The University of Memphis
College of Education, Health and Human Sciences
Department of Health and Sport Sciences
Tenure and Promotion Policy and Procedures

2008
Introduction

Tenure is the granting to a faculty member the expectancy of permanency and security in his/her academic appointment. The granting of tenure is contingent upon demonstrated competence and fitness for membership in a collegiate community and at an acceptable level as long as the position is retained. Tenure is not to be viewed as a reward for long service, for loyalty to an institution, or simply as a means by which the services of certain professors may be obtained and/or extended. Rather, the granting of tenure is a certification of competence and of trust in present and continued professionalism. It is awarded upon the recommendations of colleagues and administrators, and may be revoked only when stated causes for dismissal have been proven by due process. The acceptance of tenure implies a commitment on the part of the faculty member to academic pursuits and to the scholarly and professional performance of assigned duties.

Academic rank is an expression by faculty and administration that a peer who is engaged in teaching, research and service merits the academic reward of promotion in rank. Different academic ranks imply different levels of expectation in responsibility and achievement.

The general policies on tenure and promotion of The University of Memphis and the College of Education, Health and Human Sciences furnish the base upon which the Department of Health and Sport Sciences determines its criteria for tenure and promotion. Copies of both the general policy and the criteria for tenure and promotion are distributed to all members of the department. Questions relating to the policy and the criteria, or to any interpretation thereof, should be submitted to the chair of the department or to the departmental Committee on Tenure and Promotion.

Committee on Tenure and Promotion

The departmental committee on tenure and promotion will be structured, function and proceed as follows:

1. The committee will be comprised of all full-time tenured associate and full professors. All committee members are eligible to vote for candidates
seeking tenure and/or promotion to the rank of associate professor. For consideration of tenure or promotion to full professor, a subcommittee consisting of all tenured professors will make the recommendations.

2. Faculty members seeking tenure or promotion are ineligible to serve on the committee.

3. The first meeting of the committee will be called each fall by the chair of the department who will then conduct the election of a chair.

4. The committee chair will issue the call for all meetings subsequent to the first meeting. Further, the committee chair will have the privilege of appointing a secretary from one of the committee members.

**Election of Departmental Representatives to the CEHHS Tenure and Promotion Committee**

The HSS Department will elect one representative to the CEHHS Tenure and Promotion Committee for a two-year term that begins in the fall semester and ends at the conclusion of the full summer session. This member must be a tenured full professor or associate professor holding current full graduate faculty status. In addition, a second member will be elected for a one-year term during the 2009-2010 academic year, and again every four years (this one-year position rotates among CEHHS departments). The candidate with the highest number of votes will serve as the elected representative. If for any reason an elected representative cannot finish his/her term, the department chair will conduct a special election to select an alternate from the remaining eligible faculty.

**CEHHS T & P Committee Single Participation and Voting**

In compliance with university policy, CEHHS T & P Committee members cannot vote on candidates from their departments. Committee members will vote for those candidates at the departmental level. However, CEHHS T & P Committee members may participate in discussions concerning candidates from their home departments.

Votes of the CEHHS T& P Committee members are taken by secret ballot. The ballots are forwarded to the dean of the CEHHS. Voting at the department level must also be by secret ballot and ballots must be retained by the department chairs.
Responsibilities of the Committee

Committee responsibilities are four-fold:

1. Evaluate candidates eligible for tenure and/or promotion and make recommendations to the departmental chair;
2. Evaluate and advise new, untenured faculty at the conclusion of the first three years;
3. Review and propose recommended changes annually to the tenure and promotion document; and
4. Advise departmental chair as needed regarding tenure and promotion issues.

The committee uses a variety of information when considering a faculty member for tenure and/or promotion. Some judgments can be based upon objective evidence such as the quantity of books, articles, speeches, consultancies, and the like. However, quality of accomplishments is to be considered more important than mere quantity of production. Qualitative judgments, provided by external professionals who agree to assess the candidates’ research and scholarly activity, are also solicited and reviewed by the committee (see External Peer Review Policy).

It is the committee’s responsibility to give consideration to departmental goals, needs and future directions in making its decisions. Faculty growth patterns should be viewed in terms of overall department strengths and weaknesses. Needs of specialized areas may vary, and they should be given careful consideration in committee deliberations.

