of different terms (three-year term, completion of three-year term, sabbatical-replacement) will be filled;
- ~~d.~~ d. elections occur during the 9-month academic year, except in units in which all faculty members have 12-month contracts.

*Election of Officers:* -Nominations for the position of President of the Robert Holland Faculty Senate shall be provided in writing to the Faculty Senate Office or the elections officer by any person who shall be a senator in the forthcoming year. The nominations shall be made during a specified time interval between the regular March and April meetings of the senate. In 2008, the faculty senate approved the following procedures for the election of officers:

1. Nominations and elections will be supervised and facilitated by an "elections officer" in the following order of appointment: a) outgoing president, b) elected officer (outgoing vice president, then outgoing secretary), c) a member of the executive committee appointed by the outgoing president, provided ~~that the~~ membershe/he is still on the senate and not a candidate for office. The elections officer will be appointed at the March meeting of the senate.

Duties of the elections officer will be to:

- A. Conduct the elections of officers
  - B. Call on candidates for speeches prior to election using alphabetical order
  - C. Develop questions for candidates to answer prior to the third round of balloting if necessary.
  - D. Send out and receive absentee ballots for the first round of balloting
2. All candidates nominated and willing to stand for election will submit electronically a [one-page](#) statement indicating qualifications and reasons for seeking election to the specific senate office and a vita for distribution to the senate members no later than 5 p.m. one week prior to the date of elections. Statements and vitas will then be electronically forwarded to all senators no later than 5 p.m. the Monday prior to the election.
  3. In the event there are not two candidates for an office, candidates running from the floor should bring a statement indicating reasons for seeking election to the specific senate office for distribution at the senate meeting; and will distribute such statement to all senators present.
  4. All candidates shall have a maximum of five (5) minutes to speak prior to the first ballot for their position. -After the second ballot candidates will respond to a question formulated by the elections officer; and again will have a maximum of five (5) minutes to respond to the question.
  5. Absentee ballots will be permitted on the first ballot only. -In order to receive an absentee ballot, the senator must request an absentee ballot from the elections officer; and must provide an excuse for senate absence. -Ballots must be requested no later than 12:00 noon on the Tuesday prior to the elections. Absentee ballots must be returned to the elections officer no later than 5 p.m. on the Wednesday prior to the elections. -Absentee ballots may be submitted to the Robert Holland Faculty Senate or emailed directly to the elections officer.
  6. After the March elections of new senators from their respective colleges, a detailed description of the "Nominations and Elections Operating Procedures" will be provided to all senators eligible to vote in the April election of senate officers. This will include instructions for requesting and submitting absentee ballots from and to the appointed "elections officer."

The president's notice of the agenda for the election meeting shall contain an alphabetical list of the names that have been placed in nomination. If no more than one name has been received in nomination, then additional names can be placed in nomination from the floor. No person [having served on the senate for less than one year](#) shall be [nominated for office](#)~~considered a nominee unless he/she shall have served on this Senate at least one year.~~

At the election meeting, secret balloting for the office of president, from among those nominated, shall be conducted immediately following old business. -Note that outgoing senators' terms are over at the conclusion of old business of the April agenda. Senators whose terms expire in April that year (and were not re-elected by their college) are not eligible to vote in officer elections. -Newly elected senators are not able to vote on old business during the April meeting, but they are eligible to vote on the officer elections and new business.

If no person receives a majority of [votes from](#) the voting senators, which includes absentee ballots in the first round only, a second balloting shall take place between the top two vote receivers of the first balloting, or top three vote receivers should there be a tie for second place. Balloting shall continue on those names which were on the second ballot until one receives the required vote. Nominations from the floor will be allowed if there is still a deadlock after five ballots.

The senate shall then proceed to nominate and elect first a vice president who has served on the senate at least one year and then a secretary [who has served on the senate for at least one year](#). In both cases the procedure for election and the required vote as described in Item 2 and Item 3 of this section shall be the same as that given for the election of the senate president.

Following the election of all officers, the retiring president shall present the new officers to the senate.

### **Order of Business**

The regular order of business of the senate shall be:

1. Adoption of minutes.
2. Recognition of new members and guests of the senate (when appropriate).
3. Report of president [of the senate](#). This shall include a report of the disposition of previous senate recommendations and resolutions and the report of communication to the senate.
4. Report of vice president.
5. Report from faculty senate designates on university committees.
6. Business to be sent to committee.
7. Standing committee reports.
8. Special committee reports.

9. Old business.

10. New business. Those proposed recommendations, studies, and resolutions that have been submitted to the president in writing shall be considered first, and then items that might be brought up from the floor shall be considered.

Note: (At the April meeting, election of officers is to occur just prior to new business.)

~~Note that~~ Outgoing senators' terms are over at the conclusion of old business of the April agenda, and -o- ~~O~~utgoing senators are not eligible to vote in officer elections. Newly elected senators are not able to vote on old business during the April meeting, but they are eligible to vote on the officer elections and new business.

### Standing Committees

The Robert Holland Faculty Senate shall have standing committees through which it can systematically and continually keep itself informed. These committees and their jurisdictions, until the Senate otherwise directs by a majority of senators, shall be:

1. Academic Affairs— — those matters that are directly concerned with the university achievement of its primary purpose;
2. Ancillary Affairs— — those matters that are subservient and subordinate to and adjuncts of the primary purpose of the university, but ~~which~~ do not fall within the areas of student or faculty affairs;
3. Faculty Affairs— — those ancillary matters ~~which that~~ exclusively or primarily affect the General Faculty;
4. Student Affairs— — those ancillary matters ~~which that~~ exclusively or primarily affect the students;
5. Charter and Bylaws— — for regular review and recommendation concerning the operating procedure, structure, size, representation, and other internal matters of the Senate; to report the number of general faculty in each unit represented on the faculty senate at the February meeting of each year; to report at the February meeting of every odd-numbered year the number of senators each unit is to have on the faculty senate until the next reapportionment. The chair of the Charter and Bylaws Committee will serve as the chair of the Faculty Handbook Committee, and as editor of the Faculty Handbook.
6. University Resources— — study the allocation of resources within the university and acquaint the faculty senate with such allocations.

All senators (~~apart from~~ the president and vice president) will be appointed to a standing committee by the president. ~~Each~~ Senators shall serve on ~~the~~ at committee to which ~~they are~~ he/she is appointed throughout ~~their~~ his/her term(s) on the senate, unless ~~they~~ he/she asks for and receives removal by the senate president. The chair of each standing committee shall be appointed yearly by the newly elected senate president. Each standing committee shall receive, inform itself concerning, and report to the senate through one of its members on any proposed recommendation, study, or other matter ~~which shall have been~~ referred to it by a vote of the senate. In the discharge of its responsibility, it shall seek collectively, and its members shall seek individually, such

factual information and the opinion of such interested parties as will provide the senate with a firm and complete basis for sound and responsible decisions.

~~The Executive Committee of the Faculty Senate shall be a special committee chaired by the senate president and shall consist of the vice president, secretary, and all the chairs of the standing committees of the senate. This committee shall act as an advisory committee to the senate president on all matters brought to the attention of the senate by any of its members or any items affecting the faculty brought to the attention of the senate president by members of the administration.~~

### Special Committees

By a vote of the senate, or on the initiative of the senate president, special committees can be created temporarily to handle such matters as do not readily fall within the jurisdiction of one of the standing committees, or to handle such matters as might require intensive work or special handling. The majority of the members of a special committee shall be from the faculty senate.

~~The majority of the members of a special committee shall be from the faculty senate. The Executive Committee of the Faculty Senate shall be a special committee chaired by the senate president and shall consist of the vice president, secretary, and all the chairs of standing committees of the senate. This committee shall act as an advisory committee to the senate president on all matters brought to the attention of senate by any of its members or any items affecting the faculty brought to the attention of the senate president by members of the administration.~~

### Terms

- The terms of office of the senate's officers shall begin July 1 and end June 30 for the following year. These officers retain full voting rights in the ~~f~~Faculty ~~s~~Senate until the completion of their terms as officers.
- Each senator shall serve a period of three years.
- Election of senators is to be completed by March 15<sup>th</sup> for membership that will be confirmed during the April meeting.  
The full term of an outgoing senator ends upon completion of unfinished/old business during the April meeting.
- The full term of an incoming senator begins with election of officers during the April meeting.
- ~~The full term of a senator ends upon completion of unfinished/old business during the April meeting.~~



- The terms of persons elected to fill unexpired terms of senators who resign or otherwise relinquish their membership are limited to the unexpired terms of the senators being replaced. Election and active membership of these replacements shall take place immediately following the occurrence of the vacancy.
- ~~After~~ ~~senator may serve~~ two consecutive terms, a senator after which he/she is ineligible for membership for one year. ~~A senator elected to serve out more than half of an unexpired full term shall be considered, for this purpose, to have served a full term.~~
- During reapportionment years, when a unit loses one or more senators and either none of the senators' terms expire that year, or more than one of the senators' terms expire that year, the faculty of the affected unit must determine which individual(s) will continue to represent them.
- When units represented on the faculty senate are deleted by a vote of the general faculty, the terms of the affected senators will ~~expire mid-meeting in~~ expire upon completion of unfinished/old business during the April meeting ~~April~~ of that year.

