

TENURE AND PROMOTION GUIDELINES Department of Art

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DEPARTMENT OF ART
TENURE AND PROMOTION GUIDELINES

I. TENURE AND PROMOTION COMMITTEE

A. Purpose

1. Assists non-tenured faculty to prepare for mid-tenure review.
2. Makes recommendations regarding mid-tenure review and tenure and promotion applications.
3. Prepares necessary reports to the department chair.
4. Revises tenure and promotion guidelines when necessary.

B. Composition

1. Comprised of all tenured associate professors and full professors.
2. For consideration of promotion to professor, the committee consists of the subset of current full professors.

C. Officers

1. The Tenure and Promotion Committee elects two professors, a chair and a vice-chair (who shall assist and serve in the chair's absence).
2. Terms begin in January and last one year.
3. The committee chair's duties include:
 - a. Scheduling and presiding over meetings.
 - b. Assembling subcommittees.
 - c. Recording votes and providing written documentation of the results of the committee's deliberations to the department chair.

D. Subcommittees

1. Mid-Tenure review

a. Purpose: Mentors and assists the candidate in the preparation of a complete and representative dossier.

b. Composition: A minimum of three members chosen from the candidate's field of specialization or in closely related fields. Each member of the subcommittee must be eligible to vote on the candidate's application for tenure and/or promotion. The candidate selects the subcommittee chair, who shall be a person familiar to the extent possible with the candidate's work and his or her area of specialization. The department Tenure and Promotion Committee, in consultation with the department chair, shall select the remaining two members of the subcommittee.

c. Actions:

- Conducts pre-tenure review as required by the department's tenure and promotion calendar
- Prepares written recommendations and reports to the full tenure and promotion committee.

2. Tenure and Promotion Sub-Committee

a. Purpose:

Evaluates dossier and prepares written recommendation for submission to the full Tenure and Promotion Committee regarding candidates. The subcommittee ensures that the full Tenure and Promotion Committee has all of the data necessary to make an informed decision about the candidate. Members of the full committee are encouraged to ask questions about the dossier and to inform the subcommittee of any information or data they believe the candidate should address in the dossier.

b. Composition:

A minimum of three members chosen from committee members in the candidate's field of specialization or in closely related fields. Each member of the subcommittee must be eligible to vote on the candidate's application for tenure and/or promotion. The candidate selects the subcommittee chair, who shall be a person familiar to the extent possible with the candidate's work and his or her area of specialization. The department tenure and promotion committee, in consultation with the department chair, shall select the remaining two members of the subcommittee.

c. Actions:

- Assists with identifying external reviewers.
- Conducts the tenure and/or promotion review, according to the Department of Art's yearly tenure and promotion calendar.
- Prepares written recommendations.
- Reports to the full Tenure and Promotion Committee.

3. Promotion to full professor

a. Purpose:

Evaluates dossier and prepares written recommendation for submission to the Tenure and Promotion Committee (comprised of Full professors only) regarding candidates. The subcommittee ensures that the full Tenure and Promotion Committee has all of the data necessary to make an informed decision about the candidate. Members of the full committee are encouraged to ask questions about the dossier and to inform the subcommittee of any information or data they believe the candidate should address in the dossier. Applicants for promotion to full professor have the option of requesting that the subcommittee assist in the preparation of their dossier and external peer reviewer list.

b. Composition:

A minimum of three Full Professors in the candidate's field of specialization or in closely related fields selected from the full Tenure and Promotion Committee. The candidate selects a subcommittee chair, who should be a full professor and shall be a person familiar to the extent possible with the candidate's work and his or her area of specialization. The department Tenure and Promotion Committee, in consultation with the department chair, shall select the remaining two members of the subcommittee.

c. Actions:

1. Assists with identifying external reviewers
2. At the request of the candidate, conducts the tenure and promotion review according to the Department of Art's yearly tenure and promotion calendar.
3. Prepares written recommendations.
4. Reports to the full Tenure and Promotion Committee.

E. Actions of the full committee

1. Elects officers annually.
2. Determines review needs.
3. Selects subcommittees in consultation with candidates and the department chair.
4. Acts on recommendations by subcommittees regarding external reviewers.
5. Examines and evaluates applications and acts upon the subcommittees' recommendations. Deliberations may require discussion and an interview with the candidate or others.
6. Votes on the applications. Those who vote on the recommendation must have fully participated in every aspect of the committee's deliberations.
7. Prepares written recommendations regarding candidate's applications, which are presented to the department chair.
8. Revises the department's tenure and promotion calendar as needed.
9. Considers the need to revise the guidelines for tenure and promotion within the Department of Art at the request of any member of the committee at any time.

II. ANNUAL REVIEW OF FACULTY

A. Purpose

1. To ensure that the faculty member's performance for reappointment is satisfactory or to recommend improvement if necessary.
2. To serve as a basis for decisions relating to tenure, promotion recommendations, for salary increases and other personnel actions, including decisions regarding renewal of tenure-track appointments.

B. Evaluation Criteria

1. Faculty are evaluated in terms of criteria consistent with those of the university but tailored to disciplines in the Department of Art, which can be found in this document listed as "Tenure and Promotion Evaluation Criteria" (Sect. IV B, pp. 9-10) and in "Department Criteria for Creative Activity, Research, and Scholarship" (Sect. V, pp. 15-20).
2. Faculty shall be evaluated on the basis of teaching, advising, creative activity, research, scholarship, service, outreach and professionalism. Reappointment and promotion criteria recognize past academic performance and professional accomplishments. The general criteria listed below are to be used as a guide in evaluating an individual's level of achievement in each category. Consideration need not be limited to these criteria, nor should an individual necessarily be expected to excel in all the criteria listed for each category.
3. Tenure track faculty are expected to show, on an annual basis, that they are making progress towards achieving standards set forth for receiving tenure. At a minimum, non tenure-track faculty are expected to demonstrate good performance of their responsibilities as a condition for reappointment. All faculty are expected to meet criteria related to professionalism.

