University Libraries

Promotion & Tenure Guidelines

2023 - 2024

University Libraries Promotion & Tenure Guidelines

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University Libraries Promotion & Tenure Guidelines

This document describes the Promotion and Tenure review procedures and criteria of the University Libraries. Achieving Promotion and Tenure at The University of South Alabama is a multi-step process that begins in the Department and ends with the Board of Trustees. Section 3.4 of the **USA Faculty Handbook** outlines the rank structure for library faculty and the criteria for promotion to each rank. University policies pertaining to Promotion and Tenure are set forth in the **USA Faculty Handbook**, found on the Academic Affairs web site at:
https://www.southalabama.edu/departments/academicaffairs/facultyhandbooks.html

Sections from the **Handbook** included in this document appear in italics. The University Libraries Promotion and Tenure Guidelines are maintained on the Academic Affairs website at:
https://www.southalabama.edu/departments/academicaffairs/promotiontenure.html

TENURE

The parties involved in the tenure process rely on the principles and criteria as defined in the **USA Faculty Handbook** (Section 3.11). The review process for awarding tenure is conducted during the faculty member's final year of probationary service. The criteria are the same as for promotion plus the additional important consideration of collegiality within the Candidate's Library or department and within the University Libraries and USA community. The Review Committees require evidence of adequate performance in all areas. To be adequate, the Candidate must provide evidence of effective job performance, in instructional effectiveness where applicable; research, scholarship, and creative activity; and professional service to the department/Library, University Libraries, University, USA Health and where appropriate, the Community, with evidence of potential for continued achievement.

PROMOTION

The parties involved in the promotion process at the Library, University Libraries, and University levels rely on the principles and criteria as defined in the *USA Faculty Handbook* Section 3.10. Further clarifications in librarian roles/ranks and responsibilities are outlined in the *USA Faculty Handbook Section 3.4*. These criteria involve consideration of the quality of teaching, the level of scholarship judged by national standards, and the regular performance of duties, including the ability to participate in a healthy learning environment. The degree of professional achievement is thereby evaluated in job performance, and in instructional effectiveness, where applicable; research, scholarship, and creative activity; and professional service to the Library, University Libraries, University, USA Health and where appropriate, the Community.

ELECTRONIC PROMOTION AND TENURE

The University Libraries adhere to the University Electronic Promotion and Tenure Guidelines. The procedures explaining access, uploading responsibilities, security roles, file naming, and uploading

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documents are maintained on the Division of Academic Affairs website at:
http://www.southalabama.edu/departments/academicaffairs/promotiontenure.html.

EXTERNAL REVIEW

As outlined in the *USA Faculty Handbook Sections 3.10.3 (Promotion Procedures) and 3.11.4.3 (Tenure Procedures)* included below, an External Review of the Candidate's scholarship and professional contributions will be included in all tenure and/or promotion applications except that External Reviewers are not required for promotion to Senior Instructor Librarian. Obtaining the reviews will be the responsibility of the faculty supervisor or library Director to whom the candidate reports.

3.10.3 External Review of Candidates for Promotion to Associate Professor or Professor

An external review of the candidate's scholarship will be included in all applications for Promotion to Associate Professor or Professor. In cases where the candidate is simultaneously under review for tenure, the external review for tenure will suffice for promotion as well. External reviewers must be professionally competent to evaluate the academic credentials of a candidate; thus, reviewers must be external to the university and should normally be at or above the rank for which the candidate is being considered. Exceptions are discouraged, and must be justified in the Chair's report. The candidate may submit the name(s) of individuals that could have a conflict of interest in serving as an external reviewer. The list should be accompanied by a description of the potential conflict. External reviewers who have a conflict of interest or the appearance of one or whose objectivity may be questioned may not serve in this role.

Obtaining the reviews will be the responsibility of the Department Chair in accordance with the following procedures:

The candidate, the Chair of the Departmental Promotion Committee, and tenured faculty of the department each will have an opportunity to submit a list of names of external referees who are recognized scholars in the candidate's field of scholarship.

The Chair of the Departmental Promotion Committee will select name(s) from each of the three lists and will request that the Department Chair contact reviewers. The Department Chair will request that these external reviewers provide a written review of the candidate's scholarship. The candidate will be notified of the names of those selected to serve as referees after the tenure and promotion process has been completed. The external review will then be included in the candidate's portfolio and will be a component of all levels of the promotion review process. All reviews received by the deadline must be included in the file.

