

1. THE BOARD OF REGENTS

- 1.01 Policies concerning reappointment, tenure, and promotion in The Texas State University System are set forth in the *Rules and Regulations* [http://www.shsu.edu/~pre_www/tsus/] of the Board of Regents, The Texas State University System, which body will be referred to as “the Board of Regents” in the remainder of this document. In any case of contradiction between this policy and the Board of Regents’ *Rules and Regulations*, the Board of Regents’ *Rules and Regulations* prevail.
- 1.02 Exceptions to the policies and procedures set forth herein may be authorized only by the President of the University.
- 1.03 Authority to approve reappointment, tenure, or promotion rests with the President, subject to the approval of the Board of Regents.

2. GENERAL PROVISIONS

- 2.01 Tenure. Tenure is the most important decision a university makes with regard to its faculty, and the quality of tenure decisions over the years determines in large measure the quality of the university. Tenure denotes a status of continuing appointment as a member of the faculty at Sam Houston State University. It is not granted automatically or on the basis of seniority. Tenure is granted to faculty, after a rigorous probationary period, on the basis of meritorious performance in teaching, research, and service. A faculty member is normally reviewed for tenure during the sixth year in a tenure-track position. The length of the probationary time period may be modified in accordance with Section 4.05 of this policy at the time of employment.

On rare occasions, truly outstanding faculty may be considered for tenure prior to completion of the probationary period. Early consideration of tenure requires the approval of the appropriate chair and dean prior to the second Monday of October in the year in which tenure is to be considered. Special permission by the chair and/or dean does not imply a subsequently favorable recommendation. If approved for early consideration for tenure, the probationary period for that faculty member is effectively modified and the current year will be deemed the terminal year of the probationary period. No subsequent consideration of tenure will be allowed beyond the new terminal year.

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“However, tenure does not create a property interest in any attributes of the faculty position beyond the annual salary. By way of example only, tenure does not create a property interest in laboratory space, a particular office, the right to teach graduate students, or use of research materials or equipment” (see Texas State University System, *Rules and Regulations*, Chapter V, Subsection 4.21). Tenure ensures academic freedom and protects faculty from inappropriate retribution. It allows faculty to take a long-term approach to their work while still requiring faculty accountability. It assists in attracting and keeping excellent faculty and promotes the orderly induction of new faculty into the community of mature scholars.

- 2.02 Promotion. Promotion is granted as recognition of sustained, high-quality performance, combined with efforts at continuous improvement. It also does not come automatically or with length of service. A faculty member normally establishes eligibility for consideration for promotion upon the completion of five and one-half years in a tenure-track position or in the rank of associate professor. On rare occasions, truly outstanding faculty may be considered prior to this time. Nominations for consideration for promotion shall be addressed to the Library Promotion and Tenure Advisory Committee (LPTAC) in any of three ways: (1) by the faculty member herself/himself, (2) by another faculty member, or (3) by the department/school chair (by the Library Director). (Note: For composition of the LPTAC see Section 7 below.) .) A faculty member is allowed to self-nominate for promotion to full professor once every three years.
- 2.03 Discretionary Nature of Promotion. “The academic promotion of a faculty member is discretionary on the part of the President of the Component, the Chancellor and the Board of Regents. Faculty members do not have an entitlement to a prospective promotion rising to the level of a property interest; and, the denial of a prospective promotion is not sufficiently stigmatic to constitute a liberty interest. No commitments, implied or otherwise, shall be made by any individual regarding faculty promotions without the prior written approval of the President, and all faculty promotions shall be subject to the approval of the Chancellor and Board of Regents. Faculty members who are not recommended for promotion shall not be entitled to a statement of reasons for the decision against the recommendation. However, supervisors are encouraged to offer suggestions for a program of professional development in teaching, scholarly or creative work, and leadership or service that may enhance the likelihood of promotion in the future” (see Texas State University System, *Rules and Regulations*, Chapter V, Subsection 4.31).

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- 2.04 Only members of the faculty with the academic rank of associate professor or professor may be granted tenure. Tenure and promotion from assistant professor to associate professor are linked at Sam Houston State University. A faculty member cannot be promoted to the rank of associate professor without a concomitant award of tenure. Tenure may be granted at the time of appointment to an academic rank of associate professor or professor, or initially tenure may be withheld pending satisfactory completion of a probationary period of faculty service.

