Tenure and Promotion: Criteria and Procedures Used by University of Louisiana System Libraries

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Abstract

Tenure-track academic librarians in the University of Louisiana System (ULS) must satisfy varying procedural criteria before they earn tenure and promotion. For example, prior to 2007, the tenure and promotion guidelines of Sims Library, Southeastern Louisiana University, did not require librarians to publish in order to earn tenure, but did require publication to earn promotion. In 2007 Southeastern revised its tenure and promotion policy to link tenure with a promotion from Assistant to Associate Professor, suddenly requiring all librarians to publish. As Sims Library began to revise its tenure and promotion guidelines, the authors became curious about how tenure and promotion policies differ among the ULS institutions, apart from the general guidelines required by the university system. This article explores the tenure and promotion criteria of the nine ULS academic libraries and discusses the procedural variations of each institution.

Keywords: tenure, promotion, University of Louisiana System, ULS, Southeastern, Monroe, Lafayette, UNO, McNeese, Grambling, Northwestern, Louisiana Tech, Nicholls, New Orleans, ULL, ULM

Introduction

The status of Louisiana's academic librarians as "faculty" is established in title 17, section 3304 of the state's *Revised Statutes*. That section says "Members of the instructional staff of each college and university having the rank of instructor or higher and persons engaged in library, artistic, research and investigative positions of equal dignity, shall constitute the faculty of each college and university."[1] Therefore, most academic librarians are awarded faculty rank and status, and are required to go through the tenure and promotion process like their colleagues across the university.

Tenure and promotion guidelines at Southeastern Louisiana University were revised in 2007 to link the granting of tenure with promotion from Assistant Professor to Associate Professor. Prior to that point faculty members could be awarded tenure without receiving promotion. According to Sims Memorial Library's guidelines, publication was not required to receive tenure but was required for promotion. Therefore, with the 2007 policy revision, all untenured librarians at Sims were suddenly required to publish. As the faculty of the Library re-wrote its guidelines to reflect the changes in the University's policy, the question was often asked, "How are other librarians in the state doing this?" The authors of this article have set out to answer that question, and in order to limit the scope of their research to institutions most like Southeastern, have focused on the libraries in the University of Louisiana System (ULS). The other universities in the ULS are Grambling, McNeese, Nicholls, Northwestern, Louisiana Tech, University of Louisiana Lafayette (ULL), University of Louisiana Monroe (ULM), and the University of New Orleans (UNO).

System Rules

All ULS institutions have based their policies on the rules established by the system's Board of Supervisors (BoS). The bylaws, rules, policies, and procedures of the BoS can be seen on its website at http://www.ulsystem.net/. This common basis has resulted in some natural similarities between institutional and library-level policies, but wide procedural differences do exist.

Basic Process

The basic tenure/promotion review process is similar from library to library in that the candidate is required to create a file, dossier, or portfolio of materials to document their achievements during their period of probationary employment (most often this is six years). This file is submitted by a specific deadline and reviewed in turn by a committee of the candidate's peers, a library administrator, a university administrator (most often the Provost or Vice President for Academic Affairs), and the University President. In some cases there are additional persons in the chain of review. At each level a recommendation is made in favor of or against awarding tenure/promotion. Most institutions also offer some method for candidates to appeal an unfavorable recommendation made at any level. The final decision about awarding tenure/promotion rests with the BoS, but they generally follow the recommendations made by the reviewers at the lower levels.

UNO's policies differ from others in the ULS system because they have joined the system so recently that their policies and procedures haven't yet been changed to reflect ULS system rules.

Timing of Tenure/Promotion Review

Most of the ULS institutions do their tenure/promotion reviews in the Spring, but

there are some who do the review in the Fall. See Table 1 below.

Table 1. Deadlines for Submission of Tenure/Promotion Review Files	
Grambling	October 15 [2]
Louisiana Tech	October 1 [3]
McNeese	Spring [4]
Nicholls	Before October 5 [5]
Northwestern	Spring [6]
Southeastern	January 15 [7]
ULL	Spring [8]
ULM	By the first week of February. [9]
UNO	Mid-November for a Fall review. Mid-March for a Spring review. [10]

Contents of the Review File

Some institutions provide very detailed guidance about what must be included in

the candidate's review file and others provide only a general description. See Table 2

below.