C. Procedures

1. The annual renewal of contract is conducted annually by the department chair.
2. Procedures for annual review are those outlined in the U of M faculty handbook in the section on "Evaluation by Chairs" in the chapter "Tenure and Promotion":
(<http://www.memphis.edu/aa/resources/facres/>)
3. When the potential for a recommendation of non-reappointment exists, the department chair seeks formal input from the department's Tenure and Promotion Committee.

D. Calendar Guidelines

Actions in the annual review process should occur no later than:

March 1.....Report of activities and supporting documents due to the chair.

March 1-30.....Faculty meet with chair to discuss evaluation.

March 30.....Chair consults with the department Tenure and Promotion Committee concerning recommendations of non-reappointment

April 15.....Faculty evaluations due to the Dean

III. MID-TENURE REVIEW

A. Purpose

1. Evaluates untenured faculty in tenure-track positions about progress toward promotion and tenure
2. Provides tenure-track faculty with the opportunity of a mentoring process in preparation for tenure and promotion.

B. Evaluation Criteria

1. The evaluation criteria for the mid-tenure review should be the same as those used for promotion to associate professor with tenure. The university criteria relate to the institution's traditional missions: instruction, scholarship, and outreach/service.
2. The candidate should refer to Sec. IV B of this document (pp. 9-10) for the criteria in the categories of teaching, service, scholarship, creative activity, research, and professionalism. Section V of this document provides more detailed information about evaluation criteria for creative activity, research, and scholarship in the various disciplines of the Department of Art.
3. The candidate should have also demonstrated a willingness to work with colleagues in supporting the goals, missions, and the growth and development of the department, college, and university.
4. The following considerations are also relevant to recommendations concerning tenure in the Department of Art: the candidate demonstrated a record of performance of needed department services and functions; the candidate's record of performance of working constructively with colleagues and students; the relationship of the candidate's abilities and knowledge to the department's present and future needs and priorities; and the constructiveness of the candidate's contribution to the growth and development of the department.

C. Procedures

1. Credentials for candidates in the Department of Art are evaluated independently by the department Tenure and Promotion Committee and the chair.
2. The procedure for mid-tenure review should be the same as that used by the department for the sixth-year tenure and promotion review.
3. Deliberations and discussions of dossiers will take place only in committee meetings. Committee members must keep tenure and promotion deliberations and discussions confidential.
4. Each candidate's accomplishments will be evaluated with respect to quality as well as quantity within the context of the candidate's roles and responsibilities. It should be emphasized that quality is more important than quantity.
5. The Mid-Tenure Review Subcommittee of the Tenure and promotion Committee prepares a written report that specifies the department's criteria and, in particular, discusses both the strengths and weaknesses of the faculty member's accomplishments in instruction, scholarship, and outreach/service. The report should provide meaningful feedback and direction to the faculty member to assist in planning and organizing subsequent work activities. The subcommittee then submits this report and a written recommendation to the full Tenure and Promotion Committee. The full committee, having reviewed the candidate's file and the subcommittee's report, deliberates on the application, takes any necessary actions, and develops a final report with written recommendations to the department chair.
6. The chair will prepare a written report that addresses the strengths and weakness of the faculty member's accomplishments in instruction, scholarship, and outreach/service.
7. A copy of the two reports will be presented to the faculty member. The Tenure and Promotion chair, subcommittee chair, and the department chair will meet with the candidate to discuss the reports and recommendations.
8. The candidate may write a brief statement in response to the discussion and reports obtained from the Tenure and Promotion Committee and the department chair. The purpose of this response is to allow the faculty member the opportunity to address any concerns or inaccuracies in the reports.

The faculty member may also describe plans for addressing concerns raised during the mid-tenure review. In addition, the response ensures that all participants in the process understand the nature and context of the feedback, thereby minimizing miscommunication.

9. The candidate's dossier, the recommendations made by the department Tenure and Promotion Committee and the chair, and the candidate's response (if any) constitute the candidate's file. The chair is responsible for forwarding the candidate's file to the Dean. Examples of scholarly and/or creative activities are not to be forwarded for review, but should be retained at the department so as to be available for the college and campus level reviews if requested.
10. The Dean shall prepare a written report and may meet with the candidate to discuss the results of the mid-tenure review.
11. Faculty whose pre-tenure materials are found deficient or incomplete in any way must reapply for review during the spring semester of their fourth year of employment.

D. Dossier

The dossier for the mid-tenure review should be the same as the one for tenure and promotion, with the exception of letters from external peer reviewers, which are not required. The format and content of the University of Memphis Tenure and Promotion dossier (see Appendix) should be used in documenting evidence of quality in instruction, scholarship (encompassing research and creative activity), and outreach/service. The inclusion of non-essential documents is discouraged.

E. Calendar Guidelines

1. The mid-tenure review is conducted during the annual evaluation in the spring of the faculty member's third year of appointment unless otherwise contracted at the time of employment or unless a written request has been approved by the Dean and Provost.
2. Actions for the mid-tenure review process should occur no later than the dates listed below:

a. In the second year of employment:

March 15.....Candidate selects a subcommittee chair.

March 30.....Subcommittee formulated by the chair in consultation with the Tenure and Promotion Committee.

April to January.....Mentoring process.

b. In the third year of employment:

January 15.....Candidate's dossier and materials due to department chair; Dossier is closed to additions.

January 15-February 15.....Full committee and subcommittee review dossier.

February 15.....Tenure & Promotion Subcommittee submits written recommendation to Tenure and Promotion Committee.

