Introduction:
Each candidate who applies for tenure and/or promotion should first consult the current edition of the Faculty Handbook for guidelines and format for properly preparing his/her dossier. The Tenure and Promotion Guidelines for the Herff College of Engineering are intended to provide further clarification and specification of the guidelines of The University of Memphis as they pertain to our particular college. These guidelines, among other procedural information, provide minimal requirements for each department in the Herff College of Engineering. Each department in the College provides its own more detailed set of guidelines and requirements. The candidate should also review the applicable departmental tenure and promotion guidelines that are in effect, the current college guidelines as well as the time schedule for the application and responsibilities for preparing the different sections of the dossier.

In the event any policy or provision in these guidelines is in conflict with either the current edition of the University of Memphis Faculty Handbook or THEC rules, the Faculty Handbook or THEC rules shall prevail.

Each department must develop and maintain written procedures for tenure and promotion, consistent with College and University policies. The departmental criteria are to describe the expectations in the areas of teaching and advising, research and scholarship, and service. All prospective faculty members, prior to their acceptance of a faculty position in a department should be informed in writing of the procedures and criteria for tenure and promotion and of their responsibilities with regard to these procedures.

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Part I. The Dossier for Tenure and Promotion.

Each faculty member is expected to have a commitment to and competence in the areas of teaching, scholarship, and service. Definitions of teaching, scholarship and service and examples of these activities are provided in the current edition of the Faculty Handbook. Variations in the demonstration of commitment to and competence in teaching, scholarship and service will occur between departments and even among faculty members within individual departments. Additionally, teaching, scholarship and service are interrelated, and some activities may span more than one area. The College guidelines are designed to recognize
these factors when considering individuals for tenure and promotion to Associate and Full Professor.

Teaching is central to the purposes and objectives of the University of Memphis. Teaching encompasses classroom instruction, course development, mentoring students in academic projects including theses and dissertations, testing, grading, and the professional development of the faculty member as a teacher. Within the Herff College of Engineering, commitment to and competence in teaching is evidenced by the demonstration of an ability to provide effective teaching via actions such as:

- Course development
- Laboratory development
- Educational courseware development
- Letters of support from prior students
- Teaching awards
- Teaching evaluations (e.g., SETE forms or equivalent, and internal peer evaluations)
- Mentoring of students

Scholarship is a discipline-based, multidisciplinary activity that advances knowledge and learning by producing new ideas and understanding. Within the Herff College of Engineering, scholarship embraces creative activity, application, integration, and scholarship of teaching and traditional research. Interdisciplinary and collaborative work, engaged scholarship, and applied research are equally valued within the context of the College’s research mission. Commitment to and competence in scholarship within the College is evidenced by the demonstration of an ability to perform independent research and scholarly activities as described in department guidelines such as:

- Refereed journal and conference publications, and granted patents
- Invited papers and presentations at the, state, national and/or international level
- Substantial contributions to independent research
- Success in obtaining external research funding
- Active involvement with undergraduate and/or graduate students in research activities

Service includes service to the university, service to the profession, and outreach to the community. These functions may overlap in some instances. Within the Herff College of Engineering, service encompasses serving on and/or leadership roles in departmental, college, university and/or professional organization committees, academic advising, editorships, journal/grant proposal reviewership, guest/invited lectureships and outreach/service to communities via professional expertise and in support of the University mission. Commitment to and competence in service on the part of the candidate is evidenced by the demonstration of effective service such as:
• Active participation in professional society activities
• Service on and/or leadership of professional societies and/or society committees
• Development of seminars, short courses, or other professional training tools
• Active participation on and/or leadership of University, College and Department Committees
• Publication of bulletins, manuals, software, brochures, audio-visual presentations or other significant contributions to the profession
• Other activities that provide service to the University, College, and/or Department community and profession

The Dossier. The format and organization for preparing the Dossier are found in the current edition of the Faculty Handbook. 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. The candidate's dossier must conform to the University format.