## Meetings

- The faculty senate shall hold regular meetings in August, September, October, and November during the fall semester and in January, February, March, and April during the spring semester. All meetings shall be held in the second week of each month, except when there is a conflict with scheduled holidays or other significant university events, such as graduation, in which case the meetings shall be scheduled on the Friday before or after the conflict. ~~The August meeting will be held on the first Friday in August after classes have begun, (i.e., normally the third Friday in August).~~ ~~If extraordinary circumstances cause a meeting to be cancelled (e.g., inability to meet because of natural disaster), the meeting should be rescheduled.~~ Any changes to the regular senate meeting schedule should be communicated to the members as early as possible.
- All meetings shall be open unless by a two-thirds vote of the senators present the senate should otherwise direct for any meeting or part thereof.
- The senate, by a specific vote and for a specific purpose, may allow itself to be addressed by a non-member. The vote must be a majority of those present.
- While the senate has authority to make rules and regulations concerning the orderly manner and the time limitations thereof, no part of these bylaws or of such rules and regulations as shall be made by the senate shall ever prevent, obstruct, or inhibit the right of a senator or a member of the general faculty from personally bringing a matter to the attention of the senate during that portion of the meeting devoted to new business.
- Urgent meetings of the senate can be called to consider a matter ~~which that~~ is felt to warrant immediate attention without the usual three-day notice of the meeting being given and the urgent matter shall be the agenda of the meeting; but such a meeting shall be null and void unless its purpose shall have been clearly stated to each senator available for notification of the meeting.



- In such cases as the university goes to emergency operating procedures, meetings may be convened in a remote or hybrid format as determined by a vote of the executive committee.
- For elected senators to be counted as present, they must be physically present for all regularly scheduled faculty senate meetings, except for hybrid or remotely convened meetings during emergencies as stated above, unless granted an excused absence. When a senator has three consecutive unexcused absences ~~at~~ regular meetings of the senate, ~~the appropriate his/her~~ dean shall be notified by the president of the senate, and a new election will be held to replace the recalled member.

### **Voting**

- Voting on the adoption of recommendations, external resolutions, amendments to the bylaws, and the appeal of rulings of the president shall be by a show of hands. The charter requires secret voting for the election of senate officers. In any other matter another method of voting may be used except that if one-third of the senators present request it, the vote must be by show of hands. -In the case of hybrid or remotely convened meetings as mentioned above, voting may be carried out using secure electronic means.
- The affirmative vote of two-thirds of the senators present shall be sufficient to suspend provisions of the senate's bylaws in order to expedite the handling of a particular matter, but the provisions of the bylaws on vote and voting shall not be suspended.
- Only senators may vote, and the vote of a majority of successive members voting "aye" or "nay" shall be sufficient in all instances not otherwise provided for by the senate charter or its bylaws.

### E. The Graduate Faculty

The Graduate Faculty are those Mississippi State University faculty whose expertise and professional accomplishments qualify them to participate in graduate education at MSU. The qualifications for Graduate Faculty are developed and approved by the Graduate Council and can be found at

<http://www.catalog.msstate.edu/graduate/faculty/#appointmentlevelstext> .  
[www.grad.msstate.edu/faculty/](http://www.grad.msstate.edu/faculty/).

## IV. Faculty Responsibilities and Academic Operating Policies

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Important issues of an academic nature are established as Academic Operating Policies (AOPs) by the Provost and Executive Vice President. An alphabetized list of the AOPs is provided with links to the current AOPs. These policies are periodically reviewed and revised by the Associate Deans Council, Deans Council, and the Robert Holland Faculty Senate. -All policies must be reviewed, maintained, and followed. -To ensure the ease and accuracy of compliance, all ~~policies~~ AOPs are available at

[https://www.policies.msstate.edu/?field\\_volume\\_target\\_id=2](https://www.policies.msstate.edu/?field_volume_target_id=2)

~~the Office of Internal Audit at~~

[http://www.msstate.edu/dept/audit/mainindex.html#VOLUME\\_II](http://www.msstate.edu/dept/audit/mainindex.html#VOLUME_II)

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## V. Promotion and Tenure Procedures

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Revised and Approved by the Robert Holland Faculty Senate, 5-6-2022

Signed by Provost and Executive Vice President, David Shaw,

Signed by President Mark Keenum,

2

3

### A. Scope

4

5 Section V of the Faculty Handbook records Mississippi State University's policies and  
6 procedures governing academic tenure and promotion in rank. These policies and  
7 procedures were drawn up by the Robert Holland Faculty Senate in accordance with the  
8 Bylaws and Policies of the Board of Trustees of State Institutions of Higher Learning  
9 (IHL) (sections 402, 403, and 404) and have been approved by the Robert Holland  
10 Faculty Senate, the provost, and the university president.

11

12 Section V of the Faculty Handbook applies to faculty members in tenure-track positions  
13 and professional-track positions hereto referred to as general faculty. The appointment  
14 and termination of faculty members is governed by IHL Board Policy, [404.01-404.02](#),  
15 and their promotion is governed by IHL Board Policy, university, college, [and](#) school and  
16 department policies. Professional-track faculty members are eligible for promotion, but  
17 not tenure. Professional-track faculty may apply for open tenure-track positions or vice  
18 versa.

19

20 Suggested changes and recommendations to Section V can originate with the university  
21 president, the provost, the University Promotion and Tenure Committee, the Faculty  
22 Senate, and/or the general faculty. The ~~P~~resident of the Faculty Senate will distribute  
23 copies of the suggested change(s) and recommendation(s) to all senate members and  
24 the Faculty Senate will prepare its own recommendation(s). The Faculty Senate's report  
25 on the recommended changes to Section V of the Faculty Handbook will be reviewed at  
26 two regularly scheduled senate meetings before a vote on the recommendations will be  
27 held. A copy of the Faculty Senate's decision will be sent to the University Promotion  
28 and Tenure Committee. Final action on the recommendation(s) will be taken by the  
29 university president and announced through all appropriate channels.

30 The procedure outlined in the previous paragraph will be followed, unless some  
31 extraordinary occasion should demand a more immediate change. In all cases,  
32 however, the Faculty Senate must vote to approve all changes to Section V and the

33 University Committee on Promotion and Tenure will be a part of the process of  
34 consideration as described below.  
35

36 The policies and procedures in effect during any academic year must have been fully  
37 approved by the Faculty Senate and signed by the provost and the university president.  
38 If the changes to Section V are approved between May 16 and October 1 of a given  
39 year (calendar year 1), then changes will go into effect May 16 of the following year  
40 (calendar year 2). -If the changes are approved after October 1 (calendar year 1) and  
41 before May 16 of the subsequent year (calendar year 2), then changes will go into effect  
42 on May 16 of the following year (calendar year 3). -In both cases, all college and  
43 department documents must be revised as necessary no later than the effective date of  
44 the revised Section V of the Faculty Handbook. -Copies of all officially approved  
45 promotion and tenure policies and procedures, including subsequent revisions, together  
46 with their dates of approval, will be kept in the Faculty Senate Office and the Office of  
47 the Provost. In addition, an electronic copy of the current policies and procedures will be  
48 posted on the Mississippi State University website (at [www.facultysenate.msstate.edu](http://www.facultysenate.msstate.edu)).  
49

## 50 B. Academic Rank 51

52 A faculty member of professorial rank must have a professional or terminal degree  
53 appropriate to the discipline (or the equivalent in training and experience), a strong  
54 commitment to higher education and to the mission of Mississippi State University, and  
55 a willingness to assume the responsibilities and obligations appropriate to a university  
56 faculty member.  
57

58 Faculty tracks at Mississippi State University include tenure-track positions and  
59 professional-track positions.  
60

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

62 *Assistant Professor (Rank 1):* A faculty member who has met the requirements in  
63 the first paragraph of section B. Academic Rank and has the potential to be  
64 successful in the areas of teaching, research and/or creative achievement, and  
65 service.  
66

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

73 making sustained contributions to the university and to their profession, field, or  
74 discipline.  
75

76 *Professor (Rank 3):* A faculty member who has met the criteria for associate  
77 professor, who has consistently demonstrated an ability to perform at a satisfactory  
78 level in teaching, research and/or creative achievement, and service, and who  
79 excels in at least two of these areas. Based upon the criteria established in the  
80 department promotion and tenure documents, a professor must have a national  
81 and/or international reputation within their profession, area of expertise, or discipline.  
82

### 83 **Professional-Track Positions**

#### 84 ***Teaching Professor Ranks:***

85 *Assistant Teaching Professor (Rank 1):* A faculty member with a terminal degree in a  
86 discipline appropriate for the position, who possesses the potential for successful  
87 performance in instructional activities in a university environment, and who should  
88 contribute to the service and/or other scholarly activities of the unit, university, and/or  
89 profession.  
90

91 *Associate Teaching Professor (Rank 2):* A faculty member who has met the criteria  
92 for assistant teaching professor, has demonstrated an ability to perform at a level of  
93 excellence appropriate for the rank in instructional activities, and who significantly  
94 contributes to the service and/or other scholarly activities of the unit, university,  
95 and/or profession.  
96

97 *Teaching Professor (Rank 3):* A faculty member who has met the criteria for  
98 associate teaching professor, has consistently demonstrated excellence in  
99 instructional activities, and who is consistently contributing at a high level to the  
100 service and/or other scholarly activities of the unit, university, and/or profession.  
101

#### 102 ***Professor of Practice Ranks:***

103 *Assistant Professor of Practice (Rank 1):* A faculty member with a terminal degree in  
104 a discipline appropriate for the position or its equivalent in professional achievement,  
105 who possesses the potential for successful performance in instructional activities in  
106 a university environment, and who should contribute to the service and/or other  
107 scholarly activities of the unit, university, and/or profession.  
108

109 *Associate Professor of Practice (Rank 2):* A faculty member who has met the criteria  
110 for assistant professor of practice, has demonstrated an ability to perform at a level  
111 of excellence appropriate for the rank in instructional activities, and who significantly

112 contributes to the service and/or other scholarly activities of the unit, university,  
113 and/or profession.  
114