March 1.....Report of the Tenure and Promotion Committee due to chair.

March 15.....Department chair presents copy of 2 reports to candidate.

March 15-April 5.....Department chair, subcommittee chair, and Tenure & Promotion Committee chair discuss with the candidate (during a specially-convened meeting during the period of the spring evaluation of the faculty) the findings of the third-year review.

April 15.....Department chair forwards candidate's file and candidate response (if any) to the Dean.

May 15.....Dean's written report due to candidate.

IV. TENURE AND PROMOTION REVIEW

A. Purpose

To evaluate tenure track faculty for the purpose of tenure and promotion to associate and full professor.

B. Evaluation Criteria

Criteria for tenure and promotion in the Department of Art are consistent with those of the university but are tailored to disciplines in the department. Faculty shall be evaluated on the basis of teaching; service; creative activity, research, and scholarship; and professionalism. Reappointment and promotion criteria recognize past academic performance and professional accomplishments. The general criteria listed below are to be used as a guide in evaluating an individual's level of achievement in each category. Consideration need not be limited to these criteria, nor should an individual necessarily be expected to excel in all the criteria listed for each category. Promotions are based on merit and are earned by high levels of achievement as evidenced by contributions to the overall missions of the individual discipline, programs, department, college, university, and the profession. For successively higher levels of faculty rank, higher levels of achievement should be expected. Tenure requires quality performance in those areas indicated as required for associate professor. Tenure track faculty are expected to show, on an annual basis, that they are making progress towards achieving standards set forth for receiving tenure.

1. Teaching

Achievement of criteria in this category will be verified through student evaluations, peer reviews, and other appropriate means.

All faculty are expected to:

- Communicate effectively with students, colleagues and peers in profession.
- Develop and communicate education objectives clearly and effectively to students and department Meet all student advising/mentoring responsibilities.
- Continually develop competencies in their subject area.
- Teach students to think purposely, creatively, critically and rigorously.
- Construct and use effective procedures to evaluate student performance.
- Promote and maintain rigorous academic standards.
- Synthesize insights to students beyond readily available information.
- Gain student respect, inspire confidence and enthusiasm.
- Demonstrate effective teaching.
- Take an active role in promoting educational programs in their discipline, department and college.
- Serve as source of specialized information and general knowledge of the field.
- Take an active role in developing and evaluating their program curriculum.

2. Service

This category includes service to the individual discipline, department, college, university, the profession, and society. Achievement of criteria in this category will be evidenced through a documented record.

All faculty are expected to:

- Mentor students effectively.
- Consistently participate in faculty governance.
- Actively participate in program, department, and university.

- Support and promote the program, department, and university missions.
- Contribute to the community service mission of the program, department, and university.
- Serve on program, department, and university committees

In addition to the above, candidates to FULL professor are expected to:

- Demonstrate a consistent leadership role on committees, including being department committee chairs and serving on college and university committees.

In addition to the above, ALL faculty are encouraged to:

- Participate in public service activities related to one's profession.

3. Creative Activity, Research, Scholarship

This category includes scholarship, research, professional work, and other creative endeavors related to the academic mission of the program, department, college, and/or university. Scholarship is a discipline-based, multi-disciplinary activity that advances knowledge and learning by producing new ideas and understanding.

Achievement of criteria in this category will be demonstrated through visible documentation or tangible results in creative activity, research, and scholarship recognized by peers outside the university. "Peer recognition" acknowledges concrete accomplishments of outstanding quality and may be in the form of books, refereed and invited publications (articles and/or chapters), awards, juried exhibitions, selection for paper presentation, invitational exhibitions, performances, lectures, and the like.

Engaged scholarship encompasses collaborative, sustainable, and long-term projects developed together with a partnering organization (e.g., an arts group, community group, school or other institution) that equally benefit the university, the partnering organization, and the community. Such projects adds to existing knowledge in the process of applying intellectual expertise to collaborative problem-solving with urban, regional, state, national and/or global communities, and they result in finished products such as performances, recordings, or published reports, reviews or articles. Department units should refine the definition as appropriate for their disciplines.

For all forms of scholarship, the quality of peer recognition should be demonstrable. Specific examples for each of the disciplines in the Department of Art are included in Section V.

4. Professionalism

The candidate should demonstrate consistency working cooperatively with colleagues in supporting the goals, missions, and the growth and development of the department, college, and university. The following considerations are relevant to recommendations concerning tenure in the Department of Art: the candidate's record of performing needed department services and functions; the candidate's working constructively with colleagues and students; the candidate's applied knowledge and involvement in assessing the department's present and future needs and priorities; and the constructiveness of the candidate's contribution to the growth and development of the department.

The collegiality of the faculty member should not be considered as a separate evaluative criterion; rather, it should be considered as one component in the context of the candidate's teaching, scholarship/research, and service/outreach.

All faculty are expected to:

- Demonstrate those qualities of mind and spirit which merit emulation by the students and faculty: fairness, open-mindedness, objectivity, tolerance, patience, enthusiasm, and a fascination with and commitment to the field.
- Contribute willingly to the activities of the academic unit and university.
- Exemplify a professional attitude.
- Demonstrate clearly that one can work well with colleagues and students.
- Maintain an active involvement in the programs of professional societies and meet necessary state certification requirements

In addition to the above, candidates to FULL professor are expected to:

- Participate significantly in the professional work of the discipline in ways other than teaching and research.

