The Faculty of the Texas A&M University Libraries [hereafter Libraries] will be governed by this document in matters dealing with appointment, promotion in academic rank and in tenure review in accordance with the Texas A&M University Statement on Academic Freedom, Responsibility, Tenure, and Promotion, http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf faculty members should become familiar with this document as soon as they accept a position with the Libraries.

The granting of tenure and promotion in academic rank are two of the most significant rewards which the University can bestow on a faculty member. By University rules, tenure and initial promotion are linked. Tenure track faculty members must fully accept the requirements of achieving these rewards and the responsibility for meeting and documenting the individual accomplishments.

A member of the Libraries Faculty, by virtue of formal academic education or training, is knowledgeable and skilled in the manipulation of information, regardless of the format in which it exists. The Libraries Faculty member is an expert in identifying the existence of information, acquiring it, organizing it for retrieval, accessing and building collections, and teaching others related skills. In addition, a Libraries Faculty member may manage, plan, or direct operations involved in any of these functions. The candidate must perform at a high professional level in his or her areas of specialty and contribute to the educational, research, and service functions of the university.

The general criteria for promotion and tenure are stated in the Texas A&M University Statement on Academic Freedom, Responsibility, Tenure, and Promotion, see http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf. Given individual differences in skills and interests and differing stages of career development, individual faculty members will reflect differing combinations of contributions to the three major dimensions of performance. The criteria described below are not intended to prescribe a single image of effective performance. Rather, the intent is to suggest examples of excellence and effectiveness that will serve as benchmarks for individual planning, goal setting, and evaluation of performance.

The Libraries’ criteria for appointment, tenure, and promotion in rank at the various levels are:

**Assistant Professor.** Assistant Professors should be well qualified as librarians in their field of expertise and possess qualifications for research in librarianship or some other specific field of expertise. For appointment at the Assistant Professor level, a Master’s Degree from an ALA accredited program or equivalent is required. (Equivalent is defined as a graduate degree from a foreign library school comparable to U.S. ALA accredited schools. These schools are identified by the American Library Association.) In the closely related specialized fields of library digital initiatives and archives, a Ph.D or terminal degree in an
appropriate area or an archival certification by the Academy of Certified Archivists will be considered a recognized exception to the above requirement for an ALA accredited master’s degree. However, any other exception to the ALA accredited master’s degree or the equivalent must be approved by a majority of the tenure-track faculty of the libraries, prior to posting of such job announcements. An Assistant Professor should show promise of meeting the expectations for the rank of Associate Professor and the award of tenure.

Emphasis will be on establishing a productive pattern of research and publication, in developing competence in Librarianship, and in initiating a record of service activities at the international, national, or state, levels. Service at the library and local levels may strengthen a case.

Promotion to Associate Professor and the granting of tenure requires emphasis on high quality in research and publication and/or the instigation of an exceptional record of service. These contributions must be combined with a record of excellence in performance of Librarianship.

**Associate Professor.** Associate Professors should exhibit a record of excellence in research and publication, consistent service contributions to the profession as well as to the university and the library, and meritorious performance in Librarianship. Research and publication must show evidence of accomplishments as a sustained effort. Service must demonstrate commitment to the institution and the profession.

Promotion to Professor requires continuing emphasis on outstanding research, publication at the highest levels, and/or a high degree of service. Those seeking promotion to Professor must also have continuous evidence of excellence in Librarianship.

**Professor.** Professors should demonstrate accomplishment at the highest level. Their research, publication, and/or service accomplishments should have achieved a measure of national or international recognition. Their performance of their Librarianship should also be at the highest level.

Leadership in the pursuit of excellence and national or international prominence is expected from Professors. Such leadership can be manifested in a variety of ways including continued major contributions to the body of knowledge, development of innovative services, and the mentoring of new faculty members. Although significant heterogeneity can be anticipated in the nature of the contributions of the Professors, continued excellence in one or more areas is expected.