Eligibility for Tenure and Promotion

Tenure. A faculty member with the rank of assistant professor or higher who has completed a five-year probationary period (unless otherwise prescribed in writing and approved by the dean and provost) must make application for tenure. Absent an exception approved by the dean, the provost, and the president, application for tenure must be submitted in the fall semester of the sixth year. Exceptions that may affect the length of the probationary period are addressed in the Faculty Handbook in the sections entitled "Credit for Prior Service," "Credit for Administrative Position or Transfer," "Extension of the Probationary Period," "Stopping the Clock," and "Leaves of Absence."

Candidates for tenure must meet eligibility requirements for promotion to associate professor or have already attained that rank. Stated another way, anyone recommended for tenure must also be recommended for promotion.

Tenure applications receive one of two responses: tenure is granted; or tenure is denied. Re-application for tenure is not possible and the seventh year, or other final year following application for tenure, will be terminal if tenure is denied. Per the University of
Memphis *Faculty Handbook*, faculty members who are not recommended for tenure and promotion will be given notice of non-renewal of the appointment. Upon receipt of notice of such non-renewal, the faculty member will be eligible for a one-year non-renewable appointment at the University.

Failure to submit an application for tenure in the academic year that precedes the end of the probationary period will result in non-renewal of the candidate's contract for the following year. Unlike unsuccessful applications for tenure, the candidate will not be accorded an automatic one-year contract if he/she fails to apply for tenure at the specified time.

Faculty holding temporary appointments are not eligible for tenure. Also, faculty may not be tenured in an administrative position. A faculty member will retain tenure in his/her former faculty position when appointed to an administrative position, and those otherwise eligible for tenure and who also hold an administrative position may earn tenure in the faculty position only.

**Promotion.** Faculty members may apply for promotion whenever they believe they meet the established criteria. Faculty members are advised, but not required, to confer with the department chair before submitting applications for promotion.

**Procedures**

1. The department chair has the responsibility of initiating the promotion to Associate Professor with tenure for eligible faculty in the department, although a faculty member may submit his or her name to the chair. Faculty members must meet the minimum eligibility requirements for Associate Professor with tenure as delineated in the most recent University of Memphis *Faculty Handbook*.

2. Chairs should supply tenure and/or promotion candidates with copies of the department, college, and university guidelines and review forms for promotion and tenure, as well as deadlines for submitting dossiers for promotion.

3. The names of faculty members to be considered for tenure and/or promotion will be forwarded to the Departmental Tenure and Promotion Committee.

4. Tenure and promotion candidates should prepare and submit their dossiers to the department chair according to the T and P schedule.

5. The dossiers will then be made available to members of the tenure and promotion committee.

6. The tenure and promotion committee will examine dossiers for evidence to support the applicant’s candidacy.

7. The tenure and promotion committee will advise candidates when necessary to submit additional evidence to complete their dossiers.
8. A candidate may be requested to appear before the committee to support his/her candidacy. Likewise, a candidate may initiate this request. However, in both instances the committee will determine the need and make the decision regarding the appearance of the candidate before the committee.

9. The committee will have 7-10 business days to review the candidate’s materials.

10. Submit recommendations for or against granting of tenure or promotion to the chair by the announced date; and,

11. After receiving the recommendations of the departmental committee, the chair will make his/her own recommendation and forward both to the Dean.

12. At least two-thirds of the committee members must be present for each meeting at which time candidates are considered and/or voted on.

13. Deliberations of the committee will be held in strict confidence. Discussions will be objective in character and will be confined to the consideration of established criteria for tenure and/or promotion. In accordance with university policies, the committee chair will make a written report of all decisions to the department chair, including reasons for the recommendation.

**Voting Procedures of the Committee**

The departmental committee on tenure and promotion will observe voting procedures listed below:

1. The department adheres to the university rule of Single Participation: Departmental representatives to the College Tenure and Promotion Committee may vote at the departmental level, but cannot vote at the College level on candidates from their department. Spouses may not participate in committee discussions at any level.

2. Voting on the candidates will transpire when the committee is ready to vote as determined by the chair. Each member will respond by secret ballot and will cast a “yes” or “no” vote.