Table 2. Items Required in File/Dossier/Portfolio	
Grambling	Letter of Intent to Apply for Promotion and/or Tenure; Appropriate Application Form(s) and Essential Documentation; Current Vitae; Current Evaluations by Peers, Head (immediate supervisor) and Library Dean; Evaluations of Students or Faculty instructed by you;

	Professional Work Experience; Service (University and Community) clearly marked; verification of credentials and professional work experience.[11]
Louisiana Tech	Required forms; narrative of no more than 10 pages which addresses job responsibilities, philosophy of librarianship, philosophy of service, professional/scholarly goals and objectives, professional development, professional/scholarly activities; annual goals, self-evaluations, administrative evaluations; vita; appendices containing representative materials; evidence of effectiveness; evidence of professional/scholarly activity; evidence of services.[12]
McNeese	Concise narrative summary presenting the candidate's basis for requesting consideration for promotion, not to exceed three pages. The candidate should clearly state and justify the level of achievement (excellence, distinction, and adequacy relative to approved departmental guidelines) on which he/she believes the categories of Teaching/Job Performance and Scholarly and Professional Activity should be judged; Current and complete curriculum vitae (resume); Annual Performance Report (APR) summaries; Summary of activities for each year; Summary printouts of the Student Evaluation of Instruction (SEI). [13]
Nicholls	A professional portfolio providing evidence of accomplishment, including cover letter, vita, and other appropriate supporting

	documentation; formative reviews provided by the Library Director.[14]
Northwestern	Promotion Evaluation Form; letter addressing the intent to seek promotion which outlines candidate's qualifications/achievements; current Curriculum Vitae; complete set of annual activity reports; additional materials related to teaching, scholarship, and service; and any other materials deemed necessary in support of the application.[15]
Southeastern	Required forms; concise narrative summary of bases for requesting tenure/promotion; curriculum vitae; all job descriptions; annual evaluations; summary of activities for each year; course syllabi/examinations/grade distributions; original summary printouts of the "student opinion of teaching;" any other information the candidate believes would further support the application.[16]
ULL	Evidence of job performance including annual evaluations, interviews and/or written comments from co-workers and outside faculty; evidence of continuing record of professional research including publications in refereed journals, books or contributions to books, presentations at state or national conferences, major research projects, funded grant proposals, finding aids, and instructional materials; evidence of professional activity including continuing education, involvement in professional organizations (which includes membership, committee service, holding office, and similar activities); evidence of service to the Library, University, and

	Community including a summary of activities of committees/organizations and librarian's contribution.[17]
ULM	Only materials relevant to the candidate's performance/research/service. Should include a promotion/tenure request form, a table of contents, numbered pages, and documentation in the following areas: effectiveness of professional performance, research and scholarly activity, professional service, university service, library service, and community service.[18]
UNO	Standard biographical data sheet; current vita; pre-tenure review/external review letters; pre-tenure review summaries; performance evaluations/activity reports; publications; other scholarly/creative endeavors; presentations; awards; documentation of teaching/ instructional activities; major areas of research interest; university/library service; community service; miscellaneous professional development; and miscellaneous letters of commendation.[19]

Composition of the Peer Review Committee

The people who serve on a peer review committee for a tenure decision may differ from those who serve for a promotion decision. For the composition of peer review committees for each type of review, see Table 3 below.