I. **CRITERIA FOR PROMOTION AND TENURE FOR TENURE TRACK FACULTY**

A. **CATEGORIES OF PERFORMANCE**

1. **LIBRARIAINSHP**
Performance of Librarianship for Libraries Faculty includes the recurring and specialized assigned tasks of Libraries Faculty in support of the mission and goals of Texas A&M University. Therefore, professional effort, as performed by the Libraries Faculty, includes one or more of the following duties:

a. Reference and research assistance to the faculty, staff, and students of the University;

b. Information retrieval and analysis;

c. Collection development activities;

d. The development and maintenance of bibliographic organization and control over the Libraries’ collections;

e. Instruction in and promotion of the use of information resources and the Libraries;

f. Management and supervision;

g. Archival management;

h. Library computer systems management;

i. Clinical information services activities.

In addition, the library faculty member is responsible for continued professional growth related to job responsibilities.

The evidence for each Faculty member's progress towards promotion and tenure is recorded in the annual performance evaluations which are conducted in accordance with the procedural documents produced by the Committee on Appointment, Promotion, and Tenure (CAPT). Annual performance evaluations on a candidate’s Librarianship, even though they are favorable, cannot be considered a binding prediction that the candidate will be recommended for tenure and promotion. Favorable job performance is a prerequisite for consideration for tenure and promotion. Even an excellent record of performance in Librarianship will not suffice for tenure and promotion. Research, publication, and service contributions are necessary factors and will be strongly considered.

Examples of criteria which may be used to evaluate Librarianship include:
Indicators of Excellence

Selection for a university, college, or professional society award;
Evidence of outstanding performance at a rigorous and challenging level;
Understanding and anticipating user needs and devising solutions for user problems;
Experimenting with new ideas, innovative techniques, or alternative approaches to library procedures;
Publication of widely adopted or acclaimed instructional or procedural materials;
Outstanding performance evaluations;
Development of innovative organizational methods and materials;
Evidence of creative professional practice;
Significant self-development activities leading to enhanced performance.

Indicators of Effectiveness

Development of services having significant effect on the institutional program of TAMU;
Development of innovative services;
Member of graduate student advisory committees;
Evidence of high quality in class preparation, interaction, and other instructional accomplishments;
Participation in establishing objectives and planning, organizing, and coordinating operations;
Accepting responsibility or assuming leadership;
Self-development activities leading to enhanced performance.

2. RESEARCH AND PUBLICATION (CREATION AND DISSEMINATION OF NEW KNOWLEDGE)

Research makes possible contributions to the body of knowledge and is the basis for most publications. Quality of research can be measured by publication in leading refereed journals, peer recognition via research or publication awards, contributing to external grant projects, and funding for research. Funding is not a prerequisite to research since unfunded research can offer significant contributions to the profession. Individuals are strongly encouraged to develop a publication record which includes individual contributions to the body of knowledge. Collaboration in research and publication is also acceptable.

Publication is the creation of enduring information which is disseminated and available to the general public. Emphasis will normally be placed on contributions to the profession of librarianship. Publications in one’s academic discipline other than librarianship will also be highly regarded.
A robust record of creation and dissemination of new knowledge that gives evidence of continuous effort and promise of continuing strong production is essential for promotion and tenure. To be judged strong for promotion and tenure the faculty member’s research and publication record must exhibit a coherent focus.

Normally, scholarly and/or commercial publications are the hallmarks of success in this area. Nevertheless, each publication must be judged on its own merit. There is, however, a hierarchy of value of journal publications. Most significant are those published in journals which are refereed; next are those in very highly regarded but not refereed journals; next are articles which are invited by the editor; and last are all other articles.

