

F. University Committee on Promotion and Tenure

Members of the University Committee on Promotion and Tenure will be selected from the tenured faculty who hold the rank of Associate Professor or Professor. By September 1 of each year, the President of the Faculty Senate shall ask the Dean of each School with a vacancy on the Committee to nominate, after consulting with the faculty in his/her unit, three tenured faculty who hold the rank of Associate Professor, Librarian III, Professor, or Librarian IV. In addition, the Rules Committee shall seek nominations for three at-large faculty members of the University Committee on Promotion and Tenure. Faculty nominated to serve as at-large members must be tenured and hold the rank of Associate Professor, Librarian III, Professor, or Librarian IV.

Members of the University Committee on Promotion and Tenure cannot serve in any regular administrative position including that of department head/chair at the time of their service on the committee.

At the Fall Semester Faculty Council meeting, an election by the faculty shall take place. The Rules Committee shall prepare ballots identifying all nominees from each Academic School and Library and nominees for three at-large faculty members, shall distribute ballots to the faculty, and report the results of the election by the end of the meeting.

From the membership of the Committee, the Provost shall select a new chairperson annually. This chairperson shall be chosen from among members who have served at least one year on the committee. This committee shall meet at the call of the Provost to consider applications for promotion and tenure. The faculty appointments will be for three-year terms arranged so that approximately one-third of the faculty are replaced each year.

If a University Committee on Promotion and Tenure member has already made a recommendation in the questions of tenure for a particular candidate during the current year, he/she shall not have a vote on that candidate in the University Committee on Promotion and Tenure. All votes taken in the committee on the issue of granting promotion or tenure shall be by secret paper ballot; the vote must remain confidential to the extent permitted by law.

All Deans with candidates for promotion or tenure shall present the applications of those candidates and be available to respond to relevant questions at a meeting of the University Committee on Promotion and Tenure.

G. CRITERIA AND PROCEDURES FOR PROMOTION

Throughout, references to "Department Head" shall refer to Department Chairs or others acting in the capacity of unit heads.

PROMOTION: Promotion shall be based on demonstrated competence in teaching, research, and service and, in addition, on distinguished performance over a sustained period in teaching, research, or service.

a. Criteria: The criteria of teaching, research, and service described below shall be considered in the evaluation of the faculty member's performance and achievement. The employment conditions and academic assignment will determine the relative application of the criteria. In

51 addition, each department or school has developed benchmarks for promotion and tenure
52 considerations, and these must be available in written form to all faculty members at the time of
53 their appointment.
54

55 **1. Teaching** - Since the principal reason for the University's existence is the instruction
56 of students, strong teaching skills are valued. Hence, there is a need for systematic
57 review of teaching competence and effort. Such competence may be indicated by the
58 faculty member's:

59 a. Knowledge of subject demonstrated by maintaining current competence through a
60 variety of activities. Examples of measures in this area may include:

- 61 • Continuing education
- 62 • Participation in professional development opportunities
- 63

64 b. Professional growth in the field of specialization. Examples of measures in this area
65 may include:

- 66 • contribution to fieldwork
- 67 • evaluation and assessment of curricula
- 68 • development of new distance curricula
- 69 • innovative teaching strategies
- 70

71 c. Teaching effectiveness, which is in part indicated by appraisals of a candidate's
72 teaching performance by his/her present and former students. Multiple measures
73 should be used for these appraisals. Examples of measures in this area may include:
74

- 75 • Presentation of portfolio of syllabi and test design with revisions according to
76 trends and assessment.
- 77 • Presentation of portfolio of student work
- 78 • Peer evaluation
- 79 • Evaluation of teachers by students, including formal teaching evaluations and
80 written comments that address the candidate's performance
- 81

82 In addition, consideration should be given to:

- 83 • The candidate's ability to organize material, keep it up to date, and present it with
84 force and logic
- 85 • The ability to awaken in students an awareness of the relationship between the
86 course subject(s) and other fields of knowledge
- 87 • The ability to stimulate students as demonstrated by the scholarly or creative
88 work of a candidate's current or former students
- 89

90 Other activities to be considered include:

- 91 • Direction of theses, dissertations, independent study courses, and special
92 student projects
- 93 • Involvement in interdisciplinary or Honors courses
- 94 • Publication of a candidate's textbooks, manuals, or lecture notes
- 95 • Adoption of a candidate's textbooks
- 96 • Achievement of honors or other special recognitions as a result of teaching
97 accomplishments are also relevant
- 98

Finally, the candidate's contributions to the instructional programs of his/her department should be considered, including:

- Development of new courses or programs
- Preparation of innovative teaching materials and techniques
- Effective participation in academic advising.