Table 3. Peer Review Committee for Tenure and for Promotion	
Grambling	Membership of Library's Promotion and Tenure Committee varies.[20]
Louisiana Tech	Tenure and Promotion Committee appointed by Library Director.[21]

McNeese	For both tenure and promotion, all tenured faculty in the department.[22]
Nicholls	Not more than five tenured full professors (or highest ranking tenured library faculty), and other tenured faculty (if needed), appointed by the Director. Promotion is the same.[23]
Northwestern	All tenured members of the Library faculty serve. (Committee must have at least five members, but an ad hoc committee of four may be appointed, two chosen by the applicant and two chosen by the department head/coordinator or dean.)[24]
Southeastern	All of the tenured faculty who are in the rank being applied for or in a higher rank, excluding the candidate's current immediate supervisor, the Assistant Director, and the Director. Promotion is the same.[25]
ULL	Basic membership of the Promotion and Tenure Committee is all tenured librarians. Membership for promotion reviews varies.[26]
ULM	For tenure all tenured faculty excluding the department head/faculty chair/program director serve on the committee. For promotion, faculty with the rank of Associate Professor and above, excluding the department head/faculty chair/program director serve. Only faculty at or above the rank to which the applicant aspires will consider the application for promotion.[27]
UNO	All librarians senior in rank to the candidate serve on the committee.[28]

Areas of Performance Being Evaluated

 Chapter III, section X., part D. of the BoS rules states that "Evaluations are to

assess performance in an appropriate mix of teaching, research, and service."[29] These

areas are called by slightly different names in the policies of ULS institutions. They are

assessed in the tenure and promotion review, but are also rated in annual evaluations. The

relative importance of each area is not usually outlined in tenure and promotion

documents, but each area is often assigned a different weight or no weight at all, for

annual evaluations. Annual evaluations, of course, are normally an important component

in tenure/promotion review files. See Table 4 below.

Table 4. Areas of Performance Being Evaluated and the Weighting of Each	
Grambling	Librarianship (50%); Professional Activities (20%); Service (30%)[30]
Louisiana Tech	Performance/Practice of Librarianship (40%); Professional Development (20%); Research and/or Creativity (30%); Service to University and Community (10%)[31]
McNeese	Teaching (50%); Scholarly/Professional Activities (40%); University and Public Service (10%)[32]
Nicholls	Teaching (50-80%); Research (10-40%); Service (10-40%) (as concerns the library and librarianship)[33]
Northwestern	Primary Work Assignment; Professional Activity; Service (no weighting)[34]
Southeastern	Job Effectiveness/Teaching (50% or 60%); Professional Activity (30% or 40%); Service (Academic Citizenship) (10%)[35]

ULL	Assigned Library Responsibilities; Research and Research Support; Library and University Service; Community Service. Weighting in annual evaluations is done by the person picking from five sets of "factors." Each set of factors adds up to 10%. A percentage in each area of achievement is multiplied times the rating in that area to come up with the final score. Factors in Teaching range from 8% to 2% and in Research from 0% to 6%. For University Service the factor is always 1.5%, and for Community Service it is 0.5%. Ratings range from 0 to 10.[36]
ULM	Professional Performance (up to 70 points); Research and Scholarly Activity (up to 15 points); Service (up to 15 points)[37]
UNO	Job Performance; Research and Scholarly Activity; Service Activity (no weighting for promotion and tenure). When merit raises are available, ratings on annual evaluations are weighted as follows: Job Performance, 50%; Research and Scholarly Activity, 25%; and Service Activity, 25%.[38]

Unique Aspects of the Tenure and Promotion Process at Each Institution

The nine universities of the UL system base their tenure and promotion processes primarily on guidelines provided by the ULS Board of Supervisors. However, given that each institution differs by size, demographics, location, and culture, there are variations in tenure and promotion requirements for each institution and library.

Grambling State University—A.C. Lewis Library

For Grambling librarians seeking tenure, the most heavily weighted factor is Librarianship. Librarianship is evaluated by effective application of instructional techniques and educational resource management, exemplified by the following abbreviated list: group instruction of a detailed design that maximizes learning; ability to provide student and faculty reference and research consultation; use of technology to enhance faculty and student learning; participation in collection development; and "development of new and innovative services."[39]

The second most important factor is Service to both University and Community. Some examples of University service include but are not limited to: service on inter-institutional, standing, or council committees; organization or participation in campus seminars, workshops, or study sessions; and compiling detailed reports or portfolios. Community service activities, such as Black History Month or National Library Week, are described as "the kind of public service rendered and the extent to which the activity tended to improve social or economic conditions, develop greater appreciation of culture, and improve better relations between the University and the local community."[40]