Examples of criteria which may be used to evaluate research and publication include:

**Indicators of Excellence**

- Publication of scholarly book(s) of highest quality, including library reference works;
- Publication in leading refereed journals;
- Receiving major fellowship or research awards;
- Frequent citation of publications;
- Significant self-development activities that earn membership in the Academy of Health Information Professionals at the Senior or Distinguished level (See Appendix for a detailed explanation of requirements for AHIP levels);
- Editor or member of editorial board of a major journal;
- Publication of peer-reviewed creative works;
- Significant teaching activities, not tied to job responsibilities, such as course design, professional teaching activities, development of continuing education or credit courses, or invited lecturing at other institutions on a relevant topic;
- Member of review panel for national research organization;
- Presentation of invited papers at national and international meetings;
- Design and development of new resources that support University education or library programs or scholarship, such as development of substantial media or development of computer programs or databases;
- Substantive participation on externally funded grant programs;
- Receiving significant external research funding.

**Indicators of Effectiveness**
Publications in refereed journals;
Service as a reviewer for major refereed journals or as an ad hoc reviewer for national research and/or professional organizations;
Publication of a chapter in a scholarly book;
Editor of a monograph or special issue;
Presentation of papers at national, regional, and state meetings of appropriate disciplines;
Publications in proceedings of conferences and professional meetings;
Publications in non-refereed but widely recognized journals;
Preparation of grant proposals or authorship of funded grants;
Creating or developing a computer program of value in education;
Contributions to externally funded research activities;
Significant self-development activities, such as those that earn membership in the Academy of Health Information Professionals, and such as receiving a Faculty Development Leave or selection as the Hoadley Professor which lead to increased research and publication effectiveness;
Evaluative publications, such as book reviews, abstracts, and annotated bibliographies;
Presentation of poster sessions at national, regional, or state meetings.

3. SERVICE

Service includes those activities which parallel the performance of Librarianship, research, and publications in focus, direction, and effect.

Service to international, national, regional, state, and local organizations; committee service at the system, University, and library levels; and visiting appointments may each be considered on their merits.

Service activities add strength to one’s overall record, but even excellent service activities alone cannot earn one tenure and initial promotion. On very rare occasions, one can receive a promotion beyond tenure based primarily upon superior and outstanding service.

Examples of criteria which may be used to evaluate service include:

**Indicators of Excellence**

- Officer in a national professional organization;
Service on a major governmental commission, task force, or board; Administrative leadership role at Texas A&M University; Program chair or similar chair at a national meeting; Officer of Faculty Senate; Chair of a major standing or ad hoc Texas A&M University committee.

**Indicators of Effectiveness**

- Committee chair of national professional associations;
- Officer in regional or state professional associations;
- Program or local arrangements committee chair for regional or state professional organization meeting;
- Service as an active member of the Faculty Senate;
- Service on University, college, and Libraries committees and task forces;
- Service as a consultant to other libraries, businesses, or governmental agencies;
- Advisor to student organizations;
- Administrative roles within the Libraries;
- Significant self-development activities that lead to enhanced service effectiveness;
- Committee membership and participation in international, national, regional, state, and local organizations.

B. EVALUATION CONSIDERATIONS

The primary responsibility of a member of the Libraries faculty is to meet effectively the information needs of his or her clientele. Even though Librarians have extensive assignment-related responsibilities, this does not change the requirements in relation to research, publication, and service. A high level of output is a worthy goal, but quality is a significant consideration in both publications and service.

The CAPT and the Dean will provide an annual evaluation of each untenured tenure track faculty member's progress toward promotion and tenure as a part of the annual performance evaluation. The CAPT will also offer advice to untenured tenure track faculty members who are interested in being considered for early tenure and to tenured faculty who desire to be considered for promotion beyond the Associate Professor level. In tenure and initial promotion decisions, a faculty member’s complete record of accomplishments is considered. In subsequent promotions, emphasis is on those accomplishments since the previous promotion.

When a faculty member is considered for promotion and tenure, the following university criteria as stated in the Texas A&M University Statement on Academic
Freedom, Responsibility, Tenure, and Promotion [http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf](http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf) must be met by the individual under consideration:

An exemplary level of competence as measured against the contributions of others in his or her field;

Professional conduct conducive to a collegial work environment and standard of professional integrity that will advance the interest of Texas A&M University;

An area of specialization germane to the programs of Texas A&M University, one not currently represented on the tenured faculty, or one that provides desired reinforcement in an area of significance;

Evidence indicating a commitment to maintaining the level of competence in Librarianship, research and publication, and service expected of a tenured faculty member.