2. Research and Creative Activity - All University faculty have an obligation to contribute to the body of knowledge and skills in their respective disciplines. Greater requirements for scholarly or creative achievements will be placed on candidates who have been provided reduced instructional loads and/or special resources for research; but all are expected to demonstrate scholarly or creative accomplishments as appropriate.

a. Research can ordinarily be documented through a candidate's publications. Examples of measures in this area may include:

- Books published by commercial and university presses
- Chapters in books published by commercial and university presses
- Refereed journal articles
- Refereed scholarly papers presented at professional meetings
- Bulletins and reports
- Pedagogical scholarship
- Publications that provide for a process of peer review as a condition for publication carry more weight than publications not subjected to such review. However, all forms of publications including articles intended to inform persons outside the academic community, shall also be considered as indicative of a candidate's research and scholarly contributions provided that they are of a high quality consistent with their intended purpose and context.

b. Creative works such as published literature, art exhibits and musical or theatrical performances are appropriate expressions of productivity in some disciplines. Greater weight towards promotion will be given for creative works exhibited, published or performed on a national or regional basis and which are subject to peer evaluation.

c. Documented efforts of the faculty member in obtaining contracts and grants to help support his/her research, shall be positively considered for promotion.

3. Service - All University faculty are expected to make a contribution in the area of service to the University. Greater requirements for service will be placed on candidates who have been provided reduced instructional loads and/or special resources for service assignments. Faculty members should present tangible evidence of positive effects of their contribution to the University, the profession and the community.

a. Service to the Profession - Consideration should be given to a candidate's contributions to the advancement of his/her discipline through leadership of, and intellectual contributions to professional associations. Examples of measures in this area may include:

- Editing or referring professional publications
- Organizing professional meetings
- Serving in an official capacity in a professional organization

- 149
- 150 a. **Public Service and Continuing Education Programs** - Recognition shall be given
- 151 to participation in continuing education and public service programs, on or off
- 152 campus, that are extensions of the faculty member's teaching and/or profession and
- 153 skills of his/her respective discipline. Also included are public service activities that
- 154 are targeted to solving problems and creating opportunities for all parties through the
- 155 community.
- 156
- 157 b. **University Service** - Consideration should be given to a candidate's contribution to
- 158 the University. Examples may include:
- 159
 - Serving as Faculty Council officers
- 160
 - Chairing University committees and task forces
- 161
 - Serving on University committees and task forces
- 162
 - Developing and assisting in the coordination of innovative academic programs
- 163
- 164 c. **School Service** - Consideration should be given to a candidate's contribution to the
- 165 School. Examples may include:
- 166
 - Chairing School committees and task forces
- 167
 - Serving on School committees and task forces
- 168
 - Developing and assisting in the coordination of school-wide academic programs
- 169
- 170 d. **Department Service** - Consideration should be given to a candidate's contribution to
- 171 the Department. Examples may include:
- 172
 - Chairing or serving on Departmental committees and task forces
- 173
 - Developing and assisting in the coordination of departmental academic
- 174 programs/courses
- 175
- 176 e. **Faculty Consulting** - Such recognition serves as validation of expertise.
- 177

178 **Application for Promotion:** Faculty members who believe they have met the criteria for

179 promotion in rank shall submit a letter of request to their respective Department Head by May

180 15. In that letter the candidate may request that review by a qualified external referee be

181 arranged by the Department Head or Dean. The candidate's dossier shall be presented by

182 October 1 to the Department Head who will submit it to the department review committee

183 composed of all faculty holding academic rank higher than that of the candidate for promotion.