Professional Activities, the least weighted category, is composed of research, publishing, and professional development. Examples of research and scholarship include but are not limited to: articles in refereed or non-refereed publications, edited publications, books or monographs in which the applicant has contributed significantly (e.g. sole author, co-editor, etc.), and grants or contracts both funded and unfunded. The following shortened list provides some of the Professional Development requirements for Grambling librarians: presentations at professional library conferences; participation in

professional library panel discussions or symposia; and attendance at professional and scholarly meetings which lead to subsequent presentations given to library colleagues and associates.[41]

To earn academic promotion, which includes the ranks of Assistant Professor, Associate Professor, and Professor, faculty must demonstrate the following, in a caliber above adequate: "… high ability within their academic field, a commitment to the academic advancement of the University and its students, and varied strengths in terms of academic scholarship; recruiting, retaining, educating, and motivating students; promoting high academic standards across the disciplines, and advancing the academic mission of the University."[42]

Louisiana Tech University—Prescott Memorial Library

The document containing tenure and promotion policies/procedures for Louisiana Tech librarians has a section titled "Rationale and Philosophy for Tenure Requirements" which states, "Library faculty members will be evaluated in accordance with the University-wide criteria; however, certain criteria are included in recognition of the unique role of the librarian in furthering the University's educational mission."[43] Thus, Prescott Memorial Library created its own tenure and evaluation goals, composed of the following four categories from which librarians are asked to identify the goal they feel is most important, as well as their strengths and weaknesses: "Goals for Effective Contact with Student and Faculty (e.g. individual and/or group instruction in library use, reliable and efficient assistance to patrons, adherence to library policies and procedures, etc.); Professional Service Goals (e.g. professional organizations, service to community groups, etc.); Institutional Service Goals (committees, faculty leadership positions, etc.); Other

Goals (e.g. publishing research, conference presentations, etc.)."[44]

As mentioned in Table 4, "Areas of Performance Being Evaluated and the Weighting of Each," Louisiana Tech librarians are evaluated for tenure and promotion in four main areas noted below. Although each evaluation area contains multiple criteria, the following is a partial list of criteria for clarity and brevity. The first area of evaluation is Performance and Practice of Librarianship which includes but is not limited to: excellence in performing job functions; proven intelligence, critical thinking skills, and ability to use knowledge of library materials to solve problems and meet user needs; and evidence of collegiality, teamwork and collaboration, communication with library colleagues and external faculty.[45]

The category of Research and/or Creativity looks for "innovative instructional methods, on-line tutorials; creation of research aids such as indexes, thesauri, catalogs…; oral presentations before scholarly or professional groups; substantial literature reviews and/or research in support of external faculty members' books, journal articles, etc."[46]

Professional Development asks librarians to maintain local, regional, and national professional organizational memberships with significant leadership roles; continued professional development including receipts of awards, grants, or honors; active participation in scholarly activities such as panels, symposia, and the presentation of papers at conferences and meetings of professional organizations, etc.[47]

Service to University and Community is demonstrated by membership on essential library or university committees; non-funded professional advisory service to community, civic, governmental, religious, or social groups; and service to students through individual advising on academic matters and acting as faculty advisor for student

organizations.[48]

Ranks in promotion are considered on the basis of merit from recommendations made by the Unit Head and Dean. Entry level, tenure-track appointments are made at the rank of Assistant Professor, which requires the minimum academic qualification of an appropriate terminal degree in their field of study. Faculty members promoted or appointed to Associate Professor must possess the minimum appropriate terminal degree and documentation of strengths in teaching, research, and service.[49]

McNeese State University—Frazar Memorial Library

Frazar Memorial Library has no separate tenure and promotion policy; librarians adhere to the McNeese State University policy. A tenure-track faculty member may apply for tenure during the sixth year, and for promotion past tenure must "provide supporting materials covering at least the four most recent years of his/her current rank." [50] At McNeese, the Annual Performance Report (APR) is the "basic instrument for decisions concerning merit pay, promotion, and tenure, and faculty members are primarily responsible for timely submission and accuracy of information included in the APR."[51] The reader may consult Table 4 to see the evaluative criteria of the APR.

