

**University of Memphis**  
**College of Communication and Fine Arts**

**Tenure and Promotion Guidelines**

The Tenure and Promotion Guidelines for the College of Communication and Fine Arts 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 unit in the College of Communication and Fine Arts. Each unit shall develop its own more detailed set of guidelines and requirements.

[Part I. The Dossier for Tenure and Promotion](#)

[Part II. Department Policies and Procedures](#)

[Part III. College-Level Policy and Procedures for Tenure and Promotion](#)

[Part IV. Approvals](#)

[Part V. Research and Creative Activity Guide](#)

[Part VI. Tenure and Promotion Committee Selection Procedure](#)

**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. Variations will occur between departments and even among faculty members within individual departments.

Within the College of Communication and Fine Arts, scholarship embraces both creative activity and traditional research. Interdisciplinary and collaborative work, engaged scholarship, and applied research are equally valued within the context of the College's research mission. Contributions include architecture and interior architecture; the creation, performance, and exhibition of new works of art; design (graphic, scenic, sound, lighting, and costuming); music, theatre, and dance performance; film, video and new media productions; scholarly publications and presentations; commissioned and professional work; other comparable artistic and scholarly achievements.

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.

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 demonstrate a history of significant achievement as a professional educator and scholar, as well as a strong potential for future professional growth and development.

Individuals considered for promotion from Associate to Full Professor should clearly be leading scholars/artists and educators whose national or international stature can serve as a standard for professional achievement.

1. The candidate's dossier must conform to the University format.
2. Any additional college-specific requirements will be forwarded to departments and candidates in the spring semester of each year.

## **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. A mid-term evaluation during either the spring term of the third academic year for each tenure-track faculty member with a six-year tenure probation period will be made by the Department's Tenure and Promotion Committee and the Department Chair. For faculty members with a five-year tenure probation period, the mid-term evaluation should be conducted during the spring term of the third academic year. 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. 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 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. Teaching effectiveness is of critical importance in evaluating a candidate for tenure or promotion. In accordance with the evaluation policies set forward by the office of the provost, candidates should not submit solicited peer-evaluations of teaching in section 6.4 of the dossier. Instead, the chair of each department/school, or their designee, shall arrange for a minimum of one peer review of teaching for each year of the probationary appointment period to be included in this section of the dossier. Candidates for full professor should have a minimum of two peer reviews of teaching written by other full professors, and taken from the three-year period leading up to their application for promotion. With prior approval of the Dean of the college, the chair or their designee may appoint individual(s) outside of the department and, if necessary, outside of the college or university with appropriate stature and experience in the discipline to provide one or more of the teaching evaluations in section 6.4. In this case a rationale for the substitution should be included along with the evaluation document and such substitution should be seen as an exception only to be used in extenuating circumstances such as the lack of any full professors in a department. Any teaching reviews solicited by the candidate should be included as part of the Supplemental Materials presented in section 10.2.
6. 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.
7. Each department shall devise specific criteria for solicitation of a minimum of four external peer reviewers of candidates for tenure and promotion. 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 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.
8. While the University's minimum number of external peer reviewers of candidates for tenure and promotion is four the College of Communication and Fine Arts Tenure and Promotion Committee strongly encourages departments/schools 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 overtly 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 cases where a reviewer does not follow-through on their commitment to provide a review or where one or more the letters is inconclusive. Since 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/school committee.

9. Regardless of 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 even if more than the university minimum were solicited.
10. 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.
11. 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.
12. The Department Chair shall have the responsibility 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.
13. The Chair shall forward the Committee's report as well as his/her own recommendation and supporting statement to the Office of the Dean.
14. Requests for a tenure probation reduction are due to the Dean no later than March 1st of 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.
15. 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 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 as well as 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. The first order of business shall be the election of a committee Chair

through a process of open nominations and using a simple majority vote. The chair shall facilitate the work of the committee and have full voting privileges.