C. Procedures

1. Credentials for candidates in the Department of Art are evaluated independently by the department Tenure and Promotion Committee and the department chair.
2. The Tenure and Promotion Committee, composed of all associate and full professors in the department, elects a chair who serves for one year. The chair is responsible for scheduling and presiding over meetings, assembling subcommittees, and recording votes and providing written documentation of the results of the committee's deliberations to the department chair. The vice-chair assists the chair and serves in their absence. It is the responsibility of all committee members to keep tenure and promotion deliberations and discussions confidential
3. A faculty member must submit a written application to the department chair who in turn will inform the chair of the Tenure and Promotion Committee. Faculty members will be considered for tenure during the sixth consecutive year in a full-time faculty position unless otherwise contracted at the time of employment or unless a written request with specific reasons for an extension of the tenure probationary period is submitted to the chair. (See university policy for extensions in the faculty handbook). The request for such an extension must be approved by the Dean, the Provost, and the President. A copy of the approval is filed in the Provost's office. Faculty members may apply for promotion whenever they meet the established criteria; they are strongly advised to confer with the department chair before submitting applications for promotion.
4. Candidates prepare dossiers for review in consultation with the department chair. The format and the materials specified in the University of Memphis sample dossier (see Appendices A and B) are required.
5. Each candidate for tenure and promotion to associate professor will be assisted in the preparation of a complete and representative dossier by a minimum three-member sub- committee, whose composition and function is detailed on page 2 above. (Candidates seeking promotion to full professor have the option of requesting the assistance of such a subcommittee.) The major purpose of the subcommittee is to ensure that the full Tenure and Promotion Committee has all of the data necessary to make an informed decision about the candidate. Members of the full Tenure and Promotion Committee are encouraged to ask questions about the dossier and inform the subcommittee of any information or data they believe the candidate should address in the dossier. The subcommittee works with the candidate to identify external reviewers and submit their suggestions to the full tenure and department committee, whose chair will consult with the department chair to determine the final list.
6. The subcommittee evaluates the dossier with respect to quality as well as quantity within the context of the candidate's roles and responsibilities. It should be emphasized that quality is more important than quantity.
7. The subcommittee prepares a written report that specifies the department's criteria and, in particular, discusses both the strengths and weaknesses of the faculty member's accomplishments in instruction, scholarship, and outreach/service. The report should clearly assess the candidate's qualifications and indicate whether the candidate's application meets the department, college and university criteria for promotion and/or tenure. The subcommittee then submits this report and a written recommendation to the full Tenure and Promotion Committee

8. The candidate's dossier is closed to additions by the candidate at the first meeting of the full department Tenure and Promotion Committee. The full department Tenure and Promotion Committee will examine and evaluate the candidate's application and act upon the subcommittee's recommendation. The deliberations may require discussion and an interview with the candidate or others. Those who vote on the recommendation must have fully participated in every aspect of the committee's deliberations. The full department Tenure and Promotion Committee determines, by a simply majority vote of those present, whether the candidate's qualifications meet the appropriate criteria. However, for promotion to professor, only the subcommittee of tenured professors will make the recommendations.

Note: A member of the department Tenure and Promotion Committee, who is also a member of the college Tenure and Promotion Committee, may vote at the departmental level, but cannot vote at the college level.

9. The committee's recommendations and the results of its vote are then forwarded to the department chair.
10. The department chair evaluates the candidate's file, makes further recommendations, and then, in cases involving promotion only, meets with the candidate to transmit the recommendations that the committee and the chair have made and reasons for those recommendations. When the chair meets with the candidate being considered for tenure (and possibly also promotion), he/she should restrict his/her conversation to the recommendations that have been made, but should not at this time, address the reasons for the recommendations.
11. The candidate's file, consisting of the candidate's dossier, the recommendation of the department Tenure and Promotion Committee, the candidate's response (if any), and the department chair's recommendation are then forwarded by the department chair to the college Tenure and Promotion Committee. Examples of scholarly and/or creative activities are not to be forwarded for review, but should be retained at the department so as to be available for the college and campus level reviews, if requested. After its deliberations, the college committee sends the dossier and its recommendations to the Dean, who then sends the dossier and his/her recommendation to the Provost.
12. At any point in the evaluation process, the candidate may choose to withdraw his/her dossier for promotion from further consideration by writing a letter to the department chair, who will then inform the appropriate administrator and committee chairs.

D. Dossier

1. Candidates prepare dossiers for review in consultation with the department chair. The format and the materials as specified by the Office of Academic Affairs of the University of Memphis are required (see Appendix and the Faculty Resources page: <http://www.memphis.edu/aa/resources/facres/tenurepromotion/index.php>). The purpose of the dossier is to document evidence of quality in instruction, scholarship (encompassing research and creative activity), and outreach/service. The inclusion of non-essential documents is discouraged.
2. Each candidate for tenure and promotion to associate professor will be assisted in the preparation of a complete and representative dossier by a minimum three-member sub- committee, whose composition and function is above in Section IV C. "Procedures" (pp. 11-12).

E. External Peer Review

1. Purpose:

- a. The purpose of external peer reviews is solely to provide an informed, objective evaluation of the quality of the scholarship, research or creative activity of the candidate.
- b. External reviewers will be selected from peer or comparable institutions with national reputations in the faculty member's discipline. Some external reviewers may be professionals with national recognition within the discipline. 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.

2. Procedures:

- a. Candidates must submit to his/her subcommittee a list of 4-8 potential external reviewers who are in a position to evaluate their work. The candidate will provide names, addresses, phone numbers, and e-mail addresses for each person on this list. The candidate may also submit a list (with justifications) of persons who may pose a conflict for consideration as reviewers.

For each reviewer, the candidate should provide an accompanying brief paragraph identifying her/his credentials and a statement regarding the nature of the relationship to the candidate (if any). The candidate will also provide a description of any prior relationship with persons listed as reviewers.

