GUIDELINES AND CRITERIA FOR TENURE AND/OR PROMOTION
UNIVERSITY LIBRARIES
THE UNIVERSITY OF MEMPHIS

INTRODUCTION

As a collaborator in the process of teaching, research, and public service, the University Libraries provides leadership in the access and use of information through a variety of cooperative and reciprocal programs with other academic communities and libraries in Tennessee, the Mid-South region, and beyond. The University Libraries is committed to equity of access to all types of information, in the belief that such access supports the development of intellectual, cultural, and ethical qualities in individuals.

The University Libraries faculty, who are specialists in information education, participate in the teaching, research, and public service programs of the University, regardless of physical location of the activity or information. They provide access to scholarly resources through the acquisition, organization, management and preservation of the collections and through supportive reference and instruction services. Specialists in these various aspects of library service address many challenges including integrating information resources into the intellectual life of the university, developing instruction programs, teaching library users how to think critically about their information needs, obtaining support for the implementation of new information access technologies, operating multiple information systems simultaneously, training and retraining Libraries faculty and staff, and maintaining a leadership role in the state, region, and nation which maximizes the University's investments in information expertise, resources, and services provided for the students, faculty and staff of the University and the community.

MINIMUM REQUIREMENTS FOR APPOINTMENT AND/OR PROMOTION TO THE RANKS OF ASSISTANT PROFESSOR, ASSOCIATE PROFESSOR, AND PROFESSOR

The librarian's academic preparation for appointment to the University Libraries Faculty is established on the basis of the terminal professional degree. The University Libraries, in accordance with the policy of the Association of College and Research Libraries (ACRL), a division of the American Library Association (ALA), recognizes that "the master's degree in library science from a library school program accredited by the American Library Association is the appropriate terminal professional degree for academic librarians." (Approved as policy by the Board of Directors of ACRL, a division of ALA on January 23, 1975. Reaffirmed by the ACRL Board of Directors, June 2001.)

The criteria for appointment, promotion and tenure are designed to reflect the national norms in academic librarianship and to provide motivation for University Libraries faculty members to achieve excellence in their profession. Meeting these requirements does not guarantee a particular outcome but does guarantee serious consideration. Similarly, length of service by itself is no argument for tenure or promotion.

The following constitutes minimal requirements for initial appointment and promotion at The University of Memphis Libraries. (All faculty at the University of Memphis must have an appropriate terminal professional degree. Variations in the discipline of the terminal graduate degree are rare but may be made at the time of appointment by the Dean of University Libraries to allow for the hiring of an applicant with a graduate degree in a specialty other than the field of library/information sciences. The Dean of University Libraries will notify the University Libraries Tenure and Promotion Committee in writing as to the stipulations at the time of the individual's appointment to the position. All other minimum requirements for promotion and tenure remain in effect.)

Assistant Professor.
- Earned master's degree from an ALA-accredited program, in keeping with ALA policy which recognizes that the master's degree in library/information science is the terminal degree in the discipline.
- Evidence of potential ability in librarianship, scholarship/creative activities, and service.
- Evidence of good character, mature attitude, and professional integrity.

Associate Professor.
- Earned master's degree from an ALA-accredited program, in keeping with ALA policy which recognizes that the master's degree in library/information science is the terminal degree in the discipline.
- At least five years appropriate professional experience in librarianship.
- An additional graduate degree or presentation of a record of continuous enrollment and steady progress toward the additional graduate degree.
- Documented evidence of substantive accomplishments in librarianship, scholarship/creative activities, and service, which is leading to national recognition in librarianship or related area.
- Evidence of good character, mature attitude, and professional integrity.

Professor.
- Earned master's degree from an ALA-accredited program, in keeping with ALA policy which recognizes that the master's degree in library/information science is the terminal degree in the discipline.
- At least ten years appropriate professional experience in librarianship.
- An additional graduate degree.
- Documented evidence of accomplishments in librarianship, scholarship/creative activities, and service.