3. THE ACADEMIC RANKS

- 3.01 Sam Houston State University shall utilize the following academic ranks for tenure-track and tenured faculty: instructor, assistant professor, associate professor, professor, and distinguished professor. The terminal degree or special credentials are required for all tenure-track ranks except instructor.
- 3.02 Terminal Degrees and Special Credentials
- a. The term “special credentials” as used in this policy shall be defined to include the Certified Public Accountant license and other special credentials, insofar as these signify generally recognized levels of achievement, competence, and experience specifically applicable to particular academic fields.
 - b. The term “terminal degree” as used in this document shall be defined as the highest academic degree customarily awarded in the field of study. This term may include the Master of Fine Arts, the Doctor of Jurisprudence, the Master of Social Work, and the Master of Library Science from a library school program accredited by the American Library Association.
- 3.03 Sam Houston State University shall utilize the following academic rank designations for interim, non-tenure-track faculty Visiting Faculty, Adjunct Faculty, Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor, Clinical Faculty, Lecturer-Pool Faculty, Lecturer-Special Faculty, Lecturer, Research Faculty, Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor. These academic rank designations shall not be assigned to faculty in tenure-track positions.

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4. GENERAL PROCEDURAL GUIDELINES

- 4.01 For purposes of tenure, the term “tenure unit” is defined as the faculty of the Newton Gresham Library who share in the obligations, rights, and protections of tenure within their discipline. The Newton Gresham Library is a designated tenure unit within Sam Houston State University.
- 4.02 For ease of reference the term Library is used for department. Furthermore, the term “department/school chair” is replaced by Director of the Newton Gresham Library or Library Director.
- 4.03 Years of service as tenure-track probationary faculty. Only full-time service in the academic ranks of Professor, Associate Professor, Assistant Professor, Instructor, or any combination thereof shall be counted toward fulfillment of a required probationary period related to the award of tenure. Periods during which a faculty member is on leave of absence shall not be counted toward fulfillment of a required probationary period.
- 4.04 Calculating years of service. For purposes of calculating the period of probationary service, an “academic year” shall be the approximate nine-month period from September through May. If a faculty member is initially appointed during an academic year, the period of service from the date of appointment until the beginning of the following academic year shall not be counted as academic service toward fulfillment of the maximum probationary period.
- 4.05 Prior service credit. Upon recommendation of the Newton Gresham Library, and at the discretion of Sam Houston State University, prior service of up to three years at another university may be counted toward fulfillment of the required probationary period for tenure and promotion.
- 4.06 Maximum probationary service and the duty of the University to give notice. The maximum period of probationary faculty service at Sam Houston State University in tenure-track status in any academic rank or combination of the academic ranks of instructor, assistant professor, associate professor, or professor shall not exceed six years of full-time academic service. Not later than August 31 of the last academic year of the maximum probationary period in effect, a tenure-track faculty member shall be given written notice that the subsequent academic year will be the terminal year of employment or that,

Revised July 31, 2005; **September 6, 2006, August 1, 2009, April 19, 2012** beginning with the subsequent academic year, tenure will be granted. In the event that the employment of a tenure track faculty member is to be terminated prior to the end of the maximum probationary period, notice shall be given in accordance with Subsection 4.10 below. Faculty members who have not been granted tenure by the Board of Regents shall not be entitled to tenure by virtue of being employed past the probationary period, i.e., such faculty members do not have *de facto* tenure.

4.07 Suspension of the Probationary Period

- 4.071 Personal circumstances may justify the suspension of the tenure clock. It is the responsibility of the faculty member to provide appropriate documentation to demonstrate sufficiently why the request should be granted.
- 4.072 The Library Director will provide his/her recommendation concerning the request for a suspension of the tenure clock to the dean within five working days from receipt of the request.
- 4.073 The Library Directory will provide his/her recommendation concerning the request for a suspension of the tenure clock to the Provost and Vice President for Academic Affairs within five working days from receipt of the department chair's recommendation.
- 4.074 The decision regarding the request for a suspension of the tenure clock shall be made by the Provost and Vice President for Academic Affairs within five working days from the date of receipt of the dean's recommendation.

4.08 Employment continuance for non-tenured faculty. All faculty appointments are subject to the approval of the Board of Regents. The University's commitment to employ a probationary or nontenured faculty member is limited to the term specified in the faculty member's contract for that appointment period. Any commitment to employ a nontenured member of the faculty beyond the period of current appointment shall have no force and effect until approved by the Board of Regents.