- b. Each candidate's subcommittee will ensure that the candidate's list of potential reviewers is acceptable (e.g., reviewers possess sufficient expertise, are nationally visible; no conflicts of interest exist). The subcommittee will identify additional potential reviewers in consultation with faculty in the candidate's area. The subcommittee will not be constrained in this endeavor by the wishes of the candidate.
- c. The Department of Art chair and the chair of the Tenure and Promotion Committee will develop a list of outside peer reviews based upon the recommendation of the subcommittee. The chairs must select some of the names suggested by the candidate. The department is solely responsible for supplementing the candidate's list with additional reviewers. The candidate's dossier should contain at least four external reviews. If it is not possible to obtain four reviews, the reasons must be documented at the departmental level.
- d. Peer reviewers who have agreed to write letters of evaluation regarding the candidate's research activity and member's standing in the field should all be sent the same material for evaluation, including:

- 1) The candidate's curriculum vitae.

- 2) A letter from the chair to the reviewer, which includes a request for response to the question: "How do you assess the quality of the scholarly and/or creative activity of the candidate?"

- 3) A deadline for the written response.

- 4) A statement concerning the State of Tennessee Open Records Law explaining the candidate's rights to access to the outside peer evaluation document.

NOTE: These are minimum requirements. Additional materials related to research and creative activity may be necessary to enable the reviewer to assess the scholarship of the candidate in an objective fashion.

F. Calendar Guidelines

1. Timetable for consideration for tenure and/or promotion:
A faculty member must submit a written application to the chair (no later than January 31 preceding the year member wishes to be considered for tenure and/or promotion), who in turn will inform the chair of the Tenure and Promotion Committee.

- a. *Tenure*: Faculty members will be considered for tenure during the sixth consecutive year in a full-time faculty position unless otherwise contracted at the time of employment or unless a written request has been approved by the Dean and Provost.
- b. *Promotion*: Faculty members apply for promotion to associate and/or full professor whenever they meet the established criteria. Candidates are strongly advised to confer with the chair before submitting applications for promotion.

2. Model Calendar:

Actions for tenure and promotion should occur no later than the dates listed below.

In the 5th year of appointment:

February 1	Chair identifies candidates for tenure and promotion and informs the Tenure & Promotion Committee of the candidate(s)'s names.
March 15	Candidate selects chair of subcommittee.
March 30	Subcommittee formulated by the Art Department chair and the Tenure & Promotion Committee chair. Candidate submits list of external evaluators to subcommittee (Sect. IV E, pp. 1).
April 15	Candidate's dossier and sets of materials for outside reviewers due to the chair. Subcommittee, in consultation with the chair, selects a minimum of 4 peer reviewers and a list of approved alternates. This list (see Appendix B) is then placed in the candidate's file.
May 1	Department chair mails letters and candidate materials to external evaluators.
August 15	External peer reviewers' evaluations due to department chair.
September 15	First meeting of Tenure & Promotion Committee. Candidate's dossier closed to additions.
September 15- October 1	Review of dossier by all members of Tenure and Promotion Committee.
October 1	Subcommittee recommendations presented to Tenure and Promotion Committee.
October 21	Tenure and Promotion Committee chair submits Tenure and Promotion Committee's recommendation and vote results to the department chair.
November 8	Art Department chair meets with candidate and reviews the two reports (Tenure and Promotion Committee's and chair's recommendations). Candidates for promotion may withdraw his/her application from the review process at this time, if desired.
November 30	Candidate's dossier is then forwarded to the College and Promotion Committee
December 7	Dean forwards dossier with recommendation to Provost and forwards copies of recommendation to candidate.

V. DEPARTMENT CRITERIA FOR EVALUATING CREATIVE ACTIVITY, RESEARCH, AND SCHOLARSHIP

A. Art Education

1. Forms of Research and Creative Activity:

- a. Public exhibitions and projects in the studio practice.
- b. Commissioned projects in the studio practice.
- c. Research about the field of studio practice such as history, theory, critical issues, pedagogy, professional practices.
- d. Articles, books, curatorial work, educational exhibits, presentations or interactive media projects about studio practice.
- e. Current knowledge of disciplines, approaches, skills, technologies and equipment is precursory to the teaching and production of creative work.

2. Means of Dissemination and Recognition:

- a. Public exhibition of creative work in museums, galleries, alternative spaces, festivals and other appropriate venues as dedicated by the project.
- b. Awards, grants, and honors from visual arts and design organizations.
- c. Critical review or publication of work in a visual art periodical, catalog or book.
- d. Inclusion or citation of work in anthologies, textbooks, articles, national presentations or other compilations.
- e. Juried exhibitions.
- f. Invitational exhibitions.
- g. Conference presentations.
- h. Presentation and installation of work at conferences.
- i. On-line publication of work at curated sites.
- j. Contributions to engaged scholarship, including collaborative reports, documentation of impact, external funding, and peer-reviewed publications.

3. Distinction Between Regional, National and International Recognition:

Evaluative considerations are based on the visibility and quality of the activity, and recognition of achievement as determined by 1) the status of the venue exhibiting the work (regional, national or international); 2) the scope of the audience for the venue or publication; 3) the extent of the call for entries for a competition; 4) the qualifications of jurors and/or boards. The quality of the scholarship, however, is not specifically determined by geographic distinctions

4. Preparation of Documentation:

Projects should be identified and described by title of work or description of exhibition, commissioning body, date of completion, materials or techniques employed, and the role of the individual in producing the work.

B. Art History

(Approved by the Art History Faculty March 18, 2002; revised 11-16-2017)

1. Distinctions Between Regional, National, International:

Art historians conduct research locally, nationally, and internationally, depending on their particular area of expertise. These geographical distinctions are useful in judgment only in recognizing that the access to a field of research centered abroad may be more difficult than access to a field closer to Memphis. The time and financial outlay involved in pursuing such research is at times a factor in its achievement. The value of the research conducted, however, is not specifically determined by geographic distinctions.