184 No administrator in the direct supervisory chain (i.e., who has recommending responsibilities at

185 subsequent steps in the promotion process, such as the candidate's Department Head or Dean,

186 or the Provost) shall be a member of the Department review committee. Other tenure

187 track/tenured faculty holding administrative positions and having a significant and continuing

188 involvement in the instructional or research programs of the department shall be members of

189 the department review committee. In cases where at least three faculty with the appropriate

190 rank are not available in the department, the Dean of the School will establish a committee

191 composed in whole or in part, as necessary, of faculty holding the appropriate rank in other

192 departments. Recommendations about documentation will be specified in annual workshops

193 provided by the Office of the Provost.

194

195 A committee recommendation and the results of a vote conducted by secret ballot will be

196 forwarded to the Department Head. The committee report will include reasons for the positive

197 or negative recommendation. Additionally, any member of the departmental review committee

198 may submit a letter to the Department Head relating the candidate's ability and performance of

the criteria for promotion listed above. The letter will be included in the promotion dossier. The Department Head/Chair will notify the candidate of the Department's and his/her recommendation including a summary of reasons for the positive or negative recommendation by December 1. Candidates may respond in writing within five business days, and any response will become part of his/her dossier that is forwarded to the Dean. If the candidate wants to continue the process, the Department Head will forward all documents and letters, together with his/her evaluation and recommendation for action, to the Dean of the School. If the candidate is a department head/chair, the Dean will notify him or her of the Department's recommendation, and he/she may respond in writing within five working days, and any response will become part of his/her dossier.

If the candidate is a Department Head, normal procedures will be followed except that his/her Dean shall ask for participation of all faculty in the department who hold the rank being sought or higher rank; each such faculty member shall submit to the Dean his/her positive or negative recommendation on promotion.

The Dean will forward all materials, including his/her letter of recommendation for action, to the Provost. The Dean's letter will include reasons for the positive or negative recommendation. By the date of his or her transmission of positive or negative recommendations to the Provost, the Dean will notify the candidate of his/her recommendation including reasons. Candidates may respond in writing within five business days; this response will become part of his/her dossier that is forwarded to the Provost. If the candidate wants to continue the process, the Dean will forward all documents and letters, together with his/her evaluation and recommendation for action, to the Provost.

The Provost shall transmit the materials to the University Committee on Promotion and Tenure. By the date of his or her transmission of positive or negative recommendations to the Provost, the Chairperson of the University Committee on Promotion and Tenure will notify the candidate of the Committee's recommendation. Candidates may respond in writing within five business days; this response will become part of his/her dossier that is forwarded to the Provost. If the candidate wants to continue the process, the Chairperson of the University Committee on Promotion and Tenure will forward all documents and letters, together with the committee's recommendation for action, to the Provost.

The Provost recommends to the Chancellor, and the Chancellor is responsible for making recommendations on promotion to the President. By the date of his or her transmission of positive or negative recommendations to the Chancellor, the Provost will notify the candidate of his /her recommendation. Candidates may respond in writing within five business days, and any response will become part of his/her dossier that is forwarded to the Chancellor.

Candidates shall be notified in writing of the President's decision by March 15. If promotion is not approved, the candidate will be notified promptly in writing by the Chancellor of the reasons for the denial.

At any time during the process prior to their notification on March 15, candidates for promotion and/or tenure may withdraw their applications from consideration.

H. CRITERIA AND PROCEDURES FOR TENURE

Auburn University at Montgomery supports and defends the concept of academic tenure, which ensures each faculty member's freedom to criticize and advocate changes in existing theories,

beliefs, programs policies and institutions, and guarantees faculty the right to support, without jeopardy, any colleague whose academic freedom is threatened. Moreover, Auburn University at Montgomery (as previously noted in the February 20, 1971, Resolution of the Board of Trustees, revised 1985) subscribes to the following principles of academic freedom and academic tenure as described in the 1940 Statement of Principles of the American Association of University Professors and the Standards of the Southern Association of Colleges and Schools:

ACADEMIC TENURE [From Policy Documents and Reports of the American Association of University Professors (Washington, D.C., September, 1969).]