- 4.09 No conflicting appointments. A person appointed to a faculty position with the rank of instructor, assistant professor, associate professor, or professor at Sam Houston State University may not, during the term of such appointment, hold a tenured or tenure-track position on the faculty of another educational

Revised July 31, 2005; **September 6, 2006, August 1, 2009, April 19, 2012** institution. Appointments at Sam Houston State University to the above-specified ranks shall be conditional upon the appointee having resigned any tenured position that the appointee may then hold on the faculty of another educational institution. The resignation must be effective prior to the effective date of the appointment at Sam Houston State University; otherwise, such appointment shall be void and of no effect. The acceptance of an appointment to a tenured or tenure-track position on the faculty of an educational institution outside Sam Houston State University shall be considered as a resignation of any faculty position with the rank of instructor, assistant professor, associate professor, or professor that such appointee may hold at Sam Houston State University.

- 4.10 Written notice of non-reappointment and denial of tenure. Written notice of a decision not to reappoint will be given to a tenure-track faculty member no later than March 1 of the first or not later than December 15 of the second academic year of probationary service. After two or more academic years, written notice shall be given not later than August 31 that the subsequent academic year will be the terminal year of appointment. The notice required by this section is not applicable where termination of employment is for good cause or for faculty members who are appointed on a term basis.
- 4.11 Reappointment and award of tenure. Reappointment of non-tenured members of the faculty to a succeeding academic year or the award of tenure shall be accomplished only upon the President's written recommendation and the Board of Regents' approval.
- 4.12 All faculty members shall keep the President or his/her designee, the Library Director, notified of their current mailing addresses.

5. CATEGORIES AND STANDARDS OF PERFORMANCE

- 5.01 Recommendations for reappointment, tenure, and/or promotion should consider the following categories and standards of performance.

A. Categories of Performance

- 1. Librarianship: Librarianship within the University setting involves a wider range of activities than classroom instruction. Librarians, as appropriate to their areas of specialization contribute to the function of teaching through activities that advance Library service and facilitate access to information

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resources. Such activities distinguish an effective librarian and include, but are not limited to:

a. Planning, organizing, coordinating and assessing Library services, facilities, and resources.

b. Exercising informed, professional initiative and judgment to enhance Library services and augment Library resources including identifying and locating materials available from sources outside the Library's print and electronic collections.

c. Applying knowledge of the University's curriculum and programs as well as interaction with other faculty members to the development of Library resources/services, thereby supporting the teaching and research goals of the University.

d. Using collection management techniques to develop, enhance, and preserve the Library's resources and research collections.

e. Developing and using bibliographic and information systems that facilitate access to information and research resources.

f. Participating in awareness and outreach activities related to library resources and services.

g. Instructing Library users in classroom and one-to-one situations on how to develop research skills and methods.

h. Exercising excellent written and oral communication skills.

i. Contributing to policy formulation for departments and for the Library as a whole, including preparing reports and statistics used in decision-making related to policy.

j. Maintaining current awareness of trends in academic libraries and librarianship as well as in areas of specialization.

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- k. Participating in professional development activities to update skills or to gain new expertise.
2. **Scholarly and/or Creative Accomplishment:** For most disciplines, this category consists of research and publication. For the Newton Gresham Library it may include other forms of creative works and activities including but not limited to instructional technology, patents or commercialization of research (where applicable), poetry, painting, musical performance or composition, and sculpture. and textbooks.
3. **Service:** This category includes service to students, colleagues, programs, departments, schools, colleges, the library, and the university; administrative and committee service; and service beyond the university to the profession, community, state and nation, including academic or professionally-related public service.
4. **Collegiality and Professionalism:** This category addresses the faculty member's ability to function as an effective professional in accomplishing the goals of the tenure unit and the University.

B. Standards of Performance

To be recommended for an award of tenure and/or promotion, an applicant must document a sustained pattern of professional competence and effectiveness in each of the categories of performance listed in Section 5.01 A. In addition, the applicant should have a clearly developed, ongoing strategy for sustaining professional development throughout his/her career.