115 *Professor of Practice (Rank 3):* A faculty member who has met the criteria for  
116 associate professor of practice, has consistently demonstrated excellence in  
117 instructional activities, and who is consistently contributing at a high level to the  
118 service and/or other scholarly activities of the unit, university, and/or profession.  
119

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

121 \**-Some Extension and Research positions are tenure-track. -Faculty holding a tenure-*  
122 *track Extension or Research position should refer to the tenure-track guidance above.*  
123

124 *Assistant Clinical/Extension/Research Professor (Rank 1):* A faculty member with a  
125 terminal degree in the discipline, who possesses the potential for successful  
126 performance in clinical/extension/research activities or creative achievement in a  
127 university environment, and who should contribute to the service of the unit,  
128 university, and/or profession.  
129

130 *Associate Clinical/Extension/Research Professor (Rank 2):* A faculty member who  
131 has met the criteria for assistant clinical/extension/research professor, has  
132 demonstrated an ability to perform at a level of excellence appropriate for the rank in  
133 clinical/extension/research activities or creative achievement, and who significantly  
134 contributes to the service of the unit, university, and/or professions.  
135

136 *Clinical//Extension/Research Professor (Rank 3):* A faculty member who has  
137 consistently demonstrated excellence in clinical/extension/research activities or  
138 creative endeavors, and who is consistently contributing at a high level to the service  
139 of the unit, university, and/or profession.  
140

141 ***Instructor Ranks:***

142 *Instructor I (Rank 1):* A faculty member with a minimum of a Master's degree or  
143 higher, who possesses teaching credentials appropriate for the position and the  
144 potential for successful performance in instructional activities in a university  
145 environment, and who should contribute to the service of the unit, university, and/or  
146 profession.  
147

148 *Instructor II (Rank 2):* A faculty member who has met the criteria for Instructor I, has  
149 demonstrated an ability to perform at a level of excellence appropriate for the rank in

150 instructional activities, and who significantly contributes to the service of the unit,  
151 university, and/or profession.  
152

153 *Instructor III (Rank 3):* A faculty member who has met the criteria for Instructor II,  
154 has consistently demonstrated excellence, and who is consistently contributing at a  
155 high level to the service of the unit, university, and/or profession.  
156

157 ***Clinical/Extension Instructor Ranks:***

158 *Clinical/Extension Instructor I (Rank 1):* A faculty member with a minimum of a  
159 Master's degree or higher as appropriate to the profession, in a discipline  
160 appropriate for the position, who possesses the potential for successful performance  
161 in clinical/extension activities or creative achievement in a university environment,  
162 and who should contribute to the service of the unit, university, and/or profession.  
163

164 *Clinical/Extension Instructor II (Rank 2):* A faculty member who has met the criteria  
165 for Clinical/Extension Instructor I, has demonstrated an ability to perform at a level of  
166 excellence appropriate for the rank in clinical/extension activities, and who  
167 significantly contributes to the service of the unit, university, and/or profession.  
168

169 *Clinical/Extension Instructor III (Rank 3):* A faculty member who has met the criteria  
170 for Clinical/Extension Instructor II, has demonstrated excellence in clinical/extension  
171 activities, and who is consistently contributing at a high level to the service of the  
172 unit, university, and/or profession.  
173

174 C. Faculty Advancement  
175

176 **Promotion and Tenure of Tenure-Track Faculty**

177 ***Promotion***

178 Promotion is never granted simply for satisfactory performance or for length of service  
179 but reflects progressively higher professional competence and accomplishment.

180 Promotion from Assistant Professor to Associate Professor, or from Associate Professor  
181 to Professor, will normally only be considered after a faculty member has served at least  
182 five years in rank so that sustained productivity at Mississippi State University can be  
183 demonstrated. Applications for promotion prior to that time will be regarded as early  
184 action and considered only for exceptionally strong and well documented cases. Rank  
185 should reflect comparable stature with others in similar disciplines in other university  
186 settings. Professional achievement at another academic institution may be considered  
187 for promotion.  
188

189 **Tenure**

190 The granting of tenure is a faculty-driven process and is the academic community's  
191 chief guarantee of academic freedom for the faculty member to perform their academic  
192 duties without undue or inappropriate external pressures.  
193

194 *Definition:* Tenure is defined by IHL Board Policy 403.01 as “Continuing employment  
195 that may be granted to a faculty member after a probationary period upon nomination by  
196 the Institutional Executive Officer for election by the Board.”  
197

198 IHL Board Policy 403.0104 further provides that a tenured faculty member is protected  
199 from dismissal except under the extraordinary circumstances stated in section L.  
200 *Dismissal of Tenured Faculty* of this document.  
201

202 According to IHL Board Policy 403.01, tenure is granted in a department, unless  
203 otherwise designated by the IHL Board.  
204

205 Attainment of tenure at Mississippi State University is by no means automatic, based on  
206 years of service, but is the result of a thorough evaluation of a faculty member's  
207 performance in the following core areas: teaching, research and/or creative  
208 achievement, and service.  
209

210 Tenure is granted with the university's expectation that the faculty member will continue  
211 to perform at or above the minimum standards set by the department or school, college,  
212 and university.  
213

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

- 219 1. Professional training and experience;
- 220 2. Effectiveness, accuracy, and integrity in communications;
- 221 3. Effectiveness in interpersonal relationships, including collegiality, professional  
222 ethics, cooperativeness, resourcefulness, and responsibility;
- 223 4. The absence of malfeasance, inefficiency and contumacious conduct in the  
224 faculty member's performance of his/her their faculty position at the university.  
225

226 Performance will be assumed satisfactory in each of these four areas unless clear and  
227 consistent evidence has been documented to the contrary.  
228



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

236

237 Further, collegiality:

238 1. will not be associated with ensuring homogeneity and hence with practices that  
239 exclude persons on the basis of their difference from a perceived norm.

240 2. will not threaten academic freedom.

241 3. will not be confused with the expectation that a faculty member display  
242 "enthusiasm" or "dedication," evince "a constructive attitude" that will "foster  
243 harmony," or display an excessive deference to administrative or faculty  
244 decisions where these may require reasoned discussion.

245 4. will not be confused with participation in social gatherings outside of the normal  
246 scope of the faculty member's roles related to research, teaching, and service.

247 5. will not necessarily be in conflict with criticism and opposition.

248

249 Eligibility. Tenure may be granted to professors, associate professors, and  
250 simultaneously to assistant professors upon promotion to Associate Professor. Faculty  
251 members of all professorial ranks in specifically designated tenure-track positions may  
252 work toward tenure. An employee cannot be promoted into a professorial position  
253 unless specified in the original offer letter. Professional-track faculty positions cannot be  
254 converted to tenure track positions (IHL section 404.01).

255

### 256 ***Probationary Period***

257 A tenure-track faculty member must apply for and be granted tenure by the university  
258 president during the sixth full contract year of employment in a tenure-track position.  
259 Failure to earn tenure at the end of the sixth full contract year will result in a terminal  
260 contract in the seventh full contract year. The probationary period for tenure-track  
261 faculty begins at the start of the faculty member's first full contract year. A full contract  
262 year is defined as one that starts on August 16 for 9-month employees and on July 1 for  
263 12-month employees and continues until the next contract period. If the initial contract is  
264 for a partial year, e.g., starts after August 16 for a 9-month employee or after July 1 for a  
265 12-month employee, that time is not included in the probationary period.

266

267 Up to five years of professorial experience at other universities may be counted in this  
268 probationary period, as determined and agreed upon by the department promotion and

269 tenure committee, the department head or director, the dean, and the faculty member in  
270 the letter of offer at the time of initial appointment.

271

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

280

281 IHL Board Policy 403.0101 allows a faculty member or an administrative employee who  
282 held faculty rank at the level of Assistant Professor, Associate Professor, or Professor  
283 and tenure at another institution to be awarded tenure at the time of initial appointment if  
284 approved by the [university president](#).

285

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

289

### 290 ***Relationship Between Promotion and Tenure***

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

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

295

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

297 Every faculty member is expected to meet high standards of professional competence  
298 and integrity and to further the goals of their department or unit. In every case, a tenure-  
299 track faculty member's performance in the following criteria will be judged by all  
300 participants in promotion and/or tenure decisions:

301

- 302 1. Professional training and experience;
- 303 2. Effectiveness of teaching;
- 304 3. Effectiveness, accuracy, and integrity in communications;
- 305 4. Effectiveness in interpersonal relationships, including collegiality, professional  
306 ethics, cooperativeness, resourcefulness, and responsibility;
- 307 5. The absence of malfeasance, inefficiency, and contumacious conduct in the  
308 faculty member's performance of [their/his/her](#) faculty position at the university [The](#)

~~absence of malfeasance, inefficiency and contumacious conduct in the faculty member's performance of his/her faculty position at the university;~~

6. Professional growth, such as research, publications, and creative activities; and
7. Service and other non-teaching activities ~~that, which~~ reflect favorably upon the institution.

In addition, a tenure-track faculty member's performance will be judged based on criteria in written policy statements developed by the appropriate academic units.

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

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

1. *Professional training and experience;*
2. *Effectiveness of teaching.* Criteria for assessing instructional activities may include regular classroom and laboratory instruction; supervision of field work, internships, performances, and fellowships; direction of theses and dissertations; development of educational materials; conduct of other academic programs that confer university credit; invited presentation of non-credit and off-campus lectures and demonstrations; and other teaching activities as defined by the academic units. Excellence in teaching, as defined by the current academic operating policy/policies, includes the ability to impart the knowledge, methods, and standards of the discipline, the ability to communicate effectively with students by counseling, advising, or motivating them, the ability to direct students in their own research, and the ability to evaluate student work accurately and fairly according to prevailing academic standards of the discipline.
3. *Effectiveness, accuracy, and integrity in communications;* The IHL Board endorses the American Association of University Professors' (AAUP) Statement of Principles on Academic Freedom and Tenure, which states in part: "When they speak or write as citizens, they should be free from institutional censorship or

352 discipline, but their special position in the community imposes special obligations.  
353 As scholars and educational officers, they should remember that the public may  
354 judge their profession and their institution by their utterances. Hence, they  
355 should at all times be accurate, should exercise appropriate restraint, should  
356 show respect for the opinions of others, and should make every effort to indicate  
357 that they are not speaking for the institution.”