3.11.4.3 External Review of Candidates for Tenure

An external review of the candidate's scholarship will be included in all tenure applications. External reviewers must be professionally competent to evaluate the academic credentials of a candidate. External reviewers who have a conflict of interest or the appearance of one or whose objectivity may be questioned may not serve in this role.

Obtaining the reviews will be the responsibility of the Department Chair in accordance with the following procedures:

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The candidate, the Chair of the Departmental Tenure Committee, and tenured faculty of the department each will submit a list of names of external referees who are recognized scholars in the candidate's field of scholarship. The Chair of the Departmental Tenure Committee will select name(s) from each of the three lists and will request that the Department Chair contact reviewers.

Selection of Reviewers

This section clarifies the language in the *USA Faculty Handbook* on External Reviewers as it pertains to library faculty ranks. Appropriate sources for External Review must be reviewers of the appropriate rank. External Reviewers should hold the rank of Associate Librarian / Associate Professor or Senior Librarian / Professor or the equivalent to review applicants for tenure and/or promotion to Associate Librarian. External reviewers may be tenured or non-tenured within their institution, as long as they are at or above the rank for which the candidate is being considered.

External reviewers should hold the rank of Senior Librarian / Professor or the equivalent to review applicants for promotion to Senior Librarian. External reviewers should not be a former teacher or professional colleague of the Candidate, a personal friend of the Candidate, nor a co-worker in research and publication activities.

The Candidate, the Chair of the Departmental Committee, and the tenured faculty of the University Libraries should each prepare a list of appropriate sources for External review. The Candidate submits a list digitally in PDF format to the Chair of the departmental Committee. The lists may contain names of specific people or names of libraries or institutions where External Reviewers may be identified. The Chair of the Departmental Committee will endeavor to select one name from each list for a total of 3 External Reviewers. The External Reviews will be a component of all levels of the review process.

Securing Reviewers

In accordance with the *USA Faculty Handbook*, obtaining the reviews will be the responsibility of the Department Chair. In the University Libraries, the faculty supervisor or Library Director, fulfilling the role of the Department Chair, will contact selected reviewers and secure reviews, communicating and providing the following:

1. Introductory statement about the Candidate and the tenure and/or promotion process at the University of South Alabama (USA).
2. Background information on USA and the University Libraries and the Candidate's Letter of Intent for Tenure and/or Promotion addressed to the Executive Director of University Libraries.
3. The Candidate's Watermark Faculty Success Promotion and Tenure Report, Curriculum Vitae generated from Watermark Faculty Success , the most recent Faculty Annual Report reflecting activities of the previous calendar year, and other pertinent information from the Candidate's file, as well any other materials the Candidate wishes to provide to External Reviewers.
4. Samples of published works or similar evidence of the quality of the Candidate's scholarship provided by the Candidate. Each External Reviewer should be provided with the same representative set of the Candidate's scholarly or creative materials.
5. A request that External Reviewers:

- State the nature of any acquaintance with the Candidate;
- Provide an assessment of the significance and quality of the Candidate's scholarly and/or creative works and other professional accomplishments; and
- Comment on the Candidate's recognition or standing among peers and the likelihood that the Candidate will emerge as a librarian whose work is known and respected by leaders in the field.

6. A statement that letters from External Reviewers are treated as confidential and that Candidates will not be shown the external letters. Candidates will only be notified of the names of those selected to serve as External Reviewers after the promotion and tenure process has been completed.
7. The deadline for receipt of the letter from the External Reviewer.
8. The solicitation letter sent to External Reviewers should be signed by and should request return to the faculty supervisor or library Director. The solicitation letter should not request a recommendation for promotion or tenure; the External Reviewer should not be asked to assess whether the Candidate should be promoted or awarded tenure (an External Reviewer may, of course, volunteer such an opinion). The outside evaluation focuses on professional accomplishments and scholarly or creative achievements. The decision to promote depends on more than these factors.

Materials Provided to External Reviewers
(To be assembled by the Candidate)

The Candidate submits the following items to the faculty supervisor or Library Director for submission to External Reviewers:

1. The letter of application for consideration for promotion and/or tenure addressed to the Executive Director.
2. A Watermark Faculty Success Promotion and Tenure Report and Curriculum Vitae generated from Watermark Faculty Success.
3. Samples of published works or similar evidence of the quality of the Candidate's scholarship.
4. The most recent Faculty Annual Report reflecting activities of the previous calendar year.
5. Any other materials the Candidate wishes to provide to External Reviewers.