3. Voting for tenure of an assistant professor and promotion to the associate level is done concurrently (a single vote) whereas when voting for tenure as an associate or full professor and/or promotion to the rank of full professor, each is performed separately.

4. Candidates receiving a majority of affirmative votes are recommended.
Processing and Reviewing Dossiers

Dossiers provide evidence of qualification for tenure and/or promotion and how candidate’s efforts contribute to the department’s mission and goals. Each candidate for tenure and/or promotion must present a dossier of materials according to the format mandated in the University of Memphis Faculty Handbook as well as appropriate supporting materials such as documented evidence of quality in scholarship, teaching, and service. Supporting materials must include copies of all publications and summary student evaluations of courses. The inclusion of non-essential documents is discouraged.

Candidates should prepare dossiers for review in consultation with the Department Chair. Candidates who are uncertain what to include in their dossiers or how to organize the material should seek help from their chairs and colleagues, particularly those who have served on tenure and promotion committees. Great care should be taken in the preparation of the dossier. Dossiers are forwarded to the CEHHS dean’s office after the departmental vote and review by department chairs. The due date is determined each year by the office of the university provost. Once submitted, no materials may be added by either the candidate or department. However, the T & P Committee chair may request from the department chair clarification or additional materials.

Documents and materials in candidates’ dossiers are to be placed in four loose-leaf binders. Candidates are strongly urged to carefully assemble the binders, ensuring that materials are in the correct binder and that each section is clearly identifiable, by a label or colored tag. A table of contents is suggested for each binder. This table of contents must align with the categories contained in The University of Memphis Faculty Handbook.

- **Binder #1.** The first binder contains materials to be forwarded to the provost after the CEHHS recommendations are concluded. The CEHHS dean will provide the department and the candidate with an information sheet describing the required materials, which must include the results of the external review and mid-tenure review. The components of the binders are listed in Chapter 4 of the University of Memphis Faculty Handbook, available online at the Provost’s website.

- **Binder #2.** The second binder documents evidence of teaching and routinely includes: statement of teaching philosophy (2 to 3 page narrative); course materials; syllabi; summaries of systematic student evaluations (SIRS/SETE summaries) for each course each semester, including the summer and the previous spring semester; and evidence of supervision of student projects and other forms of student mentorships. Candidates may choose additional types of documentation such as: open-ended or other student input; student products; teaching recognition; teaching scholarship; peer input; evidence of professional development in teaching; evidence of disciplinary or interdisciplinary program or curricular development; alumni surveys and student exit interviews; evaluations by recent graduates, chair’s evaluations; and other evidence of excellence in teaching or
mentoring. While not specifically excluding other means or sources, the information should usually be in written form. The only piece of evidence that is compulsory is the SIRS/SETE summary using the format found on the Provost’s web page.

- **Binder #3.** The third binder contains evidence of the candidate’s research and scholarship. It includes a narrative statement (2 to 3 pages) that describes the candidate’s research focus and agenda. Copies of all publications, papers and reports to be reviewed must be included. Only publications that are in print or in press (i.e., fully accepted, with a letter documenting full acceptance) should be considered publications. Articles or chapters that are under review or revision, regardless of how many times they have been revised (e.g., third revision), are not publications and should be listed separately as works in progress. Additionally, technical reports, book chapters (unless refereed), and other products should not be listed under refereed journal articles. Multi-authored publications must be accompanied by an attribution statement or other information stating the role and degree of effort on the part of the candidate in each publication. When possible, information about the review process, journal acceptance rates, citation rates, and impact factors should be included. If this information is not available, the candidate should describe the journal. This is to provide the T & P Committees, department chair, and dean a clear and definitive picture of the scholarly work of the author. Information concerning extra-mural grants and awards should contain information about whether they were competitive, amount of award, and the role played by the candidate in the proposal stage and in grant administration. External evaluations by grantees if available, may be included. In considering research and publication, quality of production will be given higher priority than quantity of production. Articles in national or international refereed periodicals in the area of specialization are given greater weight than articles in regional refereed periodicals or non-refereed journals. The following unranked listing will serve as a guide for the committee’s evaluation of research and publication:

- Books in the candidate’s professional field of competence
- Monographs
- Major reports and projects
- Annual proceedings of professional conventions
- Book chapters in the candidate’s professional field of competence
- Articles in nationally/internationally refereed periodicals
- Articles in regionally refereed periodicals
- Research presentations before professional peers
- Editorship of a book or readings
- Published book reviews
- Articles in non-refereed journals
- Other creative work clearly specified by the candidate (i.e. concerts, choreographic productions, etc.)
Binder #4. The fourth binder will contain information the candidate submits showing evidence of collegiality and service to department, college, university, profession, and various communities. Activities thought to be “engaged scholarship/research” under the university or department definitions may be placed in this binder and so labeled. Documentation of service and collegiality will routinely include a narrative statement (2 to 3 pages) that describes the candidate’s major focus in his/her service to the department, college, university, community, and profession.

Service is a term encompassing a faculty member's activities in three areas: outreach or public service, institutional service, and professional service.

- Outreach or public services. The public service function of The University of Memphis is the University’s outreach to the community and the society at large, with major emphasis on the application of knowledge for the solution of problems with which society is confronted. Outreach primarily involves sharing professional expertise and should directly support the goals and mission of the University. A vital component of the University’s mission, public service must be performed at the same high levels of quality, which characterize the teaching and research programs. Evidence of service to the community, state, or nation may be available to the committee via official documents, etc. A vital component of the CEHHS's mission, public service must be performed at the same high levels of quality that characterize teaching and research.

- Institutional service. Institutional service refers to work other than teaching and scholarship conducted at the department, college, or university level. A certain amount of such service is expected of every faculty member. It is not limited to serving on departmental committees, advising students, and participating in college and university committees. Academic advising of students is an important aspect of “college” citizenship and is taken into account in faculty evaluations. Some faculty members may accept more extensive citizenship functions, such as a leadership role in the Faculty Senate, membership on a specially appointed task force, advisor to a university-wide student organization, and membership on a college or university search committee.

- Professional service. Professional service refers to the work done for organizations related to one's discipline or to the profession generally. Service to the profession includes association leadership, journal editorships, article and grant proposal review, guest lecturing on other campuses, and other appropriate activities. While it is impossible to define the exact nature of significant professional service, clearly more is required than organizational membership and attendance; examples of significant service would be that done by an officer of a professional organization or a member of the editorial staff of a journal. Candidates should name and describe in detail their participation in professional activities. In addition,
concrete evidence must be submitted to substantiate such claims. Following are some examples of activities and roles for which credit may be claimed:

- Preparation and/or directorship of funded grant proposals
- Research reports not included under publications
- Preparations of tapes and/or films
- Consultation to various institutions and agencies as permitted by University guidelines.
- Speeches, panels, and symposia for professional groups
- Leadership roles in professional organizations (mere attendance of meetings and dues payment do not qualify)
- Committee chairships dealing with professional affairs
- Serving as a reviewer, associate editor, senior editor, or editor of a professional journal.

**Collegiality**

The Tennessee Board of Regents defines collegiality as “Demonstrated willingness and ability to work effectively with colleagues to support the mission of the institution and the common goals both of the institution and academic organizational unit.”

Although evidence relating to collegiality will be most evident in the category of service, collegiality (or the lack of it) can also affect performance in research and teaching. Collegiality is not separate; collegiality enhances performance in each of these areas. Because the department values teamwork, evidence of collegiality plays a role in faculty evaluation. The collegiality of the faculty member should be considered in all tenure and promotion decisions. However, collegiality should not be considered as a separate evaluative criterion; rather, it should be considered in the context of the candidate's teaching, scholarship/research, and service/outreach.

Candidates and departments are strongly urged to carefully assemble the four required binders, ensuring that materials are in the correct binder and that each section is clearly identifiable, by a label or colored tag. A table of contents is suggested for each binder. This table of contents must align with the categories contained in The University of Memphis Faculty Handbook.

**Narratives on teaching, research and/or scholarship, and service**

Binders two, three, and four will begin with a 2 to 3 page narrative that describes the candidates’ goals, agenda, plans, accomplishments, etc. in the areas of teaching, research/scholarship, and service, respectively. The narratives should be used by the candidate to clarify, explain, and describe his/her roles and responsibilities on projects listed in the curriculum vitae. Good narratives are scholarly, informative, reflective, and descriptive. Narratives can be helpful to T & P committee members, chairs, and the dean if they tell how the candidate’s teaching assignments, research agenda, community outreach, or service activities connect to each other. For team teaching assignments, multiple-authored publications, and jointly listed presentations and projects, it is
Important for the candidate to explain contributions and level of participation. In preparing narratives, it is helpful to remember that the intended audience includes both experts in the field but external to the university and UM colleagues unfamiliar with the trends and developments in the candidate’s field.