1. After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represent acceptable academic practice:

a. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

b. Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

c. During the probationary period a teacher should have the academic freedom that all members of the faculty have.

d. Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of

notification of dismissal whether or not they are continued in their duties at the institution.

e. Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

In addition, each Department or School has developed benchmarks for promotion and tenure considerations, and these must be made available to all faculty members at the time they are hired.

While the Board of Trustees embraces the principles expressed by the American Association of University Professors, the specific details set forth in this chapter of the *AUM Faculty Handbook* as periodically revised, constitute the policies and procedures applicable to appointment, promotion, tenure, non-continuance, dismissal, and retirement at Auburn University at Montgomery. Correlative with academic tenure is the responsibility of all faculty members for the fulfillment of their duties as assigned by the University so that the University can properly meet its responsibilities to its students and to society.

1. Eligibility for Tenure: The normal progression to tenured status of a faculty member is from a Probationary appointment. Faculty members given Probationary appointments with the rank of Instructor or higher become eligible for tenure consideration after a probationary period of meritorious performance. However, faculty holding the Instructor rank must be promoted or approved for promotion to Assistant Professor to be eligible for tenure.

The total length of the probationary period shall not exceed seven years of full-time service, where one year equals two full semesters, excluding summers. Years of full-time Temporary appointment at Auburn University at Montgomery, regardless of rank, count toward tenure eligibility just as do years of full-time Probationary appointment. Time spent away from the University except when the individual is on a special assignment for the benefit of the University and paid by the University shall not be counted toward fulfillment of eligibility for tenure.

In addition, a faculty member's previous full-time service in another institution of higher education may be a significant factor in determining the length of the probationary period at Auburn University at Montgomery. Faculty members with more than three years of probationary or tenured service at one or more other institutions of higher education may receive credit for not more than three years of such service toward the probationary period at Auburn University at Montgomery. Written notification of the policies set forth in this paragraph will be provided by the appropriate Dean to each candidate at the time an offer of employment is extended. Such notification shall specify the credit allowed for prior service.

Although a minimum probationary period of four complete academic years should usually be observed prior to nomination for tenure consideration, a decision on the awarding of tenure must be made within three years if the faculty member has received credit for three years of experience at another institution. Faculty members without more than three years of full-time service at another institution normally should be considered for tenure during their fifth year of full-time service at Auburn University at Montgomery.

Consideration for tenure can take place in the seventh year if the candidate signs a proviso acknowledging termination effective at the end of that year if tenure is not achieved.

Members of the faculty and academic staff who hold administrative positions can earn tenure only in their faculty classifications. For such administrators, eligibility for tenure requires a significant non-administrative involvement in the instructional or research programs of Auburn University at Montgomery.

2. De Facto Tenure: Should a seven year period of full-time service in a probationary tenure-track appointment including prior service credited in the manner specified above, be exceeded in the case of a faculty member on probationary tenure track appointment, tenure shall be awarded by the President. A faculty member who contends that he/she has served full time in an academic rank for seven or more years may appeal through the normal administrative chain to achieve consideration of the claim. However, tenure gained in this way will be forfeited if it is established that the faculty member's not being recommended for tenure consideration was a deliberate attempt to avoid the formal tenure process by the faculty member and/or Department Head or unit head.

3. Joint Appointment and Tenure: If the faculty member is on appointment involving two or more departments, tenure may be held only in the department agreed upon at the time of the joint appointment.

4. Factors Affecting Tenure: Faculty and Department Heads should remember that decisions on tenure are different in kind from those on promotion. As with promotion, the tenure nominee will be evaluated on (1) teaching, (2) research, and (3) service. Other important elements affecting tenure nominations and recommendations are those factors that are directly related to the prospect of the nominee's assuming what may well be an appointment of ten, twenty, or thirty years in the departmental unit. Such considerations may include the nominee's abilities to support the departmental mission and its long-term goals; the nominee's exhibited ability and willingness to engage in the shared tasks that a departmental group must often perform; and the nominee's willingness to participate knowledgeably and reasonably in discussions germane to departmental policies and programs. In addition, each Department or School has developed benchmarks for promotion and tenure considerations, and these must be made available to all faculty members at the time of their appointment.