1. Associate Professor:

- sustained effective librarianship as documented by peer and director review
- sustained professional contribution in the acquisition, organization and use of library resources, bibliographic systems, library technology and innovations in library activities
- participation in professional development activities to update skills or to gain new expertise

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- sustained pattern of peer- or externally-reviewed research, creative activities, or scholarly work that contributes to her/his discipline or area of expertise; evidence of growth in quality/significance of scholarly or creative contributions
- sustained, documented service to the University, profession, or community, as appropriate for the discipline
- demonstrated collegiality, effectiveness, integrity, and professionalism in commitment to and accomplishment of the mission and goals of the library/university

2. Professor

- sustained, effective librarianship as documented by peer and director review.
- leadership in program support, in acquisitions, organization of library resources, use of library resources, bibliographic systems, library technology and innovations in library activities
- participation in professional development activities to update skills or to gain new expertise
- leadership in peer- or externally-reviewed research, grantsmanship, creative activities, or scholarly work that contributes to his/her discipline or area of expertise; evidence of growth in quality/significance of scholarly or creative contributions; sustained contribution to the intellectual culture of the University
- sustained, documented leadership in service to the University, profession, or community, as appropriate for the discipline
- demonstrated collegiality, effectiveness, integrity, and professionalism in commitment to and accomplishment of the mission and goals of the library/university.

5.02 Faculty applicants for tenure and promotion are evaluated based on accomplishments for each of the four categories of performance. A greater weight shall be given to librarianship and creative or scholarly activities than to service or collegiality.

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- 5.03 All recommendations for reappointment, tenure, and/or promotion or assessment of progress toward such shall be based on the above categories and standards. Although these documents will be provided to the faculty member at the outset of employment in a tenure track position, it is the faculty member's responsibility to know these criteria.

6. FACULTY REVIEW PORTFOLIO

- 6.01 For a faculty member to be considered for promotion and/or tenure, the faculty member must prepare a Faculty Review Portfolio. The Faculty Review Portfolio may contain any information or materials that the individual deems pertinent for consideration. The Library Director may, on behalf of the University, place in the portfolio file any additional information that may be pertinent to the faculty member's status.
- 6.02 For a faculty member to have an application considered for promotion and/or tenure, he/she must assure that the Faculty Review Portfolio contain a complete, accurate and truthful record of accomplishments that is organized under the following headings:
- a. Curriculum vitae including at least:
 1. Academic training
 2. Summary of work experience
 3. Scholarly and creative contributions (juried contributions must be listed separately)
 4. Funded grants (external and institutional grants must be listed separately)
 5. Honors, awards, and other special recognitions
 - b. Significant professional service
 - c. Documentation of performance utilizing summaries of peer and director reviews.
- 6.03 Faculty are expected to maintain the highest level of standards and integrity and therefore, proven instances of academic fraud or dishonesty by faculty with regard to submitted material within the portfolio may be grounds for denial of tenure and/or promotion

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7. LIBRARY PROMOTION AND TENURE ADVISORY COMMITTEE (LPTAC)
 - 7.01 The LPTAC shall be an advisory body composed ordinarily of all of the tenured faculty members appointed in the tenure unit. The Library Director shall appoint the chair of this committee.
 - 7.02 If the LPTAC, when constituted in accordance with section 7.01, has three or fewer tenured members, then the Library Director and either (a) the probationary faculty member or (b) the person to be considered for promotion shall submit to the Vice President of Academic Affairs a list of three names of tenured faculty members from other tenure units who are qualified to serve on the LPTAC. The nominations should be accompanied by documentation of the nominees' relevant qualifications. The Provost and Vice President of Academic Affairs shall appoint members from these lists until there are at least four members of the LPTAC. If the need arises to replace a member of the LPTAC, the Library Director shall follow the same procedure. The Library Director shall also appoint the chair for this committee.
 - 7.03 With regard to the LPTAC formed as a result of 7.02, in the case of a probationary faculty, the members of the LPTAC should be appointed to review the performance of the probationary faculty member every year employment and continuing until a final recommendation concerning tenure is made. In the case of promotions, the members of the LPTAC should be appointed to review the performance of the faculty member every year beginning with the second year after the previous promotion and continuing until a final recommendation concerning promotion is made.
 - 7.04 The full LPTAC shall limit its recommendations to tenure decisions. Decisions about promotion should be made by all members of the LPTAC holding at least the rank for which the candidate is being considered for promotion. A record of the vote from LPTAC members shall be transmitted to the Library Director, who then transmits the record to the Vice President of Academic Affairs, and to the Standing Faculty Tenure Committee in cases where tenure is involved. All votes of the committee shall be done by secret ballot. A separate record of the vote count for tenure and/or promotion from the LPTAC members shall be transmitted to the appropriate administrator and to the Standing Faculty Tenure Committee.
 - 7.05 In addition to annual reviews, an extensive review shall be conducted during the spring semester of the faculty member's third academic year of probationary service by the LPTAC, as well as the Library Director. The review should include an indication of the degree of consensus of the LPTAC,