Promotion from Assistant to Associate Professor will accompany the awarding of tenure unless that rank has already been attained. In the case of tenure and promotion to Associate Professor, the individual must clearly present a history of significant achievement as a professional educator and scholar, as well as a strong potential for future professional growth and development. This includes

1. evidence that he/she is an effective teacher with a history of quality teaching activity;
2. the ability to perform independent research or scholarly activity with a record of growing research/scholarly activity;
3. evidence that he/she has provided service to the institution, community and/or the profession.

Promotion from Associate to Full Professor requires individuals clearly be leading scholars and educators whose national or international stature can serve as a standard for professional achievement. This includes

1. evidence that he/she has sustained high-quality effective teaching activity;
2. a record of sustained high-quality research/scholarly activity;
3. evidence that he/she has sustained service to the institution, community and/or to the profession.

Part II. Department Policies and Procedures

Participation in the Department Tenure and Promotion Committee is an important duty of every tenured faculty member. It is expected that all eligible Department Tenure and
Promotion Committee members will carefully review candidate files and participate in departmental deliberations and votes. It is further expected that all faculty members who have attained the rank of either associate or full professor will participate in the mentoring of faculty who have not yet attained that rank.

1. The Tenured Associate and Full Professors of the Department, in consultation with the faculty, shall be responsible for establishing departmental policies and procedures for tenure and promotion. The policies and procedures must be approved by a simple majority of all tenured associate and full professors.

2. The Department shall develop specific criteria and guidelines which it expects a candidate to meet for tenure and promotion purposes. The Department, College, and University guidelines shall be made available online and the chair of each department’s committee should provide updates to the Dean as they become available for publication. It is, however, the responsibility of the candidate to keep current on changes in the guidelines.

3. For faculty with a five-year or six-year tenure probation period, a mid-term evaluation during the spring term of the third academic year will be made by the Department's Tenure and Promotion Committee and the Department Chair. For faculty members with a four-year tenure probation period, the mid-term evaluation should be conducted during the spring term of the second academic year. This evaluation, based on requirements for tenure and promotion, should provide information to the candidate on progress towards tenure and promotion. This evaluation should mirror the process used by the Department Committee. A written report of the evaluation shall be provided to the candidate and include any concerns, and what must be done to address those concerns. The Committee's report, as well as one by the Department Chair, shall be forwarded to the Dean. Faculty with tenure probation periods of three years or less will not undergo a mid-tenure review. Annual evaluations by the Department Chair should contain statements regarding progress toward tenure and promotion.

4. For tenure and promotion to Associate Professor, the Department Tenure and Promotion Committee shall consist of all tenured Associate and Full Professors. For promotion to Full Professor, the Committee shall consist of only tenured Full Professors. Spouses and other relatives of a candidate may not participate in deliberations or voting on that candidate. Only eligible Committee members who have reviewed a candidate’s files and are present for deliberations may vote.

5. Each department shall set a minimum number for committee membership and procedures for expanding the committee with faculty from other departments if the number of eligible members within the department is insufficient.

6. Each department shall devise specific criteria for solicitation of a minimum of four external peer reviewers of candidates for tenure and promotion following procedures outlined in the Faculty Handbook. Every effort should be made to minimize biases for or against the candidate when selecting qualified peers. The reviewers are to be chosen in accordance with departmental and Faculty Handbook guidelines. A summary of the reviewers' credentials will be included in the dossier.
Candidates will not have access to the external review letters at the departmental level.

7. While the University’s minimum number of external peer reviewers of candidates for tenure and promotion is four, the Herff College of Engineering Tenure and Promotion Committee strongly encourages departments to provide a minimum of five letters of peer review. While not required, the committee has observed a number of cases where candidates were disadvantaged by either a reviewer withdrawing at the last moment, resulting in fewer than four review letters, or one or more of the letters being overly abstract in their commentary to the point that they were not persuasive evidence in review of the candidate. The fifth letter can serve as a back-up in such cases. Because the college-level committee is not, as a group, expert in every field of the college, it must rely more heavily on the external review letters than the department committee.

8. Regardless of the number received, all external review letters must be uploaded as part of the dossier. Neither the candidate nor the Department shall have the ability to select a subset of the letters even if more than the university minimum were solicited.

9. 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 of the candidate. To the extent possible, the external reviewers should be selected from peer or peer-aspirational institutions and reviewers for candidates seeking the rank of Professor should be professors themselves.