5. Application for Tenure: Faculty members who believe they have met the criteria for tenure consideration shall submit a letter of request for tenure consideration to their respective Department Head and Dean before May 15. In that letter the faculty member may request that review by a qualified external referee be arranged by the Department Head or Dean. It is the joint responsibility of the faculty member and the department head to assure that the tenure review process occurs no later than in the sixth-year of full-time service or within three years if credit for previous service at another institution has been given. The candidate's dossier must be presented to the Department Head by October 1. The credentials to be included in the dossier are a current vita and supporting documentation of the candidate's performance in teaching, research, and service. Recommendations about documentation are specified in annual workshops provided by the Office of the Provost.

After receiving the application for tenure consideration, the Department Head shall notify tenured members of the departmental faculty of their responsibility to review the candidate's credentials. In cases where there are fewer than three tenured faculty in the department, the Dean of the School will ask for participation of tenured faculty in other departments. The tenured members of the faculty may meet to discuss each applicant's materials; whether tenured faculty meet or not, each will submit to the Department Head (or appropriate Dean if the

candidate is a Department Head) a written statement of his/her positive or negative vote on tenure, together with a justification of that vote.

No administrator in the direct supervisory chain (i.e., with recommending responsibilities at subsequent steps in the tenure process, such as the candidate's Department Head or Dean, or the Provost) shall be included in the departmental review process. Other eligible faculty holding administrative positions and having a significant and continuing involvement in the instructional or research programs of the department shall participate. These statements and the Department Head's written recommendation on tenure, including reasons for the positive or negative recommendations, will be sent forward with the candidate's resume and supporting material to the appropriate Dean by December 1. Candidates may respond in writing within five business days, and any response will become part of his/her dossier that is forwarded to the Dean. If the candidate wants to continue the process, the Department Head will forward all documents and letters, together with his/her evaluation and recommendation for action, to the Dean of the School.

If the candidate is a Department Head/Chair, normal procedures will be followed except that his/her Dean shall ask for participation of all tenured faculty in the department; each tenured faculty member shall submit to the Dean his or her positive or negative recommendation on tenure. The Dean will notify him or her of the Department's recommendation, and he/she may respond in writing within five working days, and any response will become part of his/her dossier that is forwarded to the Provost.

The Dean will forward all materials, including his/her letter of recommendation for or against tenure, to the Provost. The Dean's letter will include reasons for the positive or negative recommendation. By the date of his or her transmission of positive or negative recommendations to the Provost, the Dean will notify the candidate of his/her recommendation including reasons. Candidates may respond in writing within five business days; this response will become part of his/her dossier that is forwarded to the Provost. If the candidate wants to continue the process, the Dean will forward all documents and letters, together with his/her evaluation and recommendation for action, to the Provost.

The Provost shall transmit the materials to the University Committee on Promotion and Tenure. By the date of his or her transmission of positive or negative recommendations to the Provost, the Chairperson of the University Committee on Promotion and Tenure will notify the candidate of the Committee's recommendation. The Committee's letter will include reasons for the positive or negative recommendations. Candidates may respond in writing within five business days; this response will become part of his/her dossier that is forwarded to the Provost. If the candidate wants to continue the process, the Chairperson of the University Committee on Promotion and Tenure will forward all documents and letters, together with the committee's recommendation for action, to the Provost.

The Provost recommends to the Chancellor, and the Chancellor is responsible for making recommendations on tenure to the President. By the date of his or her transmission of positive or negative recommendations to the Chancellor, the Provost will notify the candidate of his/her recommendation. Candidates may respond in writing within five business days, and any response will become part of his/her dossier that is forwarded to the Chancellor.

Candidates shall be notified in writing of the President's decision by March 15. When a nomination for tenure is not approved, the candidate will be notified promptly by the Chancellor of the reasons for the denial.

At any time during the process prior to notification on March 15, candidates for promotion and/or tenure may withdraw their applications from consideration.

Tenured faculty members who resign from the University and are later re-employed in a faculty position similar to the one they previously held may have their tenure reinstated on the recommendation of the tenured faculty of the affected Department and on the approval of the Department Head, Dean, Provost, Chancellor, and the President. A tenured faculty member in a department at Auburn University who accepts a faculty appointment on the Auburn University at Montgomery campus may be awarded tenure at the time of appointment only through the usual tenure process.