2. Forms of Research Recognition:

Recognition for research comes primarily from scholars engaged with research in the candidate's area of expertise.

3. Credentials and outside peer reviews:

In many cases, the situations of scholar-experts in a given field are as diverse as their geographical locations. They are not all to be found in institutions with research reputations in other fields, so the value judgments of outside reviewing scholars should not be weighted unduly on current institutional affiliation. Current standing in the field, though more difficult to verify, offers a basis for clearer judgment about the quality and value of an outside scholar's opinion than does judgment of his/her current academic affiliation.

Note: To assist the university's internal process in this regard, an objective description of the outside evaluator's expertise and standing in the field should be provided along with the candidate's materials. This note should represent the consensus of scholars actively involved in the field.

4. Forms of Research Communication:

In order to be recognized as useful to the knowledge of a given area, one's research needs to be communicated in a form accessible to other scholars. This is done in a variety of contexts, which to some extent can be valued by their availability, scope, and longevity.

Classification of Published Research in Art History:

A single-authored book-length publication in essay form or a catalogue raisonné that makes a serious contribution to art historical discourse, published by a major academic press with international distribution is the credential of highest value. The process used by major publishers to screen material for publication is most often sufficient to justify its relevance, quality, and wide distribution to committees evaluating materials for promotion.

Careful research and distinguished scholarship is also fundamental to the publication of catalogues involving objects that were heretofore unknown or which have not received sufficient scholarly attention. Again, the importance of this information, once published, is to be assessed by the degree to which it is usefully incorporated into the body of knowledge available to the field. The candidate must demonstrate the scope, availability and usefulness of this material to the wider academic community in order for committees to assess its value in the promotional process. The candidate must also specify the nature of the invitation to work on the catalog as well as the sponsorship and collaborative work of others.

In an age when funding for research is often tied to public monies with educational goals, the research, time, and energy necessary to mount and document a major exhibition of art- historical significance must be considered a major undertaking. Again, such an achievement must be documented by the candidate in terms of availability, scope, and longevity. Not only the pre-exhibition process, but the educational impact at the time of the showing, and the enduring scholarly value of catalogues and

materials produced must be documented. Recognition of such achievements by grants, citations, and awards as well as by surveys of visitors, and venues that review and host the exhibition are also of importance in these judgments. The candidate must attempt to put these elements into an understandable context for review committees. Collaborative work by others must be acknowledged and their contributions characterized, along with an assessment of the project's enduring value for the field.

A scholar's research engagement with the field is also assessed by means of scholarly articles published in leading journals. Again the categories of availability, scope, and longevity can be used to assess the relative ranking of periodicals within the field of research. The candidate must demonstrate the purpose and relevance of these publications by characterizing their use and reception among other scholars. A bibliography of references to such articles is useful in this task.

Faculty members, along with other scholars in the field, are at times invited to participate in wider academic publishing projects by writing encyclopedia or catalogue entries, contributing articles to specific volumes, or editing an anthology of materials on a given subject. Although these tasks all involve invitations to publish, they are not to be considered outside the general range of juried publications, since the invitation to participate is generally offered only to those already recognized for the quality they would contribute to the enterprise. In each case, however, the candidate must characterize for the committee, the nature, scope, and longevity of the project as well as the part the candidate contributed to the whole.

5. Other Forms of Communicating Scholarly Research

Professional presentations in the context of national and international conferences as well as invitations to lecture in various contexts and on different occasions are another important form of research communication.

For each activity the candidate should offer timely characterization that would be helpful to evaluating committees: i.e., indicate focus of conference as it relates to the field of research, the nature of the session, whether there is a published abstract, who attended and any resulting follow-up.

Contributions to engaged scholarship, including collaborative reports, documentation of impact, external funding, and peer-reviewed publications, are also important forms of research communication. The *products* of engaged scholarship will often take the same form as traditional scholarship, e.g., publications in peer-reviewed books or journals, conference papers, and so on. Engaged scholarship differs from traditional scholarship principally in the research *process*, as it entails a collaborative partnership between the scholar and individuals outside academia cooperating together in the advancement of knowledge.

6. Further Indications of Recognition in the Field

- a. Professional service in national and international contexts can also be an indication of an individual's standing and reputation in a scholar's field. Activities that should be considered as indicative of professional standing include but are not limited to the following situations in which the candidate is invited to:
 - Review books for prominent periodicals in the candidate's field of expertise.
 - Review manuscripts prior to publication by prominent periodical editors or book publishers in the candidate's field of expertise.
 - Serve as an officer in national and international professional organizations in the candidate's field of expertise.
 - Organize conferences or chair sessions at professional meetings within the field. Serve as a reviewer of tenure and promotion candidates at outside institutions.

- Review national or international grant proposals in the candidate's field of expertise.
 - Serve on thesis or dissertation committees at outside institutions.
- b. Awards, grants, and honors are another indication of standing and reputation in the field. Although there are few awards established for art historians. Consequently when a book, exhibition, or article receives an award, it should be taken as a sign of high merit.

There are also relatively few grants to which art historians have access for their projects or research. Therefore, a grant or fellowship awarded as the result of national or international competition is an indication that the granting agency considers the candidate entirely capable of performing the project outlined, a project which in itself is deemed worthy of funding. When such an awarded grant is presented as evidence for promotion, however, the candidate must indicate the end-result of the project or publication for which the grant was awarded, how it was carried out, or to what end the funding was directed.

C. Fine Arts (Photography)

1. Forms of Research and Creative Activity (includes but not limited to):

- Competitive, juried, or invitational exhibitions.
- Public or private commissions or acquisitions of work.
- Publication of visual art in books, magazines, and monographs.
- Publication of articles, chapters, or book-length publications about visual art.
- Conference presentations.
- Contributions to engaged scholarship, including exhibitions, performances, collaborative reports, documentation of impact, external funding, and peer-reviewed publications.
- Maintaining current knowledge of the field's technologies or theories.