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8. REVIEW OF PROBATIONARY FACULTY

- 8.01 Formative review of faculty is an ongoing process. A faculty member in the first year of probationary service as an instructor, assistant professor, or non-tenured associate professor is reviewed by the Library Director and tenured faculty based on the performance categories outlined above. If the progress of the faculty member toward meeting the required standards of performance is judged to be insufficient, the Library Director may notify the faculty member of his/her non-reappointment.
- 8.02 If the progress of the faculty member toward meeting the standards of performance required for eligibility for tenure and/or promotion to assistant or associate professor is judged to be inadequate the Library Director shall make a decision and, if a faculty member is not to be renewed, notify the faculty member in writing.
- 8.03 If the performance of the faculty member is judged to be satisfactory to continue in probationary status, the Library Director will discuss the results of the review with the faculty member (with a view toward improving performance and provide her/ him with a copy of the written report.
- 8.04 At Sam Houston State University the title of instructor denotes a tenure-track probationary appointment and is used to appoint a faculty member who is near completion but does not have the terminal degree in his/her area. The maximum period that may be served in the rank of instructor is two years. In unusual circumstances, a petition for a one-year extension may be made by the probationary faculty member to the Provost and Vice President for Academic Affairs. This three-year limit does not apply to existing tenured instructors at the time of the policy's approval. Recommendations for promotion to assistant professor will be made at the earliest opportunity for consideration by the Board of Regents, The Texas State University System, when a faculty member serving in an instructor position has completed all requirements for the terminal degree. Otherwise, during an instructor's second year of service, the Library Director shall notify the instructor in writing not later than thirty days prior to the end of the current academic year that the subsequent year will be the terminal academic year of appointment. Notice is not required where

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termination of employment is for good cause or program reduction or abandonment.

9. ELIGIBILITY FOR COMMITTEE SERVICE

Department/school chairs, deans, directors, and vice presidents are not eligible to serve on the LPTAC. The Library Director, in an ex officio capacity, may attend LPTAC meetings, except during actual tenure votes, to provide information and to act as recorder.

10. APPOINTMENTS OF PROFESSORS

Special appointments to the rank of professor may be with tenure except when the appointment is that of visiting professor, which is a non-tenure-track rank.

11. REVIEW TIMETABLE AND PROCEDURES

The individual faculty member is responsible for preparing and submitting all materials to be considered for promotion and tenure. The Standing Faculty Tenure Committee will post a specific calendar at the start of each academic year. However, the review process and the approximate annual timetable for the review procedure are as follows:

a. By second Monday in October

Prior to the first Monday, deans will receive a list from the Provost's office of all faculty members who are eligible for either promotion and/or tenure. By the second Monday in October, the respective chairs will notify each faculty member who is eligible for consideration for promotion and/or tenure. Library Director will receive a list of all faculty members in Newton Gresham Library who are eligible for promotion and/or tenure. Individual faculty members who are not notified may also choose to apply; these faculty members must meet the same standards of performance as those who are notified the Library Director and must notify the Library Director in writing of their intention to apply by the second Monday in October. .

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- b. By third Monday in January

Each individual faculty member who intends to be considered for promotion and/or tenure must submit a complete Faculty Review Portfolio to the chairperson of the Library Promotion and Tenure Advisory Committee (LPTAC).

- c. Upon submission, the LPTAC will have two weeks to evaluate the portfolio (Weeks 1-2 after third Monday in January).

The chairperson of the LPTAC will submit the recommendations of the committee to the Library Director. Each Faculty Review Portfolio must be forwarded with a separate recommendation for or against promotion and/or tenure. The review must include a tally of the recommendation of the committee in terms of the number in favor and against. This recommendation becomes part of the Faculty Review Portfolio.

- d. The Library Director (department chair) will have one week to make a recommendation (week 3).

- e. The Library Director (dean) will have two weeks to make a recommendation (weeks 4-5).