- 358  
359 4. *Effectiveness in interpersonal relationships, including collegiality, professional*  
360 *ethics, cooperativeness, resourcefulness, and responsibility;*  
361  
362 5. *The absence of malfeasance, inefficiency and contumacious conduct in the*  
363 *faculty member's performance of ~~his/her~~ their faculty position at the university;*  
364  
365 6. *Professional growth, such as research, publications, and creative activities.*  
366 Criteria for assessing research and/or creative achievement activities may  
367 include systematic, original investigation directed toward the enlargement or  
368 validation of human knowledge, the solution of contemporary problems, or the  
369 exploration of creative forms that bring greater meaning to life. Excellence in  
370 research and/or creative achievement must be established by critical peer  
371 evaluation, using standards prevailing in the discipline. Excellence may be  
372 documented by books, articles, or reviews published by commercial or university  
373 presses or in refereed journals of international, national, or regional prestige;  
374 research grants, leading to high quality research, intellectual property;  
375 presentation of papers before professional groups; invited participation in  
376 scholarly conferences; editorial work for professional journals or publishers; or  
377 artistic or humanistic performances, presentations, or shows. Evidence of  
378 substantive progress on long-term projects that meet the criteria above may be  
379 considered as specified by the academic units.  
380  
381 7. *Service and other non-teaching activities ~~that, which~~ reflect favorably upon the*  
382 *institution.* Criteria for assessing service activities may include activities which  
383 enhance the scholarly life of the university or the discipline, improve the quality of  
384 life or society, or promote the general welfare of the institution, the community,  
385 the state, the nation, or international community. Thus it includes outreach and  
386 extension of academic knowledge to the public, participation on department,  
387 college, or university committees, or on regional, national, or international  
388 scholarly committees, boards, or review panels, or on public boards as a  
389 representative of the scholarly community. Membership or participation in such  
390 bodies may constitute satisfactory service, but excellence requires leadership or  
391 initiative leading to substantial improvements or progress.

392

393 ***Annual Faculty Evaluation and Review***

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

401

402 During the probationary period, the department head will counsel each tenure-track  
403 faculty member annually about progress toward promotion and tenure. This annual  
404 evaluation will be in writing and will include at least: (1) a review of the previous year's  
405 progress; (2) the faculty member's objectives, responsibilities, and expectations for the  
406 coming year; and (3) the department head's or director's assessment of progress  
407 toward promotion and tenure.

408

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

413

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

417

418 No record in personnel files relating to promotion or tenure is to be added, changed, or  
419 withdrawn without the knowledge of the faculty member and the unit administrator.  
420 Personnel files are confidential and are available only to the faculty member and  
421 university officials. Appropriate administrators will make all pertinent information  
422 available to elected promotion and tenure committees and administrators when the  
423 faculty member is a candidate for promotion and tenure. If material from a personnel file  
424 (or other material that is not in the candidate's promotion or tenure application) is  
425 provided to a committee or administrator, then the candidate will be provided a copy of  
426 the material and an opportunity to submit their written comments regarding the material  
427 before the material is considered by the committee or administrator. Otherwise, no  
428 additions will be made.

429

430 **Promotion of Professional-Track Faculty**

431

432 **Promotion**

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

442

443 **Performance Standards and Evaluation of Professional Activities**

444

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

451

452 In evaluating a professional-track faculty member being considered for promotion, the  
453 appropriate faculty committees and academic administrators will give adequate  
454 consideration to the faculty member's professional performance as a function of their  
455 relative academic workload assignments within the seven IHL defined criteria included  
456 below as stated in the faculty member's offer letter. Adequate consideration for  
457 promotion consists of a conscientious review, which seeks out and considers all  
458 available evidence bearing on the relevant performance of the faculty member, and  
459 assumes that the various academic units follow their approved procedural guidelines  
460 during the promotion review process. Such consideration should be based upon  
461 adequate deliberation over the evidence in light of relevant standards and exclusive of  
462 improper standards (i.e. any criterion not related to the professional performance of the  
463 faculty member). The evaluation of a promotion case should constitute a bona fide  
464 exercise of professional academic judgement.

465

466 All criteria should be based on the application of the highest professional standards and  
467 are to be in harmony with the following IHL Board criteria:

468

- 469 1. *Professional training and experience;*  
470  
471 2. *Effectiveness of teaching:* Criteria for assessing instructional activities may  
472 include regular classroom and laboratory instruction; supervision of field work,  
473 internships, performances, and fellowships; direction of theses and dissertations;  
474 development of educational materials; conduct of other academic programs that  
475 confer university credit; invited presentation of non-credit and off-campus  
476 lectures and demonstrations; and other teaching activities as defined by the  
477 academic units. Excellence in teaching as defined by the current academic  
478 operating policy/policies includes the ability to impart the knowledge, methods,  
479 and standards of the discipline, the ability to communicate effectively with  
480 students by counseling, advising, or motivating them, the ability to direct students  
481 in their own research, and the ability to evaluate student work accurately and  
482 fairly according to prevailing academic standards of the discipline. Excellence in  
483 teaching may be documented by peer reviews, student awards, student  
484 evaluations, student successes, faculty teaching awards, recognition of teaching  
485 excellence, sample course materials, recordings of teaching sessions, graduate  
486 student theses and dissertations, and any other documentary materials that  
487 demonstrate teaching effectiveness on the university campus or at the national or  
488 international level.  
489  
490 3. *Effectiveness, accuracy, and integrity in communications;* The IHL Board  
491 endorses the American Association of University Professors' (AAUP) Statement  
492 of Principles on Academic Freedom and Tenure, which states in part: "When they  
493 speak or write as citizens, they should be free from institutional censorship or  
494 discipline, but their special position in the community imposes special obligations.  
495 As scholars and educational officers, they should remember that the public may  
496 judge their profession and their institution by their utterances. Hence, they  
497 should at all times be accurate, should exercise appropriate restraint, should  
498 show respect for the opinions of others, and should make every effort to indicate  
499 that they are not speaking for the institution."  
500  
501 4. *Effectiveness in interpersonal relationships, including collegiality, professional*  
502 *ethics, cooperativeness, resourcefulness, and responsibility;*  
503  
504 5. *The absence of malfeasance, inefficiency and contumacious conduct in the*  
505 *faculty member's performance of ~~his/her~~ their faculty position at the university;*  
506  
507 6. *Professional growth, such as research, publications, and creative activities.*  
508 Research is not an expectation of instructional faculty (i.e. Teaching Professors,  
509 Professors of Practice, and Instructors) and should not be a requirement for  
510 promotion. Research that allows the instructional faculty member to remain  
511 active in their discipline or that contributes to their excellence in instruction or  
512 service may be included in the evaluation.

513 Professional-track faculty who are not in instructional tracks may be required to  
514 perform research and/or creative achievement activities. Criteria for assessing



515 research and/or creative activities may include systematic, original investigation  
516 directed toward the enlargement or validation of human knowledge, the solution  
517 of contemporary problems, or the exploration of creative forms that bring greater  
518 meaning to life. Excellence in research and/or creative achievement must be  
519 established by critical peer evaluation, using standards prevailing in the  
520 discipline. Excellence may be documented by books, articles, or reviews  
521 published by commercial or university presses or in refereed journals of  
522 international, national, or regional prestige; research grants, leading to high  
523 quality research, intellectual property; presentation of papers before professional  
524 groups; invited participation in scholarly conferences; editorial work for  
525 professional journals or publishers; or artistic or humanistic performances,  
526 presentations, or shows. Evidence of substantive progress on long-term projects  
527 that meet the criteria above may be considered as specified by the academic  
528 units.

529  
530 7. *Service and other non-teaching activities ~~that~~ which reflect favorably upon the*  
531 *institution.* Criteria for assessing service activities may include activities which  
532 enhance the scholarly life of the university or the discipline, improve the quality of  
533 life or society, or promote the general welfare of the institution, the community,  
534 the state, the nation, or international community. Thus, it includes outreach and  
535 extension of academic knowledge to the public, participation on department,  
536 college, or university committees, or on regional, national, or international  
537 scholarly committees, boards, or review panels, or on public boards as a  
538 representative of the scholarly community. Membership or participation in such  
539 bodies may constitute satisfactory service, but excellence requires leadership or  
540 initiative leading to substantial improvements or progress.

541

## 542 ***Annual Faculty Evaluation and Review***

543

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

551

552 An annual performance review, based on the previous year's goals and objectives and  
553 consistent with AOP 13.24 (Annual Faculty Review Process), will be conducted by the  
554 department head/unit administrator or appropriate officer for each professional-track  
555 faculty member in the department. This annual evaluation will be in writing and will



556 include at least: (1) a review of the previous year's progress; (2) the faculty member's  
557 objectives, responsibilities, and expectations for the coming year; and (3) the  
558 department head's or director's assessment of progress toward promotion. The  
559 evaluation criteria must be consistent with the promotion criteria of the department, the  
560 school or college, and the university. If the department head or director and the faculty  
561 member cannot agree on any part of the evaluation, the matter will be referred to the  
562 dean.