Confidentiality and the right of tenured faculty members to express their viewpoints openly without fear of retaliation should be hallmarks of the tenure decision process. All documents, letters, and other materials shall be held in strict confidence at all levels of the review process. Should confidential discussions, documents, notes and communications become the subject of legal discovery, those who participated in the review process may be guided by University Counsel.

I. POLICIES AND PROCEDURES FOR APPOINTMENT, TENURE, AND PROMOTION OF LIBRARIANS WITH FACULTY RANK

INTRODUCTION

The following document describes the criteria and procedures to be used by Library faculty in dealing with questions of appointment, tenure, promotion, and non-retention. This document was written to be consistent with University policy applicable to non-librarian faculty described in the *Faculty Handbook*. Professional effectiveness replaces the teaching criterion in the evaluation of Library faculty. Librarians, therefore, will be judged on the basis of professional effectiveness, research/creative activity and service. In developing this document, librarians borrowed from tenure and promotion documents from several university libraries. (The University of Illinois at Chicago, University of Alabama Birmingham, Oklahoma State University, University of Mississippi, State University of New York at Buffalo, and Clemson University.)

CRITERIA FOR TENURE OF LIBRARY FACULTY

The Auburn University at Montgomery Library regards tenure as recognition of prior performance, accomplishments, and potential for continued growth. To that end the library shall recruit and retain the best qualified librarians available to fill the professional positions on its staff and shall provide for annual performance evaluations of each librarian.

1. Professional Effectiveness

Librarians support the University's mission through daily performance of professional activities. These activities result in a library system that meets the needs of graduate and undergraduate students and faculty. Excellence in professional activities is expected of each librarian, and is the most crucial factor to be considered in tenure and promotion decisions. Within the assigned area of responsibility, the librarian develops his or her unique contribution to the Library and

University. Responsibilities fall within the categories of collection development, bibliographic control, information services, library administration and management, and knowledge of subject/academic achievement.

a. Collection Development

In consultation with the teaching faculty, librarians who develop the collection decide which books, journals, and other materials should be made part of the library's collections. They design effective programs of acquisitions, and they carefully plan and monitor expenditure of the acquisitions budget. They regularly evaluate the collection to ensure that the library has materials which support and further campus programs.

b. Bibliographic Control

Librarians involved in bibliographic control are responsible for the intellectual and physical organization of library books, journals, electronic resources, and other materials to optimize access. They develop policies and procedures to ensure efficient and equitable access to circulating materials and to preserve the integrity of the collection. They catalog library materials, as well as direct the assembly and transmission of bibliographic information to local and external computer systems. They create and manipulate a variety of indexes to that information. They also analyze, design and monitor systems to facilitate access to information about library materials, as well as to the actual library materials.

c. Information Services

Librarians who provide information services mediate between individuals with information needs and the sources which can satisfy those needs. To do so they must understand the process of information seeking and users needs, interpret information requests, formulate appropriate search strategies, and locate and evaluate information sources. They determine when they should teach user strategies for independent information seeking or when they should directly provide the information. Librarians also participate in bibliographic instruction programs by teaching, lecturing, and otherwise instructing students, staff and faculty so as to encourage full use of the Library and its resources.

d. Library Administration and Management

Librarians who provide administration and management in their units are responsible for effective training, supervision and evaluation of library personnel. They are responsible for coordinating the work of the unit; they identify goals, set priorities, and organize work to achieve the goals. They perform administrative assignments, e.g. special projects and reports. They also provide effective management for current and anticipated use of Library resources.

e. Knowledge of Subject/Academic Achievement

Academic achievement is determined by one's formal degrees and intellectual pursuits. Librarians also maintain current competence through course work, attendance at workshops, participation in professional development activities, advanced instruction beyond the position requirements, or conducting seminars for library faculty and staff.