The Library Director will forward each Faculty Review Portfolio with a recommendation for or against promotion and/or tenure to the Vice President for Academic Affairs. This recommendation becomes part of the Faculty Review Portfolio.

- f. The Provost will have two weeks to make a recommendation (weeks 6-7). The Provost and Vice President for Academic Affairs will forward each Faculty Review Portfolio with a recommendation for or against promotion and/or tenure to the University President. This recommendation becomes part of the Faculty Review Portfolio

- g. The University President will send his/her recommendation to the Board of Regents for consideration at its spring meeting. After the President submits his/her recommendation to the Board, the Provost and Vice President for Academic Affairs will notify the faculty member under consideration for promotion and/or tenure of his/her recommendation. The President will officially notify faculty after the Board has acted on the recommendation.

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development, and service to all stakeholders; professionalism; a spirit of collegiality and cooperation within the Newton Gresham Library and the University; and a likelihood of continued excellence. Guidelines for consideration for promotion to Associate Professor include:

Librarianship and Professional Development:

- Higher than average performance as defined by Library Director in consultation with the tenured faculty.
- Evidence of development and incorporation of new materials and technology where appropriate
- Evidence of exercising informed, professional initiative and judgment to enhance Library services and augment Library resources
- Increasing participation in planning and development of library programs and activities
- Attendance at or participation in professional conferences, seminars, workshops, or short courses (continuing professional education)
- Membership in appropriate professional organizations
- Participation in educational activities of professional organizations.

Research and Scholarly Activity:

- Active participation in scholarly achievement as evidenced by a combination of items or activities from the Library's Criteria for Scholarly and/or Creative Accomplishments (See Appendix B, Category 2). During the normal term in rank there should be least six (6) citations, with at least two (2) being in peer-reviewed/prestigious journals.
- Promise of sustained growth in scholarly activity

Professional Service:

- A record of continuing service to the Library, University, profession, and community.

Collegiality:

- Functions as an effective professional in accomplishing the goals of the Library and the University.
- Works with colleagues in a positive productive manner to accomplish the goals and objectives of the Library program and the University, e.g. participates on teams/committees to accomplish Library projects and objectives.
- Coordinates the functions of the assigned work area with other areas of the Library to accomplish goals and objectives.

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- Develops and maintains cooperative and effective working relationships with administrators, peers, and staff; shares in unit/departmental responsibilities and activities.
- Negotiates and compromises in order to develop/reach workable solutions.
- Collaborates with colleagues in the Library and across campus on specific activities, projects, and approaches.

For Promotion to Professor – Research Intensive

For promotion to Professor, candidates must possess the appropriate terminal degree and normally must have at served at least five and one-half years as an Associate Professor. A candidate must demonstrate the highest levels of attainment in the criteria appropriate to their work assignment, a history of leadership and cooperation at all university levels, and a likelihood of continuing excellence and achievement. Guidelines for consideration for promotion to Professor include:

Librarianship and Professional Development

- Higher than average performance as defined by the Library Director in consultation with the tenured faculty
- Sustained evidence of development and incorporation of new materials and technology where appropriate
- Sustained evidence of exercising informed, professional initiative and judgment to enhance Library services and augment Library resources
- Sustained record of participation in planning and development of library programs and activities.
- Sustained attendance at or participation in professional conferences, seminars, workshops, or short courses (continuing professional education)
- Sustained membership in appropriate professional organizations
- Sustained participation in educational activities of professional organizations

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Research and Scholarly Activity:

- Active participation in scholarly achievement as evidenced by a combination of items or activities from the Library's Criteria for Scholarly and/or Creative Accomplishments (See Appendix B, Category 2). During the normal term in rank there should be least six (6) citations, with at least three (3) being in peer-reviewed/prestigious journals (for those in rank longer than the minimum a proportional increase in these numbers is required).
- Commitment to sustained growth in scholarly activity.

Professional Service:

- A sustained record of continuing service to the Library, University, profession, and community.

Collegiality:

- Functions as an effective professional in accomplishing the goals of the Library and the University.
- Works with colleagues in a positive productive manner to accomplish the goals and objectives of the Library program and the University, e.g. participates on teams/committees to accomplish Library projects and objectives.
- Coordinates the functions of the assigned work area with other areas of the Library to accomplish goals and objectives.
- Develops and maintains cooperative and effective working relationships with administrators, peers, and staff; shares in unit/departmental responsibilities and activities.
- Negotiates and compromises in order to develop/reach workable solutions.
- Collaborates with colleagues in the Library and across campus on specific activities, projects, and approaches.