Regarding promotion, departments are given discretion to "develop more specific criteria" than what is required in the University Policy, as long as it falls within the ULS guidelines and is approved by the department dean or equivalent.[52] In general, to advance from Assistant Professor to Associate Professor the faculty member must have attained "educational and experience levels established for the rank" and demonstrated more than satisfactory ability in performing the duties of one's position. Continued professional growth, participation in professional organization activities of one's discipline,

publication, and collegiality are also assessed in promotion decisions.[53]

To advance from Associate Professor to Full Professor one must meet the expectations given for promotion to Associate Professor but at a degree considered "exceptionally skilled" instead of "more than satisfactory ability" and a candidate "must provide evidence of professional achievement which is truly outstanding and significant to the discipline and supportive of the University mission. Achievement of a level of distinction or that which sets itself apart from the ordinary or the merely acceptable should be evidenced." [54]

Nicholls State University – Ellender Memorial Library

The fact that annual evaluations at Nicholls are called formative reviews and the tenure/promotion process is called the summative review indicates the complexity of their documents in general. The annual evaluation for librarians involves the completion by the librarian of a detailed "common form" to report their activities, the use of a rubrics document, peer review, and a ratings system that is quite complex.

The Appointment, Promotion, and Tenure documents give general criteria for promotion to specific levels. Promotion beyond Assistant Professor requires "effective work with students in a non-library setting" and "civic or community activities in which professional expertise is utilized."[55]

While the Library policy doesn't specify a required number of publications for regular promotion or tenure, it does say that early promotion from Instructor to Assistant Professor requires two excellent evaluations and one scholarly work; early promotion from Assistant Professor to Associate Professor requires three excellent evaluations and two scholarly works; and early promotion from Associate Professor to Full Professor

requires three excellent evaluations and three scholarly works.[56] The University policy has a note which indicates an "unwritten" requirement for two peer-reviewed publications to achieve promotion to Associate Professor and three peer-reviewed publications for promotion to Full Professor. It also says that "substantive involvement in course and curricula redesign which leads to improved teacher quality" can serve as a substitute for one of the required publications.[57]

Northwestern State University of Louisiana—Watson Memorial Library

In the *NSU Libraries Policies and Procedures Manual*, there are three main tenure criteria used to evaluate Watson librarians. The first, Academic Activities, includes but is not limited to competence in fulfilling position requirements; adapting to changing conditions in position; responding appropriately and in a timely manner to requests from various administrators, faculty, and students; maintaining professional growth and expanding knowledge in relation to one's position; developing new and innovative procedures and programs; and applicable supervisory work.[58]

The second area is Research and Professional Activities which entails appropriate academic publishing; maintenance of professional memberships including attendance, office-holding, and presentations; writing, obtaining grants; and serving as editor or referee for scholarly publications.[59]

The third area, University and Public Service, is exemplified by chairing and/or serving on university and library committees; serving in faculty senate; recruiting and assisting in retention of students; advising or sponsoring university activity; and utilizing professional expertise to serve the general public and advance the university mission.[60]

The Tenure and Promotion Committee of Watson Library base their

recommendation for promotion of library faculty on annual evaluations ranking the applicant in teaching (primary work assignment); research, scholarship, creative work; and professional and university service.[61] The basic criteria for the rank of Assistant Professor is: (1) demonstrated ability and professional promise in teaching, creative activity, scholarship and service; and (2) attained the minimum academic qualification of the master's degree in the field plus approved graduate work or a equivalent professional experience as determined by the appropriate department and college and the Faculty Committee on Promotion.[62]

To be promoted to Associate Professor, "a person must possess an earned terminal degree appropriate to the individual's academic assignment (unless extraordinary service to the University and other significant credentials can be documented), and have at least five complete years of full-time teaching or academic support experience at the level of Assistant Professor…"[63] Promotion to Professor requires a terminal degree, the completion of at least five years of full-time teaching or academic support as an Associate Professor and must have "an established record of distinguished teaching, scholarship, and research/creative activity, and service."[64]

Southeastern Louisiana University—Linus A. Sims Memorial Library

In their third year of employment, librarians at Sims Library complete an interim review file and go through the same process they will follow when they complete their tenure/promotion file. This allows each librarian to get input from the Peer Review Committee that will help them to improve their performance and provides them with valuable experience in putting together a concise, user-friendly file.