563  
564 A copy of this review will be signed by both the head/director and the faculty member. It  
565 will also be reviewed and signed by the next appropriate administrator and placed in the  
566 faculty member's personnel file. The faculty member may attach a dissenting statement  
567 to all copies of this review.

568  
569 The department head/unit administrator shall maintain a personnel file for each faculty  
570 member. No record in the file is to be added, changed, or withdrawn without the  
571 knowledge of both parties. The responsible administrative officer will make all pertinent  
572 information available to the appropriate individuals when the faculty member is a  
573 candidate for promotion, or when the information is needed in an appeals or grievance  
574 case.

575

#### 576 E. Promotion and Tenure Committees

##### 577 **University Committee on Promotion and Tenure**

578 The University Committee on Promotion and Tenure serves five functions:

- 579 1. To advise the provost on promotion and tenure matters, including the review of  
580 criteria, policies, and procedures for promotion and tenure used by schools or  
581 colleges;
- 582 2. To review suggested changes in this document;
- 583 3. To review and approve appropriate requests related to variations made during  
584 the review process;
- 585 4. To hear appeals from faculty members whose nominations for promotion or  
586 tenure have been denied; and
- 587 5. To hear appeals from tenured faculty members who have been recommended for  
588 termination.

589

590 The committee consists of one member elected from each academic unit with an  
591 administrative head. Members elected by each academic unit must be full-time, tenured  
592 professors, who hold Rank 2 or above. In addition to academic unit representatives, one  
593 member will be elected to represent each of the professional-tracks. Members elected  
594 for each professional track must be full-time faculty and hold a rank above the minimum  
595 for their professional-track. No faculty member functioning as an administrator,

596 department head, or director of an academic unit will be a member of the committee.  
597 Academic unit representatives are elected in the fall by a majority vote of the unit's full-  
598 time general faculty. Each professional-track representative is elected in the fall by a  
599 majority vote of the full-time faculty members within the respective professional-track.  
600 Only tenured faculty may vote on a tenure recommendation. Members may serve for  
601 two consecutive three-year terms, excluding partial terms. A partial term will be filled by  
602 election, as needed. Annually the committee members will elect a chair who reports  
603 directly to the provost. The chair is a full voting member of the committee.  
604

### 605 **College Promotion and Tenure Committees**

606 Every college will establish and maintain a promotion and tenure committee. Each  
607 college will develop its own criteria for membership on the committee, and the  
608 procedures for electing members to that committee. These criteria and procedures  
609 must be approved by both a majority vote of the college's full-time faculty and the  
610 college dean, consistent with the following:

- 611 5. The membership of the committee should reflect the composition of the full-time  
612 faculty in the college;
- 613 6. The length of terms will be determined by the unit;
- 614 7. Committee members must hold a rank (i.e., 2, 3) at or above the candidate's  
615 aspirant rank to vote on each case. For example, a Rank 2 faculty member  
616 cannot vote on a candidate's promotion to Rank 3;
- 617 8. Only tenured faculty may vote on a tenure recommendation;
- 618 9. No member of the committee will consider the application of a relative.  
619 Appearance of conflicts of interest should be avoided;
- 620 10. No faculty member functioning as an administrator, department head or  
621 director of an academic unit will be a member of the committee;
- 622 11. A faculty member serving on the college promotion and tenure committee  
623 may observe but neither participate nor vote in a candidate's promotion or tenure  
624 review at the department level.
- 625 12. The committee will annually elect its chair;
- 626 13. The membership of the committee will be made known to the faculty; and
- 627 14. An individual will not serve in a year that their promotion application is  
628 being considered.

629  
630 The responsibilities of a college promotion and tenure committee will be the  
631 following:

- 632 1. To write the college's promotion and tenure policies and procedures which must  
633 be consistent with the IHL Board and the university's promotion and tenure  
634 policies, include the mechanism for their adoption and revision, describe the  
635 procedures that will be followed if sufficient numbers of members are not  
636 available because of absences, recusal or insufficient rank, and identify the  
637 participation of the different categories of faculty in the college promotion and  
638 tenure process;

- 639 2. To approve the promotion and tenure documents of department committees  
640 within the college and to ensure that such documents are consistent with the  
641 mission of the university and the college, and both the IHL Board and the  
642 university's promotion and tenure document;
- 643 3. To assist departments in developing procedures for a third-year review of all non-  
644 tenured, tenure-track faculty;
- 645 4. To assist departments in developing criteria for external peer reviews, including  
646 the identification of peer departments or schools at other colleges or universities;
- 647 5. To assist departments in developing definitions of excellence, satisfactory, and  
648 unsatisfactory as it pertains to the evaluation of candidates for promotion and  
649 tenure;
- 650 6. To assist departments in developing definitions of teaching, research and/or  
651 creative achievement, and service consistent with the mission of the department  
652 or school;
- 653 7. To conduct a vote on all dossiers for promotion and tenure, ensuring department  
654 standards are fairly applied and university standards are maintained; and
- 655 8. To approve the department promotion and tenure document and policies and all  
656 subsequent changes.
- 657

### 658 **Department and School Promotion and Tenure**

659 Every department and school will establish and maintain a promotion and tenure  
660 committee. The department committee may include any faculty track. The promotion  
661 and tenure procedures must specify the inclusiveness of the committee composition  
662 and clearly establish the eligibility for voting and participation within the department  
663 promotion and tenure process. In departments where there may be professional-track  
664 faculty of rank serving on department committees along with tenured faculty, it is  
665 permissible for all faculty members on the committee of appropriate rank to vote on  
666 promotion to Rank 2 or to Rank 3. Only tenured faculty members on the committee can  
667 vote on the tenure decision. When a candidate is being considered for promotion to  
668 associate professor or to professor and for tenure at the same time, any non-agreement  
669 of the promotion vote and the tenure vote will be resolved by vote of only the tenured  
670 faculty members on the committee.

671

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

- 674 9. A minimum of three tenured faculty must be available to vote on tenure  
675 decisions. If three tenured faculty are not available within the department, the  
676 Dean of the College will select the required number of tenured faculty members  
677 from within the College to bring the total number to three;
- 678 10. Committee members must hold a rank (i.e., 2, 3) at or above the  
679 candidate's aspirant rank to vote on each case. For example, a Rank 2 faculty  
680 member cannot vote on a candidate's promotion to Rank 3. The department  
681 promotion and tenure policies shall describe the procedures that will be followed

682 if sufficient numbers of members are not available because of absence, recusal  
683 or insufficient rank. Only tenured faculty may vote on a tenure recommendation;  
684 11.● Unless a unit uses a committee-of-the-whole, the members of the  
685 committee must be elected. The length of terms will be determined by the unit;  
686 12.● No member of the committee will consider the application of a relative.  
687 Appearance of conflicts of interest should be avoided;  
688 13.● No faculty member functioning as an administrator, department head or  
689 director of an academic unit will be a member of the committee;  
690 14.● A faculty member serving on the college promotion and tenure committee  
691 may observe but neither participate nor vote in a candidate's promotion or tenure  
692 review at the department level. The committee will annually elect its chair;  
693 15.● The membership of the committee will be made known to the faculty; and  
694 16.● An individual will not serve in a year that their promotion application is  
695 being considered.

696

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

- 699 17.● To establish procedures for a third-year review of all non-tenured, tenure-  
700 track faculty;  
701 18.● To specify a mandatory date by which candidates must notify the  
702 department head of their intent to submit an application for tenure and/or  
703 promotion;  
704 19.● To specify criteria for external peer reviews, including the identification of  
705 peer departments or schools at other colleges or universities;  
706 20.● To facilitate all votes related to the promotion and tenure process,  
707 including the vote to approve the original promotion and tenure document and  
708 policies and all subsequent changes;  
709 21.● To conduct a review by the end of the third year of all non-tenured, tenure-  
710 track faculty; and  
711 22.● To conduct a vote on all dossiers for promotion and tenure.

712 College, school or department promotion and tenure committees will consider, if  
713 submitted, but are not bound by, the department head's annual review of a candidate's  
714 progress toward tenure or promotion.

715

716 Prior to the offer of hire, the appropriate promotion and tenure committee will make a  
717 formal recommendation about:

- 718 1.● The initial appointment of a faculty member or administrator at the level of Rank  
719 2 or Rank 3;  
720 2.● The acceptance of experience as the equivalent of a terminal degree; and  
721 3.● The acceptance of years of credit at another institution of higher education  
722 toward fulfillment of the minimum probationary period for tenure.

723

724 Every department and school will write a promotion and tenure document, which is  
725 approved by a majority vote of the full-time faculty. In comprehensive departments with  
726 both tenured/tenure-track and professional-track faculty, the promotion section of the  
727 document will be approved by a majority vote of the full-time faculty, while the tenure  
728 section of the document will be approved by a majority vote of the tenured and tenure-  
729 track faculty. The department document must:

- 730 1. Contain the criteria and procedures for promotion and tenure;
- 731 2. Define teaching, research and/or creative achievement, and service, consistent  
732 with the mission of the department or school, including criteria for developing a  
733 national reputation and an established national reputation;
- 734 3. Specify criteria for excellence, satisfactory, and unsatisfactory as it pertains to  
735 the evaluation of candidates for promotion and/or tenure;
- 736 4. Determine the structure of the department promotion and tenure committee;
- 737 5. Specify the criteria for eligibility of full-time faculty to serve on the department  
738 promotion and tenure committee; and
- 739 6. Describe any specifics, including any uniqueness, of the department or school in  
740 which the individual is to be tenured.