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For Promotion to Professor – Librarianship Intensive

For promotion to Professor, candidates must possess the appropriate terminal degree and normally must have at served at least five and one-half years as an Associate Professor. A candidate must demonstrate the highest levels of attainment in the criteria appropriate to their work assignment, a history of leadership and cooperation at all university levels, and a likelihood of continuing excellence and achievement. Guidelines for consideration for promotion to Professor include:

Teaching and Professional Development:

- Exemplary performance as defined by the Library Director in consultation with the tenured faculty.
- Sustained evidence of where appropriate development and incorporation of new materials and technology where appropriate
- Sustained evidence of exercising informed, professional initiative and judgment to enhance Library services and augment Library resources
- A history of leadership in planning and development of library programs and activities.
- Sustained attendance at or participation in professional conferences, seminars, workshops, or short courses (continuing professional education)
- Sustained membership in appropriate professional organizations
- Sustained participation in educational activities of professional organizations

Research and Scholarly Activity:

- Active participation in scholarly achievement as evidenced by a combination of items or activities from the Library's Criteria for Scholarly and/or Creative Accomplishments (See Appendix B, Category 2). There should be an average of 3 or more citations every four years with at least one citation in a peer-reviewed/prestigious journal.
- Promise of sustained growth in scholarly activity.

Professional Service

- A sustained record of continuing service to the Library, University, profession, and community.

Collegiality:

- Functions as an effective professional in accomplishing the goals of the Library and the University.

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Appendix B
Newton Gresham Library
Tenure and Promotion Criteria
with Documentation for each Category

Category 1 –Librarianship

Librarianship

Librarianship within the University setting involves a wider range of activities than classroom instruction. Librarians, as appropriate to their areas of specialization contribute to the function of teaching through activities that advance Library service and facilitate access to information resources. Such activities distinguish an effective librarian and include, but are not limited to:

1. Planning, organizing, coordinating and assessing Library services, facilities, and resources.
2. Exercising informed, professional initiative and judgment to enhance Library services and augment Library resources including identifying and locating materials available from sources outside the Library's print and electronic collections.
3. Applying knowledge of the University's curriculum and programs as well as interaction with other faculty members to the development of Library resources/services, thereby supporting the teaching and research goals of the University.
4. Using collection management techniques to develop, enhance, and preserve the Library's resources and research collections.
5. Developing and using bibliographic and information systems that facilitate access to information and research resources.
6. Participating in awareness and outreach activities related to library resources and services.
7. Instructing Library users in classroom and one-to-one situations on how to develop research skills and methods.
8. Exercising excellent written and oral communication skills.
9. Contributing to policy formulation for departments and for the Library as a whole, including preparing reports and statistics used in decision-making related to policy.
10. Maintaining current awareness of trends in academic libraries and librarianship as well as in areas of specialization.
11. Participating in professional development activities to update skills or to gain new expertise.

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Documentation of Librarianship

Documentation of Professional Contributions includes, but is not limited to, the following:

Professional Responsibilities/Activities

- Summary description of Professional Responsibilities/Activities
- Portfolio of materials developed such as policies, procedures, manuals, guidelines, handouts, and bibliographies
- Examples of electronic materials developed to enhance instruction, including reports, proposals, and training materials
- Other materials appropriate to the specific position
- Course work for an advanced degree, continuing education credit from a professional organization or agency, participation in workshops, seminars, and conferences

Documented Outcomes

- Assessment of Library services and resources
- Use statistics
- Self-study reports submitted for outside accrediting agencies and academic program reviews
- Comparisons of Library resources to those of peer institutions and collection evaluation measures
- Evidence of enhanced access to materials and resources
- Evidence of enhanced organization of materials
- Grant and contract proposals developed and submitted to funding agencies

Assessments of Professional Effectiveness

- Statements from administrators
- Statements from colleagues on observations of professional effectiveness and contributions
- Statements from students, faculty and staff
- Responses to accreditation reviews

Eminence Measures

- Honors or recognition for meritorious professional contributions from campus and professional associations and other outside agencies
- Invitations to teach, lecture, or present workshops
- Other relevant awards or commendations

Self-reflection and Appraisal

- Evidence of steps taken to evaluate and improve professional performance
- Career goals, projected professional development

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Category 2 - Scholarly and/or Creative Accomplishments

Librarians publish in a number of arenas and each benefit the Library and the University in different ways. The same is true for artistic performance or exhibitions.