10. The recommendation and supporting statement of the Departmental Tenure and Promotion Committee shall be forwarded to the Department Chair along with the completed vote signature page. The supporting statements should accurately reflect the deliberations of the Committee, including a discussion of concerns expressed by those who did not support the candidate’s application.

11. The Department Chair shall be responsible for providing in the dossier a written evaluation of the candidate’s dossier. The Department Chair’s recommendation is completely separate from the Committee’s recommendation. The Department Chair may not be present during the Committee’s deliberations or votes.

12. The Chair shall forward the Committee’s report as well as his/her own recommendation and supporting statement to the Office of the Dean.

13. Requests for a tenure probation reduction are to be submitted to the Dean no later than March 1st of the calendar year in which the tenure application will be made unless negotiated at the time of hire. Requests not agreed to at the time of hire require an approval letter to be included in the candidate’s dossier with signatures of the Chair, Dean, Provost, and President.

14. Early promotion to Associate Professor requires a memo from the Department Chair in the dossier, unless an early promotion application was stipulated in the offer letter.
Part III - College-Level Policy and Procedures for Tenure and Promotion

The College committee has responsibility for ensuring that the dossiers are consistent with Department, College, And University policies as well as for making recommendations concerning the applicant's qualifications for tenure and/or promotion in accordance with policy and procedures outlined in the Faculty Handbook. Its purpose is to ensure adherence to institutional procedures and criteria, to prevent departmental inbreeding and doctrinal conformity, to review the completeness of the information presented, and to question any omissions in criteria or variations in procedure. The College Tenure and Promotion Committee shall review the written standards from the candidate's department and make a judgment regarding the candidate's achievement of those standards. The College Committee also shall examine the candidate's credentials relative to the College guidelines in order to ensure that the professional expectations of the College have been achieved. Finally, this Committee shall review the candidate's potential for future growth and development based on the evidence presented in the candidate's materials and the evaluative comments of the Department Tenure and Promotion Committee and Department Chair.

The College Tenure and Promotion Committee operating procedures shall be as follows:

1. The Dean shall assemble the Committee for its initial meeting in October of each year.
2. Committee officers will consist of a Chair and Chair-elect. The officers will serve for two (2) consecutive academic years; the first year as Vice-Chair, and then succeeding to the Chair position in the second year.
3. The first order of business shall be the election of the Vice-Chair through a process of open nominations and using a simple majority vote. The Vice-Chair is elected annually.
4. The Vice-Chair will become Chair at the beginning of the academic year following his/her election to this position. Any member who has two or more years remaining in his/her term is eligible to be elected Vice-Chair.
5. A person cannot serve as Chair and Vice-Chair concurrently.
6. The Chair and Vice-Chair shall facilitate the work of the committee and have full voting privileges.
7. The Chair shall be responsible for maintaining the agenda, completing and filing the final candidate report in the Office of the Dean and ensuring that all vote counts are properly recorded.
8. For tenure and promotion decisions, the committee must have all qualified members present to vote.
9. The Committee Chair shall be provided with the candidate's materials, including the recommendation documents of both the Departmental Tenure & Promotion Committee and the Department Chair. The transmittal of this material will be from the Department Chair via the Dean to the Chair of the College Tenure & Promotion Committee.
10. The Vice-Chair will be responsible for assisting the Chair in their duties and will
assume chair responsibilities if the Chair is unable to complete their duties for any reason.