- Documented evidence of sustained high quality professional productivity and national recognition in librarianship or related area.
- Evidence of good character, mature attitude, professional integrity and a high degree of academic maturity and responsibility.

Since there is no higher rank, promotion to professor is taken with great care and requires a level of achievement substantively beyond that required for associate professor. This rank is not a reward for long service; rather it is recognition of superior achievement within the discipline with every expectation of continuing contribution to the university and the larger academic community.

CRITERIA FOR PROMOTION

Librarianship

Librarianship is central to the purposes and objectives of the University and is to be evaluated, rewarded, and encouraged in ways parallel to those for scholarship/creative activities and service. The performance of the candidate is evaluated from multiple sources as they relate to the librarian's area of specialization. Effective librarianship is an essential qualification for tenure and promotion, neither of which will be granted in the absence of clear evidence of a candidate's ability in librarianship and potential for continued development. Excellence in librarianship is a strong recommendation for both tenure and promotion, though it cannot be considered in isolation from scholarship/creative activities and service.

Effective professional librarianship may include, but is not limited to, outstanding performance in the main area of responsibility; participating in total Libraries activities, such as seminars and service on committees; enrolling in professionally-related continuing education activities, including advanced degree programs; maintaining current awareness through reading professional literature and attending meetings and workshops; and creating outstanding or substantial aids to research.

The effective professional librarian shows initiative, accepts responsibility, and contributes to planning and decision-making. Factors to be considered may include the following: analytical skills; decision-making capability; fairness in instruction and supervision of others; responsible delegation of authority; and independence of judgment and initiative, when appropriate.

In making judgments about librarianship, the University Libraries Tenure and Promotion Committee and the Dean of University Libraries may use annual written evaluations, personal interviews, and the like.

Scholarship/Creative Activities

Faculty members of the University Libraries are expected to constructively contribute to the field of librarianship and their areas of specialization through scholarship/creative activities. Evidence includes the production of scholarly and professional articles, books, lectures, presentations or papers; electronic and/or multimedia resources; editorial or analytical service for a scholarly journal or newsletter; innovations that constitute significant advancement of professional practice; grants; and/or performance of original presentations. These activities properly encompass a variety of venues and publication types and should focus primarily on refereed or reviewed work.

The University Libraries Tenure and Promotion Committee evaluates scholarship/creative activities on the basis of quality, extent, significance, usefulness, and creativity of the work. It should be emphasized that quality is more important than quantity.

Service

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

Professional service can take the form of serving as an officer in professional organizations; participating in committees, councils, accrediting bodies, or task forces; presenting tutorial lectures; acting as program chair or discussant for professional meetings; refereeing a competitive papers session; holding membership in professional organizations; serving with professional publications; or reviewing grant proposals. While it is impossible to define the exact nature of significant professional service, more is required than membership in an organization and attendance at meetings.

Institutional service may include participation in departmental or university committees, councils, task forces, and the Faculty Senate; involvement in the governance of the University or the broader academic community; and attendance/participation in University activities such as colloquia and seminars. A certain amount of such service is expected of every faculty member.

 Outreach or public service activities primarily involve sharing professional expertise with parties outside the University but may include non-professional activities that directly support the goals and mission of the University Libraries and the University.

CRITERIA FOR TENURE

The basic criteria for tenure are the same as the requirements for the appropriate faculty rank of the candidate. No faculty member can be granted tenure without meeting the

eligibility requirements for Associate Professor or higher rank or having already attained that rank. In addition the following considerations are relevant to recommendations concerning tenure, but do not imply a right to tenure:

- effectiveness of the candidate's performance as a librarian;
- quality of the candidate's professional, University, and public service;
- quality of the candidate's scholarly/creative publications/activities
- willingness and ability to work constructively with colleagues and students;
- significance of the candidate's contribution to the growth and development of the University Libraries;
- projections concerning the University Libraries present and future priorities and needs.