1. Research for scholarly dissemination, including electronic, within the discipline of Library Science. Documentation includes, but is not limited to:
 - Acceptance or publication of a book
 - Acceptance or publication of scholarly articles in peer reviewed journals
 - Acceptance or publication of articles in professional journals
 - Acceptance or publication of a book chapter
 - Acceptance or publication of an edited work
 - Editor or editorial board member of professional or peer reviewed journal
 - Presentations at professional associations
 - Development of instructional technology
 - Acceptance or publication of indexes, abstracts, book reviews, essays, encyclopedia entries, and bibliographies

2. Research for scholarly dissemination, including electronic, and creative accomplishment in fields other than Library Science. Documentation includes, but is not limited to:
 - Acceptance or publication of a book
 - Acceptance or publication of scholarly articles in peer reviewed journals
 - Acceptance or publication of articles in professional journals
 - Acceptance or publication of a book chapter
 - Acceptance or publication of an edited work
 - Artistic performance or exhibition
 - Editor or editorial board member of professional or peer reviewed journal
 - Presentations to professional associations
 - Acceptance or publication of indexes, abstracts, book reviews, essays, encyclopedia entries, and bibliographies

3. Research and publication directly related to the Library. Documentation includes, but is not limited to:
 - Development of indexes and bibliographic tools
 - Grant and contract proposals developed and submitted to funding agencies
 - Subject bibliographies and finding guides
 - Research and study or survey reports

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Category 3 -- Service Activity

A successful librarian demonstrates significant contributions to the University's mission of teaching, research, and service.

Scope of Service

Service is of four types: (1) service to the Library includes activities which support the Library operations and mission; (2) service to the University embraces activities which sustain the University and enable it to carry out its academic goals; (3) service to the discipline contributes to the function and effectiveness of the faculty member's profession and discipline; and (4) service to external communities reaches out to constituencies such as local organizations, government agencies, industry, and the arts where academic knowledge intersects with practical affairs and problem solving.

1. Service to the Library comprises, but is not limited to:
 - Serving on Library committees or other appointed, elected or ad-hoc groups
 - Mentoring Library faculty and staff
 - Developing Library promotion programs and services for the campus community
 - Collaborating/partnering with University units to develop programs which advance the mission, goals and objectives of the University and the Library
2. Service to the University comprises, but is not limited to:
 - Serving on University committees or other appointed, elected or ad-hoc groups
 - Participating in campus governance
 - Mentoring other campus faculty and staff
 - Serving as a campus representative in support of University promotion and advancement
 - Collaborating/partnering with University units to develop programs which advance the University mission, goals and objectives
3. Service to the Discipline comprises, but is not limited to:
 - Organizing workshops or other activities on behalf of professional groups
 - Writing external reviews of the work of colleagues for promotions and tenure or other professional awards and acknowledgments
 - Participating on committees of professional organizations
 - Holding membership in professional associations and organizations

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4. Service to External Communities comprises, but is not limited to:
 - Adjudicating for competitions in the arts, sciences, and humanities
 - Testifying before the legislature and Congressional committees
 - Serving as an expert for agencies, organizations, and media outlets
 - Collaborating with schools, other libraries, and civic agencies to develop policies or programs which advance the University or Library mission
 - Conducting program, policy, and personnel evaluation research for other institutions and agencies
 - Consulting and providing technical assistance to public and private organizations
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Documentation of Service Activity can include, but is not limited to:

1. Descriptions of Service Activities
 - Summary of responsibilities and activities
 - Analyses of work accomplished
2. Documented Outcomes
 - Number of people served and benefited
 - Official documents and reports resulting from an activity
 - Illustrations of ways in which the activity enhanced the University
 - Log of activities e.g., programs presented
 - Visibility of the activity, e.g. international, national, regional, local
 - Letters of appointment to committees, teams, etc.
3. Assessment of Service
 - Evaluations and letters from receivers of service
 - Evaluations from sponsoring organizations
 - Evaluations from faculty colleagues and other peers
4. Eminence Measures
 - Honors or awards recognizing service
 - Election or appointment as officer in professional organizations, faculty committees, and/or Library committees