**Criteria for Tenure and Promotion**

In addition to the following information, there are university-wide directives, which apply to the process. Candidates are advised to study the most recent University Faculty Handbook.

**General University Guidelines**

To be considered for tenure the candidate must have an earned terminal degree from an accredited institution in his or her academic or related area. In addition, a faculty member who wishes to be considered for tenure must have achieved regional or national recognition for at least one of the following accomplishments:

1. Published research or other scholarly or creative activities that have been viewed by peers both within and without The University of Memphis.
2. Outstanding public service, institutional service, and/or professional service to his or her discipline.
3. Effective teaching over an extended period of time and documented through appropriate measures is to be viewed as a criterion essential for any recommendation for tenure and/or promotion.
4. Research productivity published in scholarly journals representing the candidates’ field is an expectation for faculty who expect to receive a favorable consideration for tenure and/or promotion.
5. Regional recognition of a candidate attained when professional peers within the region are familiar with or acknowledge contributions and achievements of the candidate. Similarly, recognition on a national basis is attained when professional peers distributed throughout the country, or other countries, are familiar with or acknowledge contributions and achievements of the candidate.

**Specific Guidelines**

**Criteria for the award of tenure.** Demonstrated ability and willingness to effectively work with colleagues to support the mission and goals of The University of Memphis and the department. The candidate must be judged to show promise as a contributing member to his/her academic discipline and to the department. Evidence of good teaching, research productivity and publications and noteworthy service to the various communities are expected.

- For promotion to associate professor. Significant evidence of regional recognition in the academic discipline through the production of research and noteworthy leadership contributions.
• **For promotion to professor.** Evidence of national recognition in the academic discipline via research and scholarly activity resulting in substantial peer reviewed publications and presentations, active involvement toward securing external support and a record of professional leadership activity.

**External Peer Review Policy**

The candidate shall submit a letter indicating eligibility and desire to be considered for tenure and/or promotion to the department chair along with a current curriculum vita and a list of five names (including telephone numbers, addresses, nature of professional relationship, and brief professional profile) of potential external reviewers. The departmental chair will add two names to the candidate’s list. The candidate’s list, along with the names added by the chair, will be forwarded to the departmental committee. The committee will rank order the potential reviewers and forward the list of names to the chair. Reviewers will be chosen based on their scholarly contributions to the candidate’s field of academic endeavor and should ordinarily be employed in a higher education setting at least comparable to The University of Memphis. Every effort will be made to minimize biases for or against the candidate when selecting qualified reviewers. The external reviewers are expected to provide informed, objective evaluations rather than testimonials. Therefore, no more than one external reviewer can be a past mentor or collaborator.

The chair will subsequently write to at least the top four reviewers (with the remaining three serving as ranked alternates), requesting a confidential, written assessment of the candidate’s scholarly activity. A copy of the candidate’s curriculum vita, the candidate’s scholarship narrative, a representative sample of the candidate’s publications (chosen by the candidate, along with the university’s guidelines for tenure/promotion will be included. The candidate’s teaching and service narratives may also be included if the candidate chooses. Each external reviewer will receive exactly the same materials. The external reviewers’ letters of assessment will be included as part of the candidate’s professional portfolio at all levels of university consideration.

**Report to the Faculty**

Tenure and promotion decisions of the committee and chair will be transmitted simultaneously to the dean’s office. The dossiers of all the candidates will accompany these decisions. The candidate should be notified of the results of the outcome of the committee’s vote and the chair’s vote with regard to the individual’s application for promotion. This notification should occur prior to the deadline set for the College Tenure and Promotion Committee to receive official indication of the departmental votes.

**Review, Revision of HSS Tenure and Promotion Policy and Procedures**

The tenure and promotion committee will assume responsibility for reviewing the tenure and Promotion document and recommending revisions to the chair.