For tenure and promotion, librarians must demonstrate "Excellence" in either Job

Effectiveness/Teaching or Professional Activity, "Distinction" in the area not chosen for Excellence, and "Adequacy" in Service. The Library's guidelines provide general criteria to demonstrate specific levels of achievement in each area. Excellence in each area requires three "significant accomplishments" in that area. Distinction requires two "significant accomplishments." For tenure and promotion to Associate Professor, Excellence in Professional Activity requires "two or more publications and a substantial record of activities in one or more of the other areas…" Distinction in Professional Activity requires "one publication and a record of activities in one or more of the other areas…" Promotion from Associate Professor to Full Professor requires "a substantial record of publication…"[65]

University of Louisiana Lafayette—Edith Garland Dupré Library

Job performance is the primary category upon which merit, tenure, and promotion decisions are based for library faculty at the University of Louisiana Lafayette. Additionally, Research, Professional Activities and Service to the Library, University and Community are also considered.[66]

The category of Job Performance is evaluated by aspects of the following: a. High level of job performance; b. General knowledge of the profession; c. Commitment to the Library's mission in meeting the information, curricular, and research needs of students, faculty and staff of the University and the general public; d. Understanding of the organization, policies, procedures and services of the Library, and a demonstrated ability to serve the Library's clientele through interpretation of these policies and procedures; e. Demonstrated ability to work cooperatively and collaboratively with library personnel and University faculty and administration to further the goals of the

Library and the University. An additional category of f. Effectiveness in leadership, administration and supervision of a department of the Library is examined if the faculty member is in a supervisory position.[67]

The category of Research is defined by "an increasingly impressive bibliography in some or all of the following: publications in refereed journals, books or contributions to books, presentations at state or national conferences, major research projects and funded grant proposals." Additionally, a candidate's instructional materials and finding aids are scrutinized as research.[68]

The category of Professional Activities is demonstrated by continuing education in the profession or allied fields, attendance at conferences and workshops, and participation in committee service, holding office, presenting programs, panel participation, etc., in state, regional, national, or international professional associations.[69]

The category of Service to the Library, the University, and the Community requires candidates to serve on Library and University committees, advise students, participate in University events and outreach activities, participate in civic organizations, serve as a professional consultant, and/or volunteer in the community.[70]

Assistant Professor is the entry-level tenured position of rank at Dupré Library. Promotion to the rank of Associate Professor requires excellence in librarianship, demonstrated achievements in scholarly endeavors like research, publication, service to the University, and continued professional growth. To advance to Professor, a candidate shall provide evidence of "outstanding achievements in bibliographical activities, scholarship and research, administration, and leadership at the local, regional and national level in the profession. These achievements shall include aggressive and innovative

actions for the advancement of the institution and the profession."[71]

University of Louisiana Monroe—University Library

The tenure and promotion process for ULM librarians follows the general policies and procedures outlined in the *ULM Faculty Handbook.* Section 5.1.2 provides a list, called Group II, of "Quantitative and Qualitative Qualifications for Promotion." The list is divided into Teaching Effectiveness, Research and Professional Development, and University and Community Services. The *Handbook* notes, "To be considered for promotion to professor, a faculty member should have made outstanding contributions in two of the three areas in Group II and some contributions in all areas."[72]

While neither the Library nor ULM handbook specifies a number of publications as being required to achieve tenure or promotion, the Library policy does say, "While excellence in job performance is the major factor in consideration for evaluation, at least some points must be earned in research and service in order to compete for merit raises."[73]

The *Faculty Performance Handbook* provides a detailed description of the criteria used for distributing merit raises. None of the other ULS policies document this process in any way.

University of New Orleans—Earl K. Long Library

The University of New Orleans (UNO) was created in 1958 as part of the Louisiana State University (LSU) system, however, it joined the University of Louisiana System in December 2011. The authors will examine only the tenure and promotion policies based on the LSU system, which was the policy still in use by Earl K. Long Library at the time of this writing.