#### 741 742 F. Procedures for Faculty Promotion and Tenure

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

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

749  
750 The date by which candidates must notify their department head of their intent can vary  
751 between departments and colleges, but it must provide sufficient time to notify external  
752 reviewers and receive their letters of evaluation prior to October 1<sup>st</sup> or any official stage  
753 of application review. The solicitation process for external evaluators will be initiated  
754 when the candidate notifies the appropriate department head or unit director of their  
755 intent to be considered for tenure and/or promotion.

##### 756 757 **External Letters**

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

760  
761 In the case of professorial tracks, external reviewers should be faculty at peer to peer-  
762 plus institutions, or peer to peer-plus departments. In the case of instructor tracks,  
763 external reviewers must be external to the department, but may be internal or external  
764 to the university. External faculty reviewers should not include individuals who have a

765 professional or personal conflict-of-interest with the candidate. Conflicts-of-interest in  
766 general would include but not necessarily be restricted to previous mentors, previous  
767 graduate students, collaborating co-authors, collaborating co-investigators, or  
768 relatives/past-relatives. In disciplines or fields where the general conflict-of-interest  
769 definition commonly does not apply, external reviewers normally excluded from the  
770 process can be utilized if complete and adequate justification is provided. Definition of  
771 what constitutes a conflict-of-interest may be further defined in the department  
772 promotion and tenure document and be in accord with the Policy and Procedures  
773 Document for Conflict-of-Interest and Ethics (Department of Human Resources and  
774 Management: Employee Relations Section Mississippi Code of 1972 Sections 25-4-101  
775 through 25-4-105). The candidate, the department promotion and tenure committee,  
776 and department head will each provide a list of names that will be used to create a  
777 master list of potential external reviewers.

778

779 The department head and department promotion and tenure committee chair will jointly  
780 select the final list of external reviewers from whom letters of evaluation will be  
781 requested and should include faculty names provided by all three sources. Both the  
782 department head and department promotion and tenure committee chair are  
783 responsible for eliminating, to the best of their knowledge, all external reviewers that  
784 have a conflict-of-interest.

785

786 Dossiers must contain an explanation of the credentials and qualifications of each  
787 external reviewer regarding their training/background in addition to the extent of their  
788 contact, interaction or relationship with the candidate. External letters of evaluation must  
789 be received from a minimum of four external reviewers for inclusion in the dossier of the  
790 candidate. It is the responsibility of the chair of the department committee or the  
791 department head to obtain at least the minimum number of letters of evaluation from  
792 external reviewers who have agreed to function in this capacity. Should extraordinary  
793 circumstances exist which render it impractical for the minimum number of letters to be  
794 included, the dossier may proceed with the number of letters that can be obtained. All  
795 letters received from external reviewers must be included in the dossier of the candidate  
796 unless the department head and department promotion and tenure committee  
797 collectively decide to withdraw a letter from the review process if it contains information  
798 that refers to or describes a conflict-of-interest. In instances when substantial  
799 modifications of the application have occurred (e.g. official notifications of accepted  
800 publications or awarded grants) after documentation has been forwarded to the external  
801 reviewers, these achievements can be communicated in a letter written by the  
802 candidate and forwarded to the department head. The letter should be included in the  
803 section of the dossier containing the external letters of review.

804



805 The identity of the external reviewers will not be revealed to the candidate and  
806 communications must not include any information that might indicate the identity or  
807 location of any external reviewer. Exceptions may include situations as may be required  
808 by law or ordered by a court of competent jurisdiction. The specific procedures  
809 regarding solicitation and use of external letters of evaluation are to be detailed in  
810 school and department policies.

811

### 812 **Candidate Application**

813 The candidate makes a formal application for promotion and/or tenure by completing  
814 the Mississippi State University Application for Promotion and Tenure form and  
815 attaching supporting documentation. Each unit will specify the format and the level of  
816 detail for the supporting documentation. No additional support material may be added or  
817 removed from this file after a decision has been made at the department level, unless  
818 the candidate, department head and the department committee mutually agree. The  
819 request will be made in writing, define what is being added or removed, state the  
820 purpose for the change in the application, be signed by all parties, and be included as  
821 part of the formal application. Letters of recommendation will be added to the dossier at  
822 each level of review. If the candidate submits letters of factual correction for any level of  
823 review, those letters and any review-level response (described below) will also be  
824 included in the dossier.

825

826 A complete dossier for promotion and tenure for the official review process will include  
827 the application submitted by the candidate and at least the minimum of four external  
828 letters of review. Only complete dossiers for promotion and tenure that contain the  
829 application for the candidate and the minimum number of external letters will be  
830 evaluated at the level of the department promotion and tenure committee, department  
831 head, college committee, college dean, [ander](#) university provost.

832 Except for the candidate's optional letters of factual correction (described below), the  
833 candidate takes no part in the process after submission of the application, unless  
834 requested to do so by those considering the dossier. No discussion of correspondence  
835 relating to the dossier is to be initiated by the candidate with the reviewing authorities.  
836 Deliberation at all levels will be confidential.

837

### 838 **Dossier Review**

839 The department promotion and tenure committee will review the information in the  
840 candidate's promotion and tenure dossier. The committee will make a recommendation  
841 on the question of promotion or promotion and tenure by a single vote evaluating the  
842 seven criteria required by the IHL Board as a whole. The committee's recommendation  
843 will be based on a simple majority vote conducted by secret ballot. The committee chair  
844 will submit a letter of recommendation and rationale to be included in the candidate's  
845 dossier. The candidate will receive a copy of the committee's letter of recommendation

846 and rationale that is redacted only insofar as necessary to conceal the identity of  
847 external reviewers. The rationale shall characterize external reviewers' comments that  
848 informed the committee's decision. The letter of recommendation and rationale of the  
849 committee will be included in the dossier as it proceeds through the review process. The  
850 chair will notify the department head of the committee's recommendation.

851

852 The department head or director will review the dossier and make a recommendation  
853 based on pertinent evidence documented in the faculty member's promotion and tenure  
854 dossier and information in the personnel file that is applicable to the candidate's  
855 performance in professional activities. ~~Their recommendation will be based on pertinent  
856 evidence documented in the faculty member's dossier and information in the personnel  
857 file that is applicable to the candidate's performance in professional activities.~~ The  
858 department head must provide written justification that the criteria of teaching, research,  
859 and service have been met. Written justification must also be provided if it is believed  
860 the faculty member does not meet any of the four remaining criteria. The candidate will  
861 receive a copy of the department head's or director's letter of recommendation and  
862 rationale that is redacted only insofar as necessary to conceal the identity of external  
863 reviewers. The rationale shall characterize external reviewers' comments that informed  
864 the department head's or director's decision. The letter of recommendation and  
865 rationale of the department head or director will be included in the dossier as it  
866 proceeds through the review process.

867

868 The candidate may respond to the department promotion and tenure committee's  
869 and/or the department head's or director's letters to correct any factual errors  
870 represented therein within 5 working days of the candidate's receipt of each letter. The  
871 candidate's letter(s) of factual corrections must be sent to the review level to which the  
872 response was made. That level may address the concerns in a new letter to be included  
873 in the application within 5 working days of receipt of the candidate's letter of factual  
874 correction. All letters shall be included in the dossier as it proceeds through the review  
875 process.

876

877 The college promotion and tenure committee will review the information in the  
878 candidate's promotion and tenure dossier. The committee will make a recommendation  
879 on the question of promotion or promotion and tenure by a single vote evaluating the  
880 three areas (teaching, research and/or creative achievement, and service) as a whole.  
881 The committee's recommendation will be based on a simple majority vote, conducted by  
882 secret ballot. The committee chair will submit a letter of recommendation and rationale  
883 to be included in the candidate's dossier. The candidate will receive a copy of the  
884 college promotion and tenure committee's letter of recommendation and rationale that is  
885 redacted only insofar as necessary to conceal the identity of external reviewers. The  
886 rationale shall characterize external reviewers' comments that informed the committee's



887 decision. The letter of recommendation and rationale of the committee will be included  
888 in the dossier as it proceeds through the review process. The candidate may respond to  
889 the college promotion and tenure committee's letter to correct any factual errors  
890 represented therein within 5 working days of the candidate's receipt of the letter. The  
891 committee may address the concerns in a new letter to be included in the dossier within  
892 5 working days of receipt of the candidate's letter of factual correction. All letters shall  
893 be included in the dossier as it proceeds through the review process.

894

895 The dean will review the dossier and make a recommendation based on pertinent  
896 evidence documented in the faculty member's promotion and tenure dossier and  
897 information in the personnel file that is applicable to the candidate's performance in  
898 professional activities. The dean must provide written justification that the criteria of  
899 teaching, research, and service have been met. Written justification must also be  
900 provided if it is believed the faculty member does not meet any of the four remaining  
901 criteria. The candidate will receive a copy of the dean's letter of recommendation and  
902 rationale that is redacted only insofar as necessary to conceal the identity of external  
903 reviewers. The rationale shall characterize external reviewers' comments that informed  
904 the dean's decision. The letter of recommendation and rationale of the dean will be  
905 included in the dossier as it proceeds through the review process.

906

907 The candidate may respond to the dean's letter to correct any factual errors represented  
908 therein within 5 working days of the candidate's receipt of the letter. The dean may  
909 address the concerns in a new letter to be included in the dossier within 5 working days  
910 of receipt of the candidate's letter of factual correction. All letters shall be included in the  
911 dossier as it proceeds through the review process.

912

913 The faculty member has the right to discontinue the review process for tenure or  
914 promotion at any point before a decision has been made. Their request must be made  
915 in writing to the department head or director before a final decision has been rendered.  
916 Department and college committees on promotion and tenure will assist their  
917 department head or director and dean, respectively, in reviewing the eligibility of all  
918 faculty members who have met the minimum requirements for advancement in rank or  
919 tenure.