2. Research/creative Activity

In the traditional academic setting, scholarly ability is usually evidenced by refereed, published research, which serves to increase the body of knowledge in a given discipline. In the field of librarianship, those traditional modes of scholarship are most commonly exemplified by library school faculty who hold the doctoral degree and whose work situations parallel those of professorial faculty in other disciplines. Although "practicing" librarians normally have limited

opportunities to engage in pure research, they can and do make significant scholarly contributions to librarianship through a wide variety of publications in any medium. In the field of librarianship research/creative activity may be demonstrated through:

- a. Publication (articles, book reviews, etc.) in professional journals or books
- b. Editing of published or unpublished works
- c. Classroom teaching (outside of the library)
- d. Serving of accreditation teams
- e. Special projects requiring substantive creative endeavor and awareness of current developments in librarianship or other fields of professional or academic interest
- f. Consulting
- g. Participation in grant-supported activities
- h. Development of scholarly applications of technology, e.g., laboratory devices, computer software packages or programs, videotapes, web page design, etc.
- i. Unpublished contributions to the profession, e.g., reviews, abstracts, special indexes and bibliographies, guides to using resources, handbooks for training personnel, manuals for departments within the Library
- j. Publication (literary works, artistic works, etc.) in other periodicals or books
- k. Papers and other presentations at conferences

3. Service

The three areas of service in which librarians participate are: service to the University and Library, service to the library profession, and service to the community. The following serve as examples of representative service activities.

- a. Serving on or chairing Library committees and working on special projects not necessarily related to the librarian's area of specialization.
- b. Serving on or chairing University committees, working on special projects for the University, or working with faculty and student organizations.
- c. Active participation in local, state, regional, national, or international professional or scholarly organizations. Pursuits may include:
 - Holding office.
 - Serving on committees.
 - Acting as a discussion leader.
 - Organizing a conference or workshop.
 - Other professional activities.
- d. Membership and participation in local, state, regional, national, or international professional or scholarly organizations.
- e. Participation in community activities as a private citizen or as a representative of the University and/or Library.
- f. Honor, awards and special recognitions for service to the institution or the community.

FACTORS AFFECTING TENURE OF LIBRARY FACULTY

In addition to the criteria stated above, Librarians should also consult the *Faculty Handbook*, IV-H, Factors Affecting Tenure.

PROCEDURES FOR GRANTING TENURE OF LIBRARY FACULTY

Where there are sufficient tenured library faculty (a minimum of three) to constitute a Tenure Review Committee within the Library, the procedures for granting tenure shall be those set forth

in the *Faculty Handbook*. Until such time, the appointment of a Tenure Review committee shall be handled in the manner outlined in Procedures for Promotion of Library Faculty.

LIBRARIAN APPOINTMENT

The Dean of the Library recommends to the Provost the appointment with appropriate rank.

1. Kinds of Appointment of Librarians

Each professional librarian at Auburn University at Montgomery is appointed in one of three classifications: Probationary, Tenured, or Temporary.

- a. Probationary appointments are assigned to librarians who, because of scholarly or professional achievement, have demonstrated their aptitude for becoming tenured members of the faculty.
- b. Tenured appointments are assigned to librarians who have completed an appropriate probationary period and who, following recommendation and review in accordance with University policy and approval by the President, have been awarded tenure. Only tenured librarians are eligible for professional improvement leave with pay.
- c. Temporary appointments, as the term implies, are assigned to librarians whose services are required only for a certain specified period of time, usually one year or less, which is identified on the appointment paper. Those on Temporary appointments are not eligible for tenure and promotion or for the insurance, medical, retirement, and various fringe benefits available to other librarians unless the employment period is for at least a full year (twelve months).

2. Definition of Librarian Academic Ranks

Librarians shall be accorded faculty status with academic appointments in four ranks with titles equivalent to the standard academic ranks and titles. These ranks are:

a. Librarian I (equivalent to instructor)

A candidate for appointment as a Librarian I must have a master's degree from an American Library Association accredited library school or equivalent and appropriate skills. Appointment at this rank shall be predicated on the expectation of successful overall performance and the potential for a promising career in librarianship. Those holding this rank must be promoted to Librarian II to be eligible for tenure.

b. Librarian II (equivalent to Assistant Professor)

This is a professional level characterized by assignments with some degree of independent responsibility and action. Appointment or promotion to the rank of Librarian II should be based on demonstrated ability and potential for growth. The candidate should have a strong academic record and shall have completed a master's degree in library science from an American Library Association accredited library school or equivalent.

