Library faculty are guided by the Queens College Guidelines for Professorial Tenure and Promotion, except that Library Effectiveness is substituted for teaching effectiveness (as per the Library Department's Guidelines for Reappointment, Promotion, and Tenure, 1997). Research and scholarship in a major area of librarianship (collection development, reference and instruction, user services, information technology and application, library administration and management, e.g.) or in an appropriate subject is an important criterion for tenure and promotion for all library faculty. Professional service, demonstrated through significant leadership on the national level and which advances the library profession, may replace research and scholarship as an important factor in determining tenure and promotion. Candidates for tenure and promotion must be active in all three areas (library effectiveness, research and scholarship, and service) but must show distinction in two of the evaluated areas (one of which must include library effectiveness).