920

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

927

928 **Chronology**

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

935

936 On a date specified in the department promotion and tenure guidelines but no later than  
937 August 16, the candidate for tenure and/or promotion will notify the department head  
938 and the chair of the department promotion and tenure committee of their intent to submit  
939 their application for tenure and/or promotion. The department head has the  
940 responsibility to assist, where appropriate, the faculty member in preparing the  
941 application for tenure and promotion review.

942

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

947

948 By November 15 (or first working day thereafter), or earlier if specified by the college  
949 promotion and tenure document, each faculty member's complete dossier will be  
950 provided to the college promotion and tenure committee. This will include letters of  
951 recommendation and rationale from both the department promotion and tenure  
952 committee and the department head. Each of these letters of recommendation and  
953 rationale will be copied to the candidate. The letters will be redacted only insofar as  
954 necessary to conceal the identity of external reviewers. These letters must include a  
955 summary of the procedures followed by the academic unit in evaluating the candidate  
956 and the committee's and head's independent evaluation of the candidate's teaching  
957 effectiveness, research and/or creative achievement, and service to the profession and  
958 university. The chair of the college promotion and tenure committee is responsible for  
959 inserting letters of recommendation and rationale from the department head and the  
960 department promotion and tenure committee, along with any letters related to correction  
961 of factual errors at the department level, into the dossier of each candidate reviewed by  
962 the college promotion and tenure committee.

963

964 By December 15 (or first working day thereafter) or earlier if specified by the college  
965 promotion and tenure document, the college promotion and tenure committee's letter of  
966 recommendation and rationale for each candidate shall be sent to the college dean.  
967 Letters of recommendation and rationale shall be copied to the candidate. The letters  
968 will be redacted only insofar as necessary to conceal the identity of external reviewers.

969 The letter concerning each candidate must include the committee's summary of the  
970 procedures followed by the college committee in evaluating the candidate and the  
971 committee's evaluation of the candidate in regards to the seven criteria required by the  
972 IHL Board. The college promotion and tenure committee chair is responsible to provide  
973 the dean with each candidate's dossier including letters from previous stages of review.  
974 For each candidate, the dean is responsible for collection and inclusion of any letters  
975 related to correction of factual errors at the college level.

976

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

984

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

993

994 The university president will review the recommendation of the provost and will decide  
995 to accept or reject that recommendation. To grant tenure to a faculty member, the  
996 [pP](#)resident must sign a written certification that the faculty member has satisfactorily  
997 met all seven of the IHL required criteria.

998

999 The university president will transmit that decision, together with reasons for a negative  
1000 decision, to the faculty member directly, with copies to the dean, department head, and  
1001 chairs of college and department promotion and tenure committees.

1002

1003 The decision to award tenure is made by the university president. All judgments made  
1004 at lower levels of the university are recommendations to the university president.

1005

1006

#### G. Appeals

1007 Faculty members who have been denied promotion or tenure may, within ten working  
1008 days of the date on the university president's decision letter, request an appeals hearing

1009 before the University Committee on Promotion and Tenure. The request must be made  
1010 through the provost who will forward the request to the University Committee on  
1011 Promotion and Tenure. Grounds for requesting an appeal are:

- 1012 ~~23.~~•            That the decision was prejudiced, arbitrary, or capricious; or  
1013 ~~24.~~•            That the procedures contained in the promotion and tenure policies of the  
1014 IHL, Mississippi State University, or those in the candidate's college or unit  
1015 promotion and tenure policies were not properly followed.  
1016

1017 The University Committee on Promotion and Tenure, upon request of the provost, will  
1018 review the entire case. The appeal will be heard by at least five members. Members  
1019 should recuse themselves from appeals by candidates who are relatives or with whom  
1020 they have some conflict-of-interest, if the committee member has served in the previous  
1021 levels of evaluation of the appellant or if for any reason the committee member feels  
1022 ~~unable to~~he/she cannot be objective. A committee member who has not heard all  
1023 hearings pertaining to a case shall will not vote ~~concerning~~an appeal ~~unless he/she~~  
1024 ~~has heard all hearings pertaining to the case~~. If five members are not available because  
1025 of absence or recusal, the chair may, with the concurrence of the committee, appoint  
1026 substitutes from among the professors of the general faculty. In special circumstances  
1027 potentially prejudicial to the appellant, the chair may, with the concurrence of the  
1028 committee, appoint an ad-hoc committee to assist in the resolution of the appeal. This  
1029 ad-hoc committee reports its findings back to the University Committee on Promotion  
1030 and Tenure.  
1031

1032 The committee will review all available pertinent information and will conduct interviews  
1033 with appropriate persons, i.e., appellant, unit head, unit committee chair, dean, college  
1034 committee chair and provost. The committee will render its recommendation, in writing,  
1035 to the provost. The committee will also provide a copy of this written recommendation to  
1036 the candidate.  
1037

1038 The provost will transmit the committee's written recommendation along with their own  
1039 recommendation to the university president, who will make the final decision. This  
1040 decision will end the university appeals process. A copy of each recommendation will be  
1041 provided to the candidate.  
1042

1043 The Board of Trustees of the Institutions of Higher Learning may grant a further appeal  
1044 as outlined in Board of Trustees Policy 403.0105.

1045 Candidates who are denied tenure and who have no time remaining in their  
1046 probationary periods will receive terminal contracts for the following year.  
1047

1048 H. ~~Notice of Non-reappointment / Dismissal of Faculty~~~~Non-tenured, Tenure track Faculty~~  
1049

1050 ○ **Professional-Track Faculty**  
1051 members will be notified in writing of the university's intention not to renew their  
1052 contracts as provided in IHL Board Policy 404.02:

1053 • Notice of intention not to renew ~~non-tenured~~, non-tenure track personnel shall be  
1054 furnished in writing thirty (30) days prior to the expiration date of the contract.  
1055 Notice of non-Renewal of employees with written contracts, other than those  
1056 covered in IHL Board Policy 403.0102, ~~403-0102~~, is 30 days.

1057 4. Lack of Funds-Notice of termination of non-tenure track personnel prior to  
1058 expiration of the contract due to a lack of funds shall be furnished in writing  
1059 ~~thirty~~thirty (30) days prior to termination

1060 ○  
1061

1062  
1063 ○ **Non-tenured Tenure track~~Non-tenured, Tenure-track~~ Faculty**  
1064 members will be notified in writing of the university's intention not to renew their  
1065 contracts as provided in IHL Board Policy 403.0102:

1066 25. • Not later than March 1 before the date of contract termination during the  
1067 first year of service;

1068 26. • Not later than December 1 before the date of contract termination during  
1069 the second year of service; or

1070 27. • Not later than September 1 before the date of contract termination after  
1071 two or more years of service.

1072 This schedule of notification does not apply to persons holding temporary, part-time,  
1073 or adjunct positions

1074

1075 ○ **Dismissal of Tenured Faculty**

1076 Termination of service of a tenured faculty member is made only under these  
1077 extraordinary circumstances (as outlined in IHL Board Policy 403.0104):

1078 28. • Financial exigencies as declared by the Board;

1079 29. • Termination or reduction of programs, academic or administrative units as  
1080 approved by the Board;

1081 30. • Malfeasance, inefficiency or contumacious conduct; or

1082 31. • For legitimate and justifiable cause.

1083 Termination for cause of a tenured faculty member or the dismissal for cause of a  
1084 faculty member prior to the expiration of a term appointment will not be  
1085 recommended by the institutional executive officer until the faculty member has been  
1086 afforded the opportunity for a hearing. In no event will the contract of a tenured  
1087 faculty member be terminated for cause without the faculty member being afforded  
1088 the opportunity for a hearing.

1089

1090 In all cases, the faculty member will be informed in writing of the proposed action  
1091 against them and that they have the opportunity to be heard in their own defense.

1092 Within ten (10) working days from the date of the university president's decision, the  
1093 faculty member will state in writing their desire to have a hearing. They will be  
1094 permitted to have with them an adviser of their own choosing who may be an  
1095 attorney. The institution is directed to record (suitable for transcription) all hearings.  
1096 In the hearing of charges of incompetence, the testimony will include that of faculty  
1097 and other scholars.  
1098

1099      Tenured faculty members, who are dismissed for financial exigencies or termination  
1100 or reduction of program, academic or administrative units will remain employed for a  
1101 minimum of 9 to 12 months, consistent with current contract periods of time, from  
1102 date of notification. Tenured faculty members, who are dismissed for malfeasance,  
1103 inefficiency, contumacious conduct or for a legitimate and justifiable cause will have  
1104 their contracts terminated at any time subsequent to notice including the right to  
1105 have a hearing with no right to continued employment for any period of time. At the  
1106 discretion of the Institutional Executive Officer, any faculty member's salary may be  
1107 paid, and they may be relieved of all teaching duties, assignments, appointments  
1108 and privileges when they are dismissed for any reasons stated above or pending a  
1109 termination hearing.  
1110

APPROVED:

/s/Rebecca Robichaux-Davis 5/6/2022  
Rebecca Robichaux-Davis, Faculty Senate President      Date

/s/  
David Shaw, Provost and Executive Vice President      Date

/s/ Mark E. Keenum  
Mark E. Keenum, President      Date

## VI. Department of Human Resources Management Policies and Procedures

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Important personnel issues, including those in state and federal law, are established as Human Resources Management Policies and Procedures by the Department of Human Resources Management in consultation with impacted units. These policies are periodically revised by the Department of Human Resources Management. A record of HRM policies is available at

[https://www.policies.msstate.edu/?field\\_volume\\_target\\_id=5](https://www.policies.msstate.edu/?field_volume_target_id=5) the Office of Internal Audit at [www.msstate.edu/dept/audit/mainindex.html#VOLUME\\_V](http://www.msstate.edu/dept/audit/mainindex.html#VOLUME_V)

## VII. Other University Policies

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It is the obligation of all members of the university community, including administrators, faculty, staff, and students, to adhere to the policies of the university. To ensure the ease and accuracy of compliance, all policies are available at

<https://www.policies.msstate.edu/> the Office of Internal Audit at [www.msstate.edu/dept/audit/mainindex.html](http://www.msstate.edu/dept/audit/mainindex.html)

## VIII. Employee Benefits

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Current records of employee benefits are available for the Department of Human Resources Management and are located at <https://www.hrm.msstate.edu/benefits>  
<http://www.hrm.msstate.edu/benefits/>

PENDING BUSINESS

NEW BUSINESS

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**MISSISSIPPI STATE UNIVERSITY™**  
INTERDISCIPLINARY STUDIES

# Development of Interdisciplinary Programs at MSU

## Motivation and Direction

# Motivation and Philosophy

- The current need for graduates with broad knowledge bases and specific skill sets lends itself to a focus on academic programs that cross and combine disciplines.
  - Must *integrate knowledge* to connect disciplines.
  - North Star Vision: “*meeting all students where they are* and equipping them for a world that needs their talent.”