The tenure and promotion document of Earl K. Long Library is titled *Policies and Procedures for Promotion in Academic Rank and for Tenure,* and it notes two different aspects of the tenure/promotion process not found in the various policies of ULS: informal reviews of eligible untenured librarians (assistant and associate), and an external review of library faculty. In addition to submitting annual reports, candidates go through informal reviews. For untenured Assistant Librarians, the first informal review begins no later than the third year in rank, continuing each year thereafter up to the year before the formal pre-tenure review. For untenured Associate Librarians, it begins during the second year in rank, continuing each year thereafter up to the year before the formal pre-tenure review.[74]

For both Assistant and Associate Librarians, the informal review process is as follows: "The department chair, regardless of tenure/rank status, will lead the discussion of the person's strengths and weaknesses, making particular use of the annual performance evaluation and the annual report of activities submitted the previous spring. The Promotion and Tenure Committee will observe the process to ensure that the people being considered are compared with the criteria rather than with each other."[75]

Regarding the external review process, UNO expects its library faculty to bear the primary responsibility for peer-review tenure decisions. However, it is viewed that the decision-making process is "enhanced by soliciting reviews of the candidate's work from respected members of the library profession from outside the University," although such external reviews are only "advisory to the library faculty, department chair, the dean, and the Provost." The external review will be done when requested by any of the following: the candidate, the library faculty, department chair, the dean or the Provost. The external

review can be waived if it does not assist in the decision process.[76] However, in practice the external review has not been waived.[77]

Promotion from Assistant Librarian to Associate Librarian requires at least three years' time-in-rank as assistant librarian at the University of New Orleans, "meritorious performance" of the librarian's duties, and "sufficient research of high quality to indicate the beginning of a significant scholarly career in librarianship."[78] At UNO there is the additional possibility to be promoted to the rank of Librarian, a rank parallel to that of a full professor in most ULS institutions, as it requires not only "at least five years' time-in-rank as associate librarian" and "meritorious performance" of job duties, but also a "record of outstanding and substantial publication and other appropriate scholarly activity on a sustained basis" and "either significant and sustained service to the profession, or outstanding contributions to the development and progress of the university."[79] Finally, the UNO policies and procedures note that "tenured associate librarians and tenured assistant librarians may choose to participate in an informal promotion review process in any year except one in which they have undergone a formal promotion and tenure review."[80]

Potential Changes to ULS Policies

As a result of the state's budgetary challenges, a change in several System policies now allows universities to expedite the elimination of tenured faculty positions via program discontinuation. Changes to university tenure and promotion policies may also result from the passage in 2010 of the GRAD Act (Louisiana Granting Resources and Autonomy for Diplomas Act)[81] which sets up performance measures universities must meet in order to raise tuition. This funding-driven focus on graduation rates may force

universities to emphasize teaching and activities within the university while de-emphasizing research and contributions outside the university.

Conclusion

The policies being used by libraries in the University of Louisiana System to evaluate librarians on an annual basis and for tenure/promotion range from relatively simple and elegant, to complex and time-consuming. But all libraries seem to enforce a similar standard of performance among their faculty. Librarians must accomplish the duties outlined in their job descriptions, they must make a contribution to the profession, and they must demonstrate a concern for the community at large.

Recommendations for Further Research

The authors would like to encourage the ULS library directors who have library-specific policies to post their tenure, promotion, and annual evaluation policies and documents online to aid system librarians to compare practices and perhaps adapt portions to improve their own policies. It's difficult to determine best practices if details about procedures aren't readily available.

Future research on tenure and promotion policies of Louisiana state universities could compare the ULS libraries to those in the LSU system and even to private universities within the state. Comparisons then could be done between Louisiana and other states. Another topic which deserves additional research is faculty opinions about the policies and procedures in use, perhaps in comparison to statistics regarding how many faculty achieve tenure and promotion and how many fail to achieve those goals. The effect of mentoring on the tenure and promotion process could also be studied.

Acknowledgements

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