11. Each Committee member shall be expected to review the files of all applicants.
12. Candidates from a single department shall be considered individually.
13. Committee members must excuse themselves when candidates from their departments are discussed and voted upon. Those committee members may, however, be requested to appear before the Committee to respond to specific informational questions from the Committee. Discussion of responses to these questions and other matters pertaining to the candidate would continue subsequent to dismissal of the member in question.
14. All members, with the exception of those who have excused themselves, will be eligible to vote on candidates for tenure and promotion. Each member shall vote yes, no, or abstain. Abstentions will not be considered in determining the majority. Tie votes will be reported simply as such, not as positive or negative recommendations.
15. Because promotion to Associate Professor accompanies tenure in all cases, unless that rank has already been attained, the vote for tenure shall also be the vote for Associate Professor, where applicable.
16. In all decisions on tenure and/or promotion, the Committee shall include a written rationale for its vote reflecting the Committee's discussion. This rationale shall be written by the Committee and collated by the Chair prior to being made a part of the Committee's final report.
17. Committee members shall maintain complete confidentiality regarding deliberations of the Committee. The Committee Chair shall complete and sign the recommendation reports and forward them to the Dean.
18. If the decision of the College Committee is not unanimous, the committee may also submit to the Dean a minority report with the rationale for dissenting opinions.
19. The Dean shall prepare a recommendation and report based on available material. Subsequently, the Dean shall forward all appropriate forms and his/her report/recommendation as well as those of the Department Chair and both the College and Department Tenure and Promotion Committees to the Office of the Provost.
20. When a senior faculty member is hired with expectation of tenure, the Committee will convene a special meeting to examine the faculty member's credentials. The Committee's recommendation will be forwarded through the Dean, Provost, and President in time for consideration at the Board of Trustees first meeting of the next academic year.

Part IV – Approvals

Implementation of these guidelines is subject to a simple majority approval of all the members of the Herff College Tenure and Promotion Committee as representatives of their respective departments. The guidelines shall become effective upon final approval by the Dean and the Provost.
1. Updates and amendments to this document should be submitted to the Dean no later than the last day in February of each year.
2. Other proposed amendments may be introduced by tenured associate and full professors and must be approved by the Tenure and Promotion Committee of the department of the person presenting the amendment. Amendments and updates may also be introduced by the Dean and the College Tenure and Promotion Committee.
3. All proposed changes shall be forwarded to the Office of the Dean. The Dean shall forward proposed amendments to the College Tenure & Promotion Committee for discussion and review during the academic year in which the amendment is proposed.
4. The College Tenure and Promotion Committee shall review any changes or amendments and vote to either approve or disapprove of any changes.
5. Any amendment must be approved by a simple majority vote of all committee representatives after consultation with their respective departments. In this vote the committee members are meant to represent the will of their respective departmental colleagues rather than their personal opinion or desire. The updated document will be forwarded to the Office of the Dean for approval by the Dean and Provost.

Part V – Scholarship, Research and Creative Activity Guide

The criteria and guidelines for assessing scholarship, including research and creative activities, are established by the individual departments and tailored to the specific requirements and structures of their disciplines. It is the responsibility of each department to articulate the types of scholarly, research and creative activities that align with the mission of the Department, College, and University. It is the candidate’s responsibility to demonstrate the quality and significance of work within these parameters.

The faculty review committees at the department and college levels assess the record of scholarship with regard to quality, innovation, and contributions to the field. For a more detailed description faculty members should consult their individual departmental tenure and promotion documents.

Part VI – Herff College of Engineering Tenure & Promotion Committee Selection Procedure

The membership requirements and selection process for the College Tenure and Promotion Committee shall be as follows:

1. Each member must be a tenured Associate or Full Professor.
2. The Committee shall consist of a minimum of five (5) members, one representative from each department within the College.
3. An additional two (2) members shall be appointed by the Dean in order to ensure the full representation of faculty competence in teaching, scholarship, and service.
4. One term of service is three (3) consecutive years.
5. The departmental representative members of the Committee will be elected by simple majority of all the tenured and tenure-track faculty members within their department.
6. Members appointed by the Dean will be selected from tenured Associate or Full Professors in the College.
7. In the event that there would be only one committee member eligible to vote on a Full Professor candidate, the Dean will appoint an ad hoc member to the College Committee to review and vote on that candidate.
8. No member of the committee who is currently serving in an academic administrative position (for example, department chair, dean, associate dean, vice-provost, vice-president, provost or president) is eligible to serve on the committee while serving in the administrative position.
9. A specific faculty member cannot serve more than two consecutive terms unless no other candidate is eligible.
10. If a departmental representative cannot serve the full term, the department shall elect a replacement to finish the term.
11. If a member appointed by the Dean cannot serve the full term, the Dean shall appoint a replacement to finish the term as needed.
12. Committee members must excuse themselves from the portion of the meeting involving the discussion of candidates from their own department and may not vote upon these candidates.