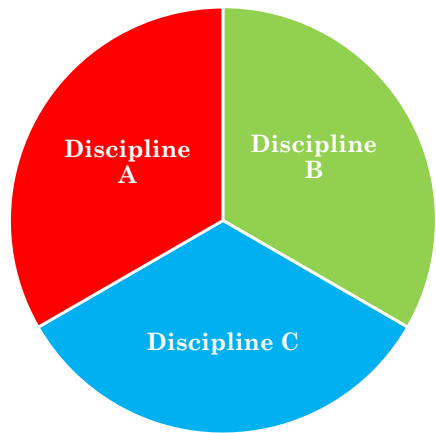
# Motivation and Philosophy

- The current need for graduates with broad knowledge bases and specific skill sets lends itself to a focus on academic programs that cross and combine disciplines.
  - Must *integrate knowledge* to connect disciplines.
  - North Star Vision: “*meeting all students where they are and equipping them for a world that needs their talent*”.
- MSU has a unique opportunity to harness existing strengths to develop student-oriented academic programs focused on *interdisciplinary* curricula and *integrative* learning.
  - Integrative learning is an understanding that a student builds across the curriculum, from making simple connections among ideas to synthesizing and transferring learning to new situations.
    - [VALUE Rubrics - Integrative and Applied Learning | AAC&U \(aacu.org\)](#)



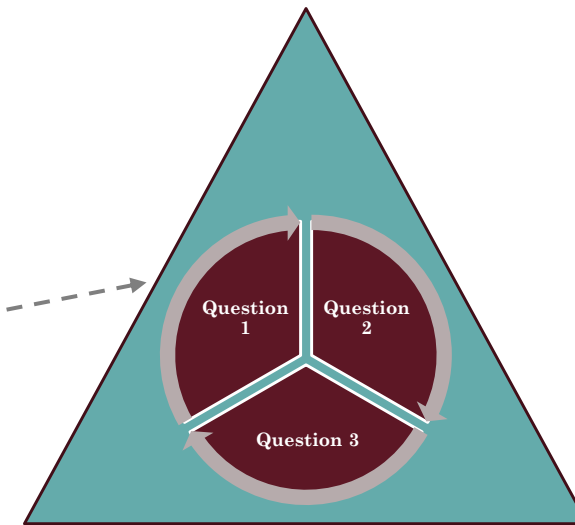
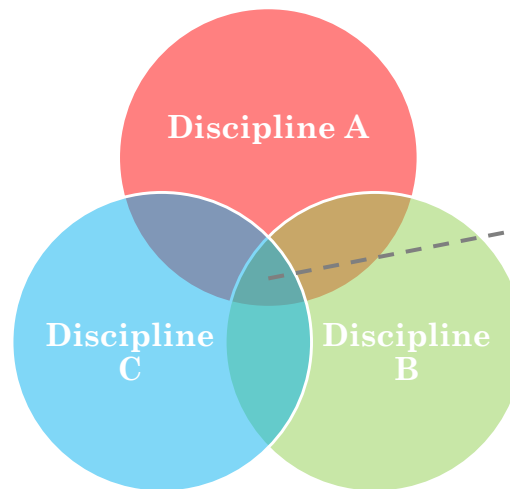
# Multi- vs. Inter- vs. Trans-disciplinary

- While these terms are often used interchangeably, there is a difference in their meanings and applications.
  - Multi = *Additive*; Inter = *Integrative*; Trans = *Holistic*



*Multi-disciplinary*

*Inter-disciplinary*



*Trans-disciplinary*



# Learning Through Interdisciplinary

- Terms are commonly applied to research applications; however, there are numerous benefits to using the approach in an academic learning environment.
  - Students will learn applications of their primary research skills in a broader context.
  - Graduates will be better versed in collaborative discussions.
  - Learning to be “goal” oriented instead of “knowledge” oriented.
    - Focus on problem solving and critical thinking
  - Promotes flexibility and adaptability of ideas and approaches.



# Known Challenges & FAQ

## 1. Who “owns” the programs?

- Focus on *faculty-led program development*, with administration focused on facilitation and maintaining collaboration.
- Governance committees represent department and college interests, but act as the directors of the associated programs.
- Funding strategy based on course enrollment.
  - Adding students to courses helps each department, regardless of major.
  - Work with departments to maintain pre-requisites and continuity of coursework.



# Known Challenges & FAQ

1. Who “owns” the programs?
2. **Where do the students “belong”?**
  - Students will “belong” to each department/college associated with the programs and will be “affiliated” with Interdisciplinary Studies.
  - Recruitment efforts led by associated departments and Interdisciplinary Studies (currently through Academic Affairs).
  - Initial advising by UAAC, followed by directed advising through departments.





# Known Challenges & FAQ

1. Who “owns” the programs?
2. Where do the students “belong”?
3. **Where do existing multi- and inter-disciplinary programs fit in?**
  - BS in Interdisciplinary Studies is housed in College of Arts & Sciences, and “allows students to design a custom curriculum to meet their personal and career goals”.
    - Interdisciplinary Studies is housed in Academic Affairs and is focused on development of independent academic programs that incorporate multiple departments.
  - Bachelor of Applied Science (BAS) is a degree type, not a major; therefore, some BAS focus areas could benefit from becoming stand-alone majors.
  - The focus is on the development of programs for student needs; therefore, current (and future) interdisciplinary programs should be housed wherever they best fit.





# Known Challenges & FAQ

1. Who “owns” the programs?
2. Where do the students “belong”?
3. Where do existing multi- and inter-disciplinary programs fit in?
4. **What advantages does this provide? What are the incentives?**
  - Many existing courses and programs already contain an interdisciplinary component, so this provides an opportunity to expand and connect with other efforts.
  - Currently working to develop a structure for faculty to receive appropriate credit to incentivize involvement in interdisciplinary program development.



# Known Challenges & FAQ

1. Who “owns” the programs?
2. Where do the students “belong”?
3. Where do existing multi- and inter-disciplinary programs fit in?
4. What advantages does this provide? What are the incentives?
5. **How can I get involved?**
  - Contact me at [jamie.dyer@msstate.edu](mailto:jamie.dyer@msstate.edu) and I’ll be happy to talk with you. I always welcome your thoughts and ideas!



# Supplementary Information

- Additional information for consideration, as follows:
  - Proposed structure of Interdisciplinary Studies/Programs
  - Pathway to program development



# Proposed Structure

- A service-oriented unit focused on the development and facilitation of academic interdisciplinary programs. Would serve as a central unit for advising and programmatic issue, as well as for development and overview of programs of study.
  - Utilize existing faculty and academic resources to promote and enhance student growth and development.
  - Allow academic units to focus on their respective missions while remaining actively involved in interdisciplinary programs.
- Students would remain majors within their respective departments, but would be affiliated with Interdisciplinary Studies to differentiate their degree paths.
  - Inclusion in activities and opportunities specific to their interdisciplinary program.
  - Allows for a collaborative learning environment.
- Faculty teaching courses within a defined interdisciplinary program would be offered affiliation with Interdisciplinary Studies.
  - Opportunity to serve on program governance committees.
  - Networking opportunities with other affiliates.
  - Unique course development activities and events.



# Pathway to Program Development

- *Step 1: Define opportunities*
  - Interdisciplinary Studies leadership works with students, faculty, industry, and administrators to recognize opportunities for potential interdisciplinary programs.
- *Step 2: Organize governance committee*
  - Departments and colleges associated with a defined program will identify faculty to serve on the associated governance committee.
  - As a metaphor using existing University structure, the committee will serve as the “department” and Interdisciplinary Studies will serve as the “college.”
- *Step 3: Develop curriculum*
  - The governance committee, comprised of the curriculum experts associated with the program, will develop a proposed program of study.
    - Must include integrative coursework and/or opportunities.
  - Include at least one concentration per department involved in the program
    - Will help to define student “ownership”.
  - Governance committee will prepare and submit proposals for program development, as well as course proposals specific to the program (e.g., capstone courses).
    - Interdisciplinary Studies will serve as the administrative facilitator for program development, in cooperation with all associated departmental and college administrators.
- *Step 4: Facilitation and governance*
  - Upon program acceptance and implementation, the governance committee will follow established committee guidelines to maintain the program.
    - Dean of Interdisciplinary studies will serve as a non-voting member of the governance committee.
  - Interdisciplinary Studies will work to track student success and program effectiveness through cooperation with UAAC and OIRE.