Mid-Term Review

The University Libraries Tenure and Promotion Committee and the Dean of University Libraries evaluate faculty in tenure-track positions in September following completion of the faculty member's third year of service in the position. To provide the faculty member information regarding the status of progress toward tenure and promotion, this mid-term review is based on materials from the annual evaluations plus any other information supplied by the faculty member as evidence of accomplishments and potential in librarianship, scholarship and/or creative activities, and service. The format for the midterm review is the same as that for the tenure and promotion consideration but will not involve external peer review.

Candidates are advised to give serious consideration to the comments and suggestions made as part of the mid-term review. A positive mid-term review does not guarantee tenure and/or promotion.

RULES AND PROCEDURES FOR TENURE AND PROMOTION

Each candidate for tenure and/or promotion is evaluated in terms of librarianship, scholarship/creative activities, and service, which are interrelated and considered collectively. All candidates for tenure and/or promotion are urged to become familiar with the detailed section on "Academic Freedom, Tenure, and Promotion" in *The University of Memphis Faculty Handbook*. The University Libraries guidelines and criteria may be more specific than University policies and may indicate policies unique to the department.

The University Libraries annual review policy parallels that contained in the *University of Memphis Faculty Handbook* under "Faculty Evaluation and Planning Report." University Libraries Faculty are evaluated during each Spring semester, in accordance with procedures developed and approved by the Libraries faculty and the Dean of University Libraries. Because the annual review documents librarianship, scholarship /creative activities, and service, it parallels the areas of consideration for tenure and/or promotion

and can assist faculty members in gauging their progress toward it. However, satisfactory ratings on the annual evaluations alone do not guarantee tenure or promotion.

All candidates for tenure and/or promotion in the University Libraries are evaluated by the University Libraries Tenure and Promotion Committee and by the Dean of University Libraries. The University Libraries Tenure and Promotion report accompanies the application throughout the process. Recommendations from the committee and the Dean of University Libraries will be forwarded to the Provost.

Guidelines

At the heart of the tenure and promotion process is the need (a) to spell out specific requirements for tenure and for promotion, (b) to inform faculty yearly as to their progress, and (c) to communicate these criteria to the Dean of University Libraries and the Provost. Accountability for implementing this process begins at the University Libraries level with clearly defined guidelines and criteria for the assessment of faculty for tenure and promotion.

Specific written guidelines have been developed and reviewed by the University Libraries Faculty and reviewed by the University Libraries Faculty and the Dean of University Libraries and approved by the Provost. These guidelines are distributed to faculty members at the time they join the faculty, at the time of the mid-term review, and at the time of application for tenure and/or promotion. These written guidelines are discipline specific, although in harmony with the general University guidelines. They contain the specific criteria and procedures for faculty assessment and are updated as needed.

These "Guidelines and Criteria for Tenure and/or Promotion, University Libraries" are to be included in the tenure and promotion materials sent forward from the University Libraries to all University levels on behalf of the candidate. In addition to the information in this document, the University Libraries Faculty assists untenured faculty through a mentor program directed by the Chair of the University Libraries Tenure and Promotion Committee. The Chair of the University Libraries Tenure and Promotion Committee will meet with all new untenured faculty and coordinate the assignment of a mentor for each one. The Chair will review the mentor assignments each year, as appropriate, to ascertain the viability of each assignment.

Recommendations for or against faculty eligible for tenure originate from within the University Libraries and include appropriate participation in the recommendation by the University Libraries Tenure and Promotion Committee.

Eligibility for Tenure and Promotion

A faculty member on tenure track with the rank of assistant professor or higher who has completed a probationary period of five full academic years (unless otherwise prescribed in writing and approved by the Dean of University Libraries and the Provost) must make application for tenure. Applications for tenure are to be submitted in the Fall semester of the sixth year. Candidates for tenure must meet eligibility requirements for promotion to at least associate professor or have already attained that rank.