2. 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.
3. The Committee must have all members present qualified to vote on the agenda at hand to conduct business.
4. 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.
5. Each Committee member shall be expected to review the files of all applicants.
6. Candidates from a single department shall be considered individually.
7. Committee members must excuse themselves when candidates from their departments are discussed and voted upon. They may, however, be requested to appear before the Committee to respond only to specific informational questions approved by 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.
8. The Committee, through its Chair, may request that the Chair of the Department Tenure and Promotion Committee respond to specific questions from the Committee.
9. 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.
10. 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.
11. 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.
12. 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.
  - 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.

- When a senior faculty member is hired with the expectation of tenure, the Committee will convene a special meeting to examine the faculty member's credentials. The Committee's recommendation will then be sent forward 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 college Tenure and Promotion Committee as representatives of their respective departments and school. The guidelines shall become effective upon final approval by the Dean and the Provost.
- Updates and amendments to this document should be submitted to the Dean no later than the last day in February of each year and should, at minimum, include a review of the tables in section V.
  1. 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.
  2. 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.
  3. The College Tenure and Promotion Committee shall review any changes or amendments and vote to either approve or disapprove of any changes.
  4. Any amendment must be approved by both a simple majority vote of all committee representatives after consultation with all the members of their department. In this vote the committee member is 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 – Research and Creative Activity Guide**

The criteria and guidelines for assessing research and creative activities are established by the individual units and tailored to the specific requirements and structures of their disciplines. It is the responsibility of each unit to articulate the types of scholarly and creative activities that align with the mission of the department, college, and university and 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.

The following outline gives some examples of research and creative activity in the College and should be considered as a reference only. For a more detailed description faculty members should consult their individual departmental tenure and promotion documents.

**Architecture**

<b>Types of Research and Creative Activity</b>	<b>Evidence of Quality, Innovation, and Contribution to the Discipline</b>
<p>Conventional research consisting of the following:</p> <ul style="list-style-type: none"> <li>• discipline-appropriate works such as authored or edited books or chapters;</li> <li>• discipline-appropriate articles in journals with international or national stature;</li> <li>• presentations at conferences of significant professional organizations in architecture, interior design, urban design, or related fields;</li> <li>• competitive grants.</li> </ul>	<p>Significance of journal, publication, or venue; judgment of reviewers and other professionals in the field.</p>
<p>Creative activities and professional practice including:</p> <ul style="list-style-type: none"> <li>• architectural, interior design, urban design, city planning, or engineering commissions (built or unbuilt);</li> <li>• architectural or design or related competitions;</li> <li>• design consulting;</li> <li>• technical consulting;</li> <li>• other design work (furniture, graphic, landscape, product, exhibit, and so forth);</li> <li>• professional registration or certification (NCARB, NCIDQ, AICP, PE, LEED AP);</li> <li>• development of new and meaningful pedagogy;</li> <li>• studio and performance art (photography, painting, sculpture, and so forth);</li> <li>• grants in support of any of the above.</li> </ul>	<p>Significance of creative activities and professional practice; judgment of reviewers and other professionals in the field.</p>
<p>Engaged scholarship activities which:</p> <ul style="list-style-type: none"> <li>• involve academic projects that engage faculty members and students in a</li> </ul>	<p>Significance of discovery or solution to the field as documented by professionals and peer review.</p>

<p>collaborative and sustained manner with community groups;</p> <ul style="list-style-type: none"> <li>• connect university outreach endeavors with community organizational goals;</li> <li>• foster mutual productive relationships between the university and the community;</li> <li>• result in excellence in engaged scholarship through such products as collaborative reports, design-related projects, peer-reviewed publications, documentation of impact, and so forth;</li> <li>• result in acceptance of reports, projects, and other deliverables by the clients(s) for implementation or use;</li> <li>• grants in support of any of the above.</li> </ul>	
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**Department of Art**