c. Librarian III (equivalent to Associate Professor)

This is an advanced professional level characterized by considerable independent responsibility and action. It should provide for depth in areas of librarianship and may include other subject fields as well. Promotion to this rank shall require evidence of substantial professional contributions to the library and to the University; attainment of a

high level of professional effectiveness in research and other professional endeavors, and the ability to handle successfully increased responsibility, including supervision of library personnel. Librarian III is a high professional rank and requires the master's degree in library science from an American Library Association accredited school or equivalent. Promotion to this rank, in and of itself, carries no presumption of further promotion.

d. Librarian IV (equivalent to Professor)

This is the highest professional level and is characterized by administrative responsibility for general library operations at the divisional level or above and by demonstrated ability in a specialized field or fields of librarianship. A master's degree in library science from an American Library Association accredited school or equivalent and a doctoral degree in library services or in another discipline is a customary requirement. Exceptional and advanced training, research and publication, and/or evidence of exceptional ability in librarianship may be substituted for the doctorate. Demonstrated ability in providing leadership in professional and university organizations is required.

e. Candidates for appointment to the position of Dean of the Library must meet the requirements of Librarian III or IV.

PROMOTION OF LIBRARY FACULTY

Because a librarian's mastery and effectiveness within an area of specialization contributes most directly to the academic community, the most important criterion for promotion shall be professional effectiveness. Only those librarians who have discharged their responsibilities with distinction and demonstrated continued growth in their other professional activities while employed by the Library will be promoted.

For some, promotion may not necessarily involve position change but will involve increased responsibility as well as growing competence and contributions in the same position.

1. Criteria

The following specific criteria shall be considered in the evaluation of the librarian's performance and achievement:

a. Professional Effectiveness and Quality of Service within the Library

The librarian's performance and potential will be evaluated within the assigned area of responsibility. These responsibilities may include:

- Collection Development.
- Bibliographic Control.
- Information Services.
- Library Administration and Management.
- Knowledge of Subject/Academic Achievement.

In addition, librarians will be judged on consistency of performance, grasp of library methods, command of their subjects, continued growth in their fields, judgment, leadership, originality, ability to work effectively with others, and ability to relate their functions to the more general goals of the library and the University.

Evidence of effective service may include the opinions of professional colleagues, particularly those who work closely or continuously with the candidate; the opinions of other faculty

members or other members of the University community as to the quality of a collection developed, or the technical or public service provided by the candidate; the opinions of librarians outside the University who function in the same specialty as the candidate; the effectiveness of the techniques applied or procedures developed by the candidate; and relevant additional educational achievement, including programs of advanced study or courses taken toward improvement of subject knowledge or foreign language.

b. Service

A candidate's professional commitment and contribution to the library profession should be evaluated by taking account of such activities as the following: membership and activity in professional and scholarly organizations; participation in library and other professional meetings and conferences; consulting or similar service; outstanding achievement or promise as evidenced by awards, fellowships, grants; teaching and lecturing; and editorial activity.

Recognition shall be given to those who participate in library-wide and university service (including service on campus or university-wide administrative or academic committees and advisement to students and student groups), and in services to the community, state, and nation.

c. Research/Creative Activity

Research by practicing librarians has a growing importance as library, bibliographical, and information management activities become more demanding and complex. It is; therefore, appropriate to take it into account in measuring a librarian's professional development. Examples of research/creative activity may be found under Section I., B., a-k in this document.

PROCEDURES FOR PROMOTION OF LIBRARY FACULTY

1. Nominations for promotion will be initiated by the librarian's immediate supervisor.
2. The Dean of the Library shall appoint a Review Committee. The Committee shall consist of three librarians holding the appropriate rank. If there is an insufficient number of librarians holding the appropriate rank, the Dean of the Library will submit to the Provost a list of the names of six teaching faculty from throughout the University who are familiar with library techniques, procedures, functions, resources and personnel and who hold a rank higher than that of the candidate. The Vice Chancellor for Academic Affairs shall select three faculty from among those suggested and appoint them as the Promotion Review Committee.

Further procedures shall be in accordance with those outlined in the *Faculty Handbook*.