PROCEDURES

Candidate

The Candidate bears the primary responsibility for the presentation of material in support of tenure and/or promotion. University and University Libraries guidelines for the Promotion and Tenure Portfolio should be used to organize the Candidate's materials. For tenure, candidates may include materials produced throughout an academic career. For promotion, candidates should clearly distinguish materials produced before and after the last promotion.

A Candidate applying for consideration for both promotion and tenure should submit the same Watermark Faculty Success Promotion and Tenure Report and Portfolio for each application. Prior to submission, the Candidate receives email notification from Academic Affairs of Google Drive access.

The following documents are required from all candidates applying for tenure and/or promotion:

1. Run a Tenure and Promotion Report in Watermark

Promotion and/or Tenure Report – To run a Promotion and/or Tenure Report in Watermark Faculty Success. Go to https://login.watermarkinsights.com/connect/universityofsouthalabamaLog in to Watermark Faculty Success

1. Select **Activities** at the top of your screen.
2. At the bottom of the screen under section Promotion and Tenure, click on **Confirmation and Submission**.
3. To add a record, select the **+Add New Item** button
   - Complete Type of Nomination, Promotion to Rank, Check box for "I have reviewed this package and believe that to the best of my knowledge it is complete."
   - Enter date.
   - Save.
   - Screen will return to **Confirmation and Submission**.
4. Select **Reports** at the top of your screen.
5. Item 1. Select **"Promotion and/or Tenure Report"** from the list.
6. Item 2. Select the **Date Range** for the information you wish to include in your report. (Refer to your college administrator for the **Date Range** that you should use). DM will warn you if you attempt to create a report with an end date before the report's start date.
7. Item 3. Select the **File Format** for your report from the drop-down list. Select Microsoft Word (.doc) and page size as "Letter". However, if you are using a MAC you may have to select PDF as the output option instead of Word if the links do not work.
8. Click **Run Report** at the top right of the page.
9. DM will build your report and prompt you to either open it or save it locally.
10. A MS Word file will be generated that you can save and edit.
11. When you are finished editing your file, save as a PDF so you can upload to the google drive.

The Candidate is responsible for reviewing the report, **ensuring all electronic links are active**, and making all needed changes on the report electronically. Once the Candidate is satisfied that the report accurately reflects his or her activities and accomplishments, a copy of the report should be electronically saved from MS Word as a PDF file for uploading to Google Drive as T&P**Report.pdf.**

2. Tenure and/or Promotion Portfolio Contents

The following documents must be organized by the Candidate and included in the Candidate's digital portfolio.pdf:

1. **Table of Contents**. A list of contents as the first entry in the portfolio.
2. **Letter of Eligibility from the Executive Director of Libraries**. A copy of the Tenure and/or Promotion notification letter received from the Executive Director of Libraries.
3. **Letter of Application Addressed to Executive Director of Libraries**. A cover letter of application providing the Candidate's self-assessment concerning eligibility for and specifying what the Candidate is applying for (tenure and/or promotion).
4. **Curriculum Vita**. A copy of the Candidate's vita generated from Digital Measures reflecting accomplishments across the entirety of the career.
5. **Watermark Faculty Success (formerly Digital Measures) Tenure and Promotion Report**. The candidate should ensure that links to publications and other materials are included, and that those links are active.
6. *Faculty Annual Reports* for all years since appointment at the University of South Alabama (for tenure) or for all years since last promotion (for promotion), including the Faculty Annual Report for the current calendar year. Though the calendar year may not be completed, the Faculty Annual Report narrative for the *current* calendar year should be prepared by the Candidate and included in the portfolio to reflect the Candidate's most recent accomplishments. To avoid presenting repetitive material in the portfolio:
    a. *The Candidate should include **only** his or her narrative annual reports for the appropriate years, **omitting** CVs and other repetitive items originally included in the Faculty Annual Reports each year.*
    b. *Copies of publications, presentations, and similar materials that are linked in and accessible through the **Digital Measures Tenure and Promotion Report** should also be removed from the Faculty Annual Reports included in the portfolio.*
7. **Letters of Support.** Candidates may include statements of support from university and professional colleagues, students, and others who can provide substantive evaluations of the merits of the Candidate's professional activities and achievements.