**Art Education**

<b>Types of Research and Creative Activity</b>	<b>Evidence of Quality, Innovation, and Significance</b>
<p>Publication of research in an art education, education, or pedagogy periodical, book, catalogue, or on-line source; articles, books, curatorial work, education exhibits, presentations or interactive media projects about art education, pedagogy, professional practice, or the visual arts</p>	<p>Significance of publisher and distribution; awards and honors from visual arts education organizations; inclusion or citation or work in anthologies, articles, books; written reviews; professional and peer evaluations; internal and external grants.</p>
<p>Engaged scholarship projects in the fields of art education and studio practice, including collaborative partnerships with museums, art organizations, school systems and/or community organizations</p>	<p>Significance of venue; written reviews; professional and peer evaluations; internal and external grants; awards and honors.</p>
<p>Public exhibitions of creative work in museums, galleries, alternative spaces, and other venues; juried and/or invitational exhibitions; commissioned projects in the studio practice.</p>	<p>Significance of venue; contribution to the field and significance of subject.</p>
<p>Presentation and installation of work at conferences</p>	<p>Significance or venue, status of conference (regional, national, international); publication in conference proceedings; peer evaluations.</p>

**Studio Art (Ceramics, Painting, Photography,  
Printmaking, Sculpture)**

Public exhibitions of work in museums, galleries, alternative spaces, festivals, and other venues; Commissioned projects in the studio practice.	Juried and invited exhibitions; Critical review or publication of work in a visual art periodical, catalog, or book; awards, grants, or honors; Status of exhibition space or venue.
Articles, books, curatorial work, education exhibits, presentations or interactive media projects about studio practice.	Significance or venue, status of conference (regional, national, etc.); publications, citations, etc.

**Graphic Design**

Professional practice and client-initiated projects in print or digital media; Self authored projects in print or digital media	Publications, awards, grants, honors, inclusion or citation or work in anthologies, articles, etc.; juried design exhibitions, invited design exhibitions.
Articles, books, curatorial work, educational exhibits, presentations or interactive media projects about graphic and communication design.	Publication, awards, grants, honors, on-line publication of work at curated sites; inclusion or citation or work in anthologies, articles, etc.; juried design exhibitions, invited design exhibitions.

**Art History**

Single-Authored book-length publications	Significance of publisher and distribution; contribution to the field and significance of subject.
Catalog essays, book entries, reviews and articles	Significance of journal or publication venue; judgment of reviewers and other professionals in the field.
Curated Exhibitions	Significance of venue, written reviews; professional and peer evaluations; internal and external grants, awards.
Academic texts	Significance of publisher and distribution; contribution to the field and significance of subject.
Professional presentations	Significance of venue; publication in conference proceedings; peer evaluations.

**Department of Communication and Film**

### Communication

Types of Research and Creative Activity	Evidence of Quality, Innovation, and Significance
Scholarly books, articles, or papers; grant writing	Significance of book press, academic journal, or publication; judgment of reviewers and other professionals; submittal for external and internal grants as a part of securing research funding
Conference presentations; conference publications	Significance of conference; publication in conference proceedings
Creation, direction, production of public communication; i.e. health communication campaigns, speech writing, political communication, etc.	Critical reviews; effectiveness of campaign strategies; critical analysis of the materials produced; internal and external funding

### Film

Creation and direction of films, video, audio, and other electronic media	Significance of venue or broadcast outlet; post-broadcast distribution; reviews; grants; honors and awards; festival screenings; invited exhibitions; internal and external funding
Scholarly books, articles, or papers; grant writing	Significance of book press, academic journal, or publication; judgment of reviewers and other professionals; submittal for external and internal grants as a part of securing research funding
Conference presentations; conference publications	Significance of conference; publication in conference proceedings