2. Distinction Between Regional, National and International Recognition:

Geographical distinctions are useful in judgment only in recognizing that access to a national or international exhibition venue may be more difficult than access to a venue closer to Memphis. The quality of the research and creative activity, however, is not specifically determined by geographic distinctions, but instead by the relative status of the venue as recognized by peers. Evaluation should consider the visibility and quality of activity determined by the following:

- 1) Status of the gallery or museum.
- 2) Extent of the call for entries for a competition or invitational exhibition.
- 3) Status of the publication.
- 4) Audience for and distribution of the publication.
- 5) Status of the conference where a presentation is made.

D. Fine Arts (Ceramics, Painting, Sculpture, Printmaking)

1. Forms of Research and Creative Activity:

- Public exhibitions and projects in the studio practice.
- Commissioned projects in the studio practice.
- Research about the field of studio practice such as history, theory, critical issues, pedagogy, professional practices.
- Articles, books, curatorial work, educational exhibits, presentations or interactive media projects about studio practice.
- Contributions to engaged scholarship, including exhibitions, performances, collaborative reports, documentation of impact, external funding, and peer-reviewed publications.
- Current knowledge of disciplines, approaches, skills, technologies and equipment is precursory to the teaching and production of creative work.

2. Means of Dissemination and Recognition:

- 1) Public exhibition of creative work in museums, galleries, alternative spaces, festivals and other appropriate venues as dedicated by the project.
- 2) Awards, grants, and honors from visual arts and design organizations.
- 3) Critical review or publication of work in a visual art periodical, catalog or book.
- 4) Inclusion or citation of work in anthologies, textbooks, articles, national presentations or other compilations.
- 5) Juried exhibitions.
- 6) Invitational exhibitions.
- 7) Conference presentations.
- 8) Presentation and installation of work at conferences.
- 9) On-line publication of work at curated sites.

3. Distinction Between Regional, National and International Recognition:

Geographical distinctions are useful in judgment only in recognizing that access to a national or international exhibition venue may be more difficult than access to a venue closer to Memphis. The quality of the research and creative activity, however, is not specifically determined by geographic distinctions, but instead by the relative status of the venue as recognized by peers. Evaluative considerations are based on the visibility and quality of the activity and recognition of achievement as determined by 1) the status of the venue exhibiting the work; 2) the scope of the audience for the venue or publication; 3) the extent of the call for entries for a competition; 4) the qualifications of jurors and/or boards.

4. Preparation of Documentation:

Projects should be identified and described by title of work or description of exhibition, commissioning body, date of completion, materials or techniques employed, and the role of the individual in producing the work.

E. Graphic Design

1. Forms of Research and Creative Activity:

- a. Professional practice and client-initiated projects in print or digital media.
- b. Self-authored projects in print or digital media.
- c. Research about the field of graphic design (history, theory, pedagogy, professional practices).
- d. Articles, books, curatorial work, educational exhibits, presentations or interactive media projects about graphic and communications design.
- e. Research and creative activity relating the teaching and practice of graphic design to studies in cognition and education, perceptual psychology, social and cultural studies, linguistics, communication, etc.
- f. Contributions to engaged scholarship, including exhibitions, collaborative reports, documentation of impact, external funding, and peer-reviewed publications.
- g. Maintaining current knowledge of technological equipment, skills, and communication issues is precursory to the teaching and production of creative work.

2. Means of Dissemination and Recognition:

- a. Publication of work in a graphic design periodical or book.
- b. Awards, grants, and honors from visual arts and design organizations.
- c. Inclusion or citation of work in anthologies, textbooks, articles, national presentations or other compilations.
- d. Juried design exhibitions.
- e. Invited design exhibitions.
- f. Conference presentations.
- g. Viewing and installations of work at conferences.
- h. On-line publication of work at curated sites.

3. Distinction Between Regional, National and International Recognition:

Geographical distinctions are useful in judgment only in recognizing that access to a national or international fields of work may be more difficult than access to a field closer to Memphis. The quality of the research and creative activity, however, is not specifically determined by geographic distinctions, but instead by the relative status of the venue as recognized by peers. Evaluation should consider the visibility and quality of dissemination determined by 1) the status of the client commissioning work (regional, national or international distribution of product or service); 2) the scope of the audience for the publication; 3) the extent of the call for entries for a competition.

4. Preparation of Documentation:

Projects should be identified and described by title of work or description of assignment, client, date of completion, technological format, and the role of the individual in producing the work. For time-based works, the designer should provide detailed information on how to view and move through the work, cue points, and length of segment to be viewed.

VI. APPENDIX: DOSSIER GUIDELINES AND FORMAT

Tenure & Promotion Dossier Guidelines for UMDrive

March 21, 2013

(Links updated September 22, 2015)

Section 1 - Introduction

The purpose of this guide is to help Faculty Members through the process of submitting their Tenure & Promotion (T&P) Dossier via UMDrive (i.e., the “electronic dossier”). This guide should not be treated as a complete ‘How-To’ document but rather a guide for *how most departments complete this process*. Some departments may have methods and procedures which vary from what you will find in this guide. Always make sure to check with your Department or College Administrator to make sure you are using the correct process.

Section 2 – UMDrive

UMDrive will be used to house your dossier throughout its completion. Each department has its own method for gaining access your assigned folder; this information will be provided to you by your Department or College administrator. You will be provided with access rights to this folder during times in which you are expected to upload documents. After you submit your dossier to your department, your access will be removed. If you wish to keep copies of any portions of the dossier for later reference, save them separately from the dossier.