Departmental and University Libraries Review Committees

Members of the faculty charged with review and evaluation of their colleagues' applications for tenure and/or promotion are responsible for the strictest professionalism and confidentiality during and after the review process. The committees reach their decisions by discussion and secret written vote concerning each Candidate.

The Departmental and the University Libraries Promotion Review and Tenure Review Committees are guided by University policies as outlined in the *USA Faculty Handbook.* Information from the *USA Faculty Handbook* concerning the composition of committees appears below in italics. In the University Libraries, the Executive Director, in consultation with the faculty supervisor or library Director of candidates seeking promotion and/or tenure, appoints a Committee to conduct a Departmental and a Collegiate review of each Candidate. The individual serving in the role of department Chair in the review

process, and the chair of the Departmental Promotion Review and Tenure Review Committees meet jointly with the candidate to present the Committee and department Chair reports.

The University Libraries adhere to the guidelines and procedures for promotion and tenure outlined in the *USA Faculty Handbook*, though the nomenclature differs slightly due to the organizational and supervisory structure of the University Libraries. The faculty supervisor or Library Director acts as the Department Chair. The Executive Director fulfills the role of Dean. The University Libraries tenured faculty serve in the College faculty role. Faculty members who serve and vote on the Departmental Review Committees may not vote on the University Libraries Review Committee.

3.10.3 Promotion Procedures

1. **Departmental Procedures**

The process starts with a peer review within the candidate's department. The appropriate faculty review body consists of a committee composed of all those members of the department, except assistant professors, senior in rank to the candidate. Some academic units may find it difficult or impossible to constitute a committee, given the above exclusions. In that event, the Chair appoints an appropriate committee, following the spirit of the review process.

2. **Collegiate Procedures**

The Dean of each College/School will appoint each year a College/School Promotion Committee consisting of at least five (5) faculty. Membership on this committee is limited to tenured associate and full professors. However, non-tenure track associate or full-professors may serve on committees to review non-tenure track applicants for promotion. Colleges/schools may restrict membership of the review committee to full professors. Normally, Chairs of departments will not serve as members. Some academic units may find it difficult or impossible to constitute such a committee. In that event, the Dean will appoint an appropriate committee, following the spirit of the review process. The committee's charge shall be to review the departmental promotion recommendations submitted to the Dean's office and to evaluate the candidates so that it can make its own recommendations to the Dean.

3.11.4.3 Tenure Procedures

The review process for awarding tenure is conducted during the faculty member's final year of probationary service. The process begins in the department and includes administrative and peer recommendations at both the departmental and the collegiate levels. Following are the procedures for each level of review including departmental, collegiate, Dean, Provost/Senior Vice President for Academic Affairs, and President.

1. Departmental Procedures

The Departmental Tenure Committee shall be notified by the Department Chair to consider a faculty member who is in the final year of probationary service. The departmental tenure committee is normally composed of all tenured faculty members in the department except the Chair. The committee shall have an opportunity to examine whatever supporting information and materials the candidate may have submitted in support of his/her candidacy. Faculty members who serve on both the departmental tenure committee,

and on the collegiate tenure committee, shall vote concerning the candidate at the departmental tenure committee only, and must abstain from voting at the collegiate tenure committee.

2. Collegiate Procedures

Each year, the Dean (or Director) of each college/school shall appoint a collegiate tenure committee of at least five (5) members. Membership on this committee shall be limited to tenured associate and full professors. Normally, Chairs of departments will not serve as members. (Given the above exclusions, some academic units may find it difficult or impossible to constitute such a committee. In that event, the Dean will appoint an appropriate committee, following the spirit of the review process.) The committee's charge shall be to review the departmental tenure recommendations submitted to the Dean's office and to evaluate the faculty members who are eligible for tenure consideration so that it can make its own recommendations to the Dean. Subject to the Dean's approval, the committee may establish the procedures it wishes to follow in carrying out its charge. These procedures are to provide an adequate opportunity for faculty members who are in their final probationary year to submit relevant information and materials in support of their candidacies. The committee's recommendation shall be signed by all members present for each recommendation for tenure. Signing will indicate participation in the voting process and attest to the accuracy of the outcome of the vote tally, including abstentions. Proxy votes are