Tenure

Tenure applications receive one of two responses: tenure may be granted or tenure may be 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.

Promotion

Faculty members may apply for promotion when they believe they meet the established criteria. The minimum criteria for promotion are stated herein. Faculty members are advised, but not required, to confer with the Dean of University Libraries in the Spring semester prior to submitting applications for promotion in the following Fall semester.

Application Timetable

The Provost of the University establishes the timetable for tenure and promotion decisions. The Dean of University Libraries informs Library faculty of this timetable.

The faculty member must make a formal application for tenure and/or promotion to the Dean of University Libraries who informs the Chair of the University Libraries Tenure and Promotion Committee of that application. In the event no application is received at the appropriate time for a faculty member to apply, the committee and the Dean of University Libraries would still need to make a recommendation, so the review would be conducted absent the application. Each faculty member in a full-time University Libraries tenure track position is considered for tenure in the Fall semester of the sixth year.

The Dean of University Libraries, the Provost, and the President must approve exceptions to this schedule in writing at the time of hiring. These exceptions may include early tenure consideration or expedited tenure consideration. Early tenure consideration takes place prior to the Fall of the sixth year but follows the usual paperwork submission and review process. Expedited tenure consideration takes place immediately following a person's appointment. It follows the normal review process but uses paper submitted during the hiring process rather than the usual paperwork submission.

Preparing for Tenure and/or Promotion

Candidates for tenure and for promotion should work closely with the appropriate Libraries Department Head and/or the Dean of University Libraries to define goals and to establish documented evidence of effectiveness to be sure that they are meeting the obligations and performing at the level of expectation of the University Libraries and The University of Memphis. Physical evidence of effectiveness is required and becomes part of the faculty member's ongoing and continuously updated file.

Dossier

General procedures designed to establish a minimal degree of uniformity across the University are available for review in the *The University of Memphis Faculty Handbook.* It is the responsibility of each candidate to document the nature and extent of involvement in activities relevant to the judgments being made. Leadership roles and accomplishments during the performance of these activities should be detailed and supported with documents by the candidate and/or testimonials from other participants or observers. Professional recognition for service performed should be included. In preparing the dossier, candidates should seek help from their mentor and colleagues, particularly those who have served on the University Libraries Tenure and Promotion Committee.

External Peer Review

Tenure and promotion to associate or full professor require external peer review. The candidate will begin developing a list of four to eight external reviewers during the Spring semester preceding the Fall semester tenure and promotion process. Using the candidate's list the University Libraries Tenure and Promotion Committee and the Dean of University Libraries develop the final list of external peer reviewers. In an effort to minimize biases for or against the candidate in the selection of qualified reviewers, the final list includes names from the candidate's list and from one prepared by the University Libraries Tenure and Promotion Committee in consultation with the Dean of University Libraries. (The Dean of University Libraries has the option to inform the candidate of the identities of the external peer reviewers.)

The Tenure and Promotion Committee

The University Libraries Tenure and Promotion Committee consists of all Associate Professors and Professors, with the exception of the Dean of University Libraries. The Committee elects its own chair. A person who is being considered for promotion or tenure is not eligible to serve on the Committee.

The major share of the responsibility for appraising a candidate rests with the University Libraries Tenure and Promotion Committee and the Dean of University Libraries. They determine not only present qualifications for tenure and promotion, but also the potential for continual development, an important consideration if the vitality of the University is to be maintained. The appraisal is a thorough evaluation of the candidate's activities in librarianship, scholarship/creative activities, and service, supported by substantial evidence.

The duties of the University Libraries Tenure and Promotion Committee are to give serious and fair consideration to all candidates for promotion and/or tenure. Upon completion of voting on each candidate, with a simple majority required for the Committee recommendation, the Committee delivers to the Dean or Associate Dean (as appropriate) of University Libraries a detailed recommendation and rationale. The exact vote count will accompany each recommendation. A written minority opinion may be included.

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John Evans, Associate Dean & Executive Director, University Libraries