### Department of Journalism and Strategic Media

Types of Research and Creative Activity	Evidence of Quality, Innovation, and Contribution to the Discipline
Publication of refereed journal articles; scholarly books and journalism textbooks; presentations at professional conferences; editing and judging the research of other scholars in refereed journals	Significance and impact of publication; selection process for refereed journals; recognition and review by recognized scholars in the field.
Community-based scholarship (application of skills and knowledge of journalism and mass communication to community	Significance and impact of research project on community issues; application of

concerns). Also called “engaged scholarship.	research findings to real-world problems; external funding and grants.
Consistent publication in non-refereed sources, such as articles or essays in newspapers, magazines, trade journals; professional association pamphlets, newsletters and magazines;	One or more of the following: Consistency of publication or production projects; external peer review; extent of readership; advancement of professional journalism practice.
Professional production of television or film programs, reports, or documentaries;	Significance of venue or broadcast outlet; post-broadcast distribution; reviews; grants; honors and awards; festival screenings; invited exhibitions; internal and external funding
Professional production of mass media website development projects.	Impact and reach of publicity; reviews; honors and awards; grants; internal and external funding.
Professional design of strategic media projects, such as advertising campaigns and marketing plans.	Impact and reach of publicity; reviews; honors and awards; grants; internal and external funding.

### School of Music

<b>Types of research and creative activity</b>	<b>Evidence of quality, innovation, and significance</b>
Scholarly research: publication of scholarly articles, chapters, books	Significance of journal or publication: judgment of reviewers and other professionals
Scholarly research: publication of editions of music	Significance of publisher, distribution, judgment of reviewers and other professionals
Scholarly research: papers, workshops, panels at professional meetings	Significance of the conference, publication in conference proceedings, peer evaluation
Musical performance	Significance of performance (e.g., premiere, exploration of underrepresented repertoires, revival of performance traditions of the past, contribution to cultural life), significance of venue and sponsoring organization, selection criteria, written reviews, peer evaluation
Recordings and broadcasts (for performers, including conductors)	Significance of performance, significance of recording label or broadcasting

	organization, extent of distribution, written reviews, peer evaluation
Recordings (for music industry)	Significance of recording label, significance of performers, written reviews, peer evaluation, grants and awards
Composition	Significance of musical or cultural contribution, significance of performers and venue or recording label, significance of publisher, written reviews, peer evaluation, awards and grants. If recorded, extent of distribution.
Conducting and directing	Significance of performance and venue, selection criteria, written reviews, peer evaluations, honors and awards
Application of professional expertise to the solution of practical problems (especially music industry: recording, sound design, entertainment law, marketing, management)	Significance of discovery or solution to the field, as documented by professional and peer review, and by acceptance of the technique or solution in the industry

### **Department of Theatre and Dance**

<b>Types of Research and Creative Activity</b>	<b>Evidence of Quality, Innovation, and Contribution to the Discipline</b>
Stage Direction, Choreography, and Performance	Significance of venue, selection criteria, written reviews; professional and peer evaluations; internal and external grants; honors and awards
Scenic, lighting, sound, and costume design and technical production	Significance of venue and selection criteria; written reviews; professional and peer evaluations; internal and external grants; honors and awards
Scholarly publication of articles, chapters, or books	Significance of journal or publication; judgment of reviewers and other professionals
Presentation of papers and workshops at professional meetings	Significance of venue; publication in conference proceedings; peer evaluations
Application of professional expertise to the solution of practical problems	Value and significance of discovery or solution to the field; external evaluation
Cross-disciplinary activities in scholarship; pedagogy; graphic design; film, video, and audio production; creative writing such as	Value and significance of cross-disciplinary activity; degree of collaborative involvement; publication or presentation of results

the composition or adaptation of stage scripts	
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### **Part VI - Tenure and Promotion Committee Selection Procedure**

- The membership requirements and selection process for the College Tenure and Promotion Committee shall be as follows.
  - Each member must be a tenured associate or full professor and meet the professional requirements expected of candidates for tenure and promotion from the member's respective department.
  - The Committee shall consist of one representative from each department and schools within the College. Each member will serve a two-year term. The members of the Committee will be elected by simple majority of all the tenured and tenure-track faculty members within each department and school. A specific faculty member cannot serve more than two consecutive terms.
  - One term of service is two (2) consecutive years.
  - Members of the Committee should not serve more than two consecutive terms.
  - One-half of the Committee members will rotate off each year while one-half will be retained from the previous year.
  - A Committee member must excuse themselves from the portion of the meeting involving the discussion of candidates from his own department and may not vote upon these candidates.