II. COMPOSITION AND FUNCTIONS OF THE COMMITTEE

The Committee on Appointment, Promotion and Tenure (CAPT) will consist of eight elected tenured faculty members ranked as Associate Professor or above, of which at least one shall be from the Medical Sciences Library faculty.

The CAPT, in conjunction with individual faculty member’s immediate supervisors, the Medical Sciences Library Director (as appropriate), and the Dean, will conduct annual evaluations of all untenured tenure track faculty members in accordance with the committee’s procedures documents including the document on third year reviews and will provide input on each candidate’s progress toward tenure and promotion. In cases in which the committee sees insufficient progress towards promotion and tenure, the CAPT can recommend to the Dean that an untenured tenure track faculty member be given a terminal contract in accordance with University procedures, see [http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf](http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf). A terminal contract can be recommended after any evaluation but is normally given only after the third year review.

The CAPT will be responsible for reviewing the documentation for each candidate for tenure and for promotion and will reconcile questions, draw to the attention of the faculty member omissions in documentation, and assemble a portfolio for each faculty member under review. It may create a subcommittee to help fulfill this charge, and may call on faculty outside the CAPT to serve on such subcommittees. The CAPT will also call a meeting of faculty at or above the rank aspired to by the candidate(s) to discuss the candidates for tenure and promotion and conduct the balloting on the candidates.

The CAPT will advise the Dean and the Medical Sciences Library Director (as appropriate) in matters of appointment (including appointment with tenure in accordance
with its procedure document), annually review governing documents, and act on behalf of the faculty in promotion and tenure review matters.

III. DOCUMENTATION

A. DOCUMENTATION FOR TENURE AND PROMOTION FOR TENURE TRACK FACULTY

The documentation received by the CAPT will be provided by the faculty member and will consist, in part, of a statement by the candidate in which he or she “is to supply in concise form (three pages, single spaced, maximum) a statement on goals, philosophies, strategies and emphases in carrying out his/her professional responsibilities in the three categories of performance: librarianship, research and publication, and service. The purpose is not for the candidate to make an argument for promotion or tenure--it is to provide a context for review of the file at each level. See the Dean of Faculties Tenure and Promotion Package Submission Guidelines document, updated annually and found at the Dean of Faculties web site http://dof.tamu.edu/content/tp-guidelines

Preparation of the package requires the candidate to submit a list of possible outside reviewers (with names, faculty ranks, addresses, phone numbers, and e-mail addresses). Candidates may also submit a list of specific names not to be included on the final outside reviewer list.

Most of the proposed outside reviewers should hold faculty status at a peer institution and have been granted tenure and have been promoted in academic rank. In the case of academic health sciences librarians, outside reviewers holding AHIP Senior or Distinguished status will be considered equivalent to tenured academic faculty. The CAPT also prepares a separate list of possible outside reviewers and the final group of outside reviewers is compiled from both lists.

In accordance with the instructions provided annually by the Dean of Faculties office, the following items are typically included in the packet prepared for each candidate for tenure and promotion and for promotion beyond tenure:

1. Candidate’s statement on Librarianship, research, and service;
2. Candidate’s curriculum vitae including the candidate’s attestation of correctness;
3. Statement on quality of Librarianship;
4. Statement on quality of research;
5. Statement on quality of service;
6. Statement on quality of other activities, if any, relevant to the missions of the university (this would include exemplary activities that have
influenced the Librarianship, research, or service mission of Texas A&M University);

7. Statement on qualifications of outside reviewers, along with outside reviewers’ letters evaluating the candidate’s performance;

8. Complete committee report and recommendations;

9. Recommendation of the Director of the Medical Sciences Library (if appropriate);

10. Recommendation of the Dean;

11. Other materials and documentation as desired, including candidate’s acknowledgment of the contents of the P&T dossier as submitted to the CAPT;

12. A brief personal biography of no more than 250 words, to include candidate’s name, terminal degree, institution where earned, year earned, year they joined the Texas A&M faculty, area(s) of specialty, a brief outline of the contribution to the department in the areas of teaching, research and service that exemplify to the public the quality of our faculty and contributions they are making, and any notable awards or honors.