Section 3 – File Types

When uploading documents to complete your dossier it is recommended you use one of the following file types: PDF, DOC, DOCX, JPG, JPEG, XLS, and XLSX. Using any other file types may complicate the review of your dossier. If you have any issues publishing files in any of the aforementioned file types please contact the University of Memphis Helpdesk by calling (901) 678-8888 for assistance.

Section 4 – Creating and Structuring Your Dossier

A complete dossier consists of several individual documents spread across a number of major sections. Each document will be covered in detail in its associated section along with relevant information in the **Dossier List of Required Documents**. In most cases the submission of your dossier should follow the document structure listed in Section 5. **Note:** Some documents are situational and may not be included in every dossier. Consult with your Department or College Administrator if you have any questions.

THE DOSSIER

Candidates who are not sure 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. However, the following recommendations represent a general set of procedures designed to establish a minimal degree of uniformity across colleges and schools. Variability may occur among colleges in the implementation of these recommendations due to differences in the structure and/or size of colleges and schools.

Candidates prepare dossiers for review in consultation with the Department Chair. The material specified in the University of Memphis dossier must be included.

The table below outlines the structure, mandated by the university, for the dossier. This dossier must be divided into ten sections as indicated in the table, and the materials arranged accordingly. Most of its contents are written or otherwise provided by you; a few are forms and reports provided by various committee chairs, the Director, the Dean, and so forth as the process continues up the line. Once you have submitted your parts of the e-dossier, you will no longer have access to it.

The following file types are recommended: PDF, DOC, DOCX, JPG, JPEG, XLS, and XLSX. Links may also be provided for documents—say videos, websites or electronic publications—that are housed elsewhere. Do not use sub-folders, but rather number files 4.1 A, 4.1 B, etc.

Forms may be found at Faculty Resources
www.memphis.edu/aa/resources/facres Mac users should use Safari.

The Dossier: Required documents

Number	Name of document	Responsible for uploading	Notes
1.1	Recommendation signature page	Department	Department scans and uploads signed form. Must have department chair and committee chair signatures.
1.2	Appointment history form	Applicant	Form at Faculty Resources
1.3	Early Tenure memo or Stop the Clock memo	Applicant	Optional. Most faculty will have neither.
2.1	Statement from the Dean	Dean's office	
2.2	Statement from the college committee	Dean's office	
3.1	Statement from the Chair of the Department of Art	Department	
3.2	Statement from the Department of Art T&P committee	Department	
4.1	External review letters	Department	Add as many as necessary. Scan and upload each, naming them 4.1 A, 4.1 B, etc.
4.2	Summary of credentials of external evaluators	Department	Use format in Faculty Handbook
4.3	Copy of solicitation letter to external evaluators	Department	Use format in Faculty Handbook
5.1	Initial Appointment letter	Applicant	Scan and upload
5.2	Annual evaluations	Applicant	Add as many 5.2 documents as necessary, labeling them 5.2 A, 5.2 B, etc. Scan and upload any non-electronic evaluations, marking out your SSN.

5.3	Mid-tenure evaluation statement of Department of Art T&P Committee	Applicant	Scan and upload
5.4	Mid-tenure evaluation statement of Chair of Department of Art	Applicant	Scan and upload
6.1	Instruction - Summary of Teaching Responsibility, Philosophy	Applicant	
6.2	SIRS summary sheet	Applicant	Form at Faculty Resources. Newer faculty may not have SIRS.
6.3	SETE summary sheet	Applicant	Form at Faculty Resources
6.4	Peer evaluations of teaching	Department	Do not solicit. This space is reserved for official departmental evaluations.
6.5	Teaching honors and awards	Applicant	List only; do not attach copies of certificates, letters, etc.
7.1	Research, scholarship, creative activity – Brief summary of accomplishments & plans	Applicant	
7.2	Internal grants and contracts	Applicant	List only
7.3	External grants and contracts	Applicant	List only
7.4	Peer evaluation of research, scholarship, creative activity	Department	Do not solicit. The School of Music does not use this category.
7.5	Honors and awards [for research, etc.]	Applicant	List only
8.1	Service, outreach, advising, mentoring, administration – Brief summary of responsibilities & Accomplishments	Applicant	
8.2	Internal grants & contracts	Applicant	List only

8.3	External grants and contracts	Applicant	List only
8.4	Peer evaluations of service, outreach, advising, mentoring, administration	Applicant	Letters solicited from peers and colleagues go here, including those mentioning teaching and research. Use current letters only (since the mid-tenure review, or, for promotion to professor, from the past three years). Scan and upload.
8.5	Honors and awards	Applicant	List only
9.0	University curriculum vitae	Applicant	https://umwa.memphis.edu/fcv/login.php
10.1	List of Supplemental materials	Applicant	
10.2	Supplemental materials	Applicant	Add as many 10.2 documents as necessary. Hard copies may be housed in the Department of Art main office. If linking to external sources, such as webpages or large files held elsewhere, provide a separate document with link and details for each.

USEFUL LINKS

- University of Memphis Faculty Resources (at Academic Affairs): [Faculty Resources](#)

Includes T & P guidelines, instructions for completing e-dossiers, and forms (under Tenure and Promotion), CV and guidelines, and current Faculty Handbook

- Curriculum vitae also at: [myMemphis](#)

Under "Faculty" tab (right-hand column, about half way down)

- SETE (Student Evaluation of Teaching Effectiveness) information: [SETE and SIRS forms](#)

- College of Communication and Fine Arts T & P guidelines: [College tenure and promotion guidelines](#)

Includes College guidelines for evaluating the significance of research and creative activity in Art and Art History, and current T & P calendar

- Office of the Dean of the College of Communication and Fine Arts: [Dean's office](#)