Numbers 3-6 and 8 above are prepared by the CAPT after a thorough examination of the documentation supplied by the candidate and the letters of the outside peer reviewers and a thorough discussion of the merits of each candidate by the appropriate tenured faculty. Numbers 1-2, 10-12, and possibly 7, are the responsibility of the candidate. The CAPT and the Dean’s office are responsible for putting the complete package together.

The faculty member’s comprehensive professional curriculum vitae with a suggested list of peer reviewers to be contacted for peer review letters must be delivered to the chair of the CAPT and the complete documentation must be presented to the committee upon the call of the chair of the CAPT.

Documentation to support promotion in academic rank and tenure will include all work done during the faculty member’s professional career.

IV. RESPONSIBILITY OF THE FACULTY MEMBER

It is the responsibility of the individual faculty member to be aware of the criteria and procedures by which he or she will be evaluated for promotion in academic rank and for tenure, to be aware of the date he or she becomes eligible to be considered for tenure, and to provide names and addresses for peer review. It also is incumbent upon the faculty member to supply all supporting documentation as described above.

V. PROCEDURE FOR EVALUATION

A. TENURE TRACK FACULTY
1. The CAPT identifies all individuals eligible for promotion or tenure review.

2. The CAPT will make available the assembled documentation (including annual evaluations and peer review letters) for review by the tenured faculty, convene a meeting of the appropriate faculty to discuss each candidate for tenure and promotion and for promotion beyond tenure, and conduct a vote of the appropriate faculty by secret ballot in accordance with the CAPT’s procedure documents. A positive vote by a majority of the appropriate faculty is recommended for a positive tenure or promotion recommendation. Abstentions and absences will be reported to the Provost and Executive Vice President for Academic Affairs and will be explained if necessary. The CAPT will make every effort to assure participation of all appropriate faculty in the balloting.

VI. DISPOSITION OF RECOMMENDATIONS

A. To the Dean

1. The CAPT communicates to the Dean, with justifications including the vote, both positive and negative recommendations for promotion and tenure.

2. The Dean informs the chair of the CAPT of his or her recommendations on promotion or tenure for each candidate prior to the transmittal of these recommendations to the Provost and Executive Vice President for Academic Affairs.

3. The CAPT may, when a recommendation of the Dean is in opposition to the CAPT's recommendation, attach to the report to the Provost an addendum addressing the difference in recommendations.

B. To Each Eligible Faculty Member

1. The Dean informs each faculty member reviewed for promotion and/or tenure of the nature of the recommendation on his or her case prior to transmittal to the Provost and Executive Vice President for Academic Affairs.

2. The faculty member may request a meeting with the CAPT and/or the Dean to review the recommendation.

3. The written recommendations of the CAPT and the Dean will be made available to the individual faculty member upon request to the Dean.
4. Upon receiving notification, the Dean informs each faculty member reviewed for promotion or tenure about recommendations made by the Provost and Executive Vice President for Academic Affairs, the President of the university, and the Board of Regents.

5. Faculty members may ask to review the peer review letters by submitting a formal open records request following university procedures.

6. A faculty member denied tenure or given a terminal contract before being considered for tenure may appeal the decision if he or she believes that decision was not based on an adequate consideration of his or her record and/or in violation of his/her First Amendment rights or on basis of illegal discrimination. The procedures for appeals are described in the Texas A&M University Statement on Academic Freedom, Responsibility, Tenure, and Promotion. http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf

VII. POST-TENURE REVIEW

All tenured faculty members are reviewed annually to assure that they are making sufficient contributions to the university to warrant their continued appointment. The reviews are made according the Post-Tenure Review document of the Libraries and the Texas A&M University Rule on Post-Tenure Review, http://rules-saps.tamu.edu/PDFs/12.06.99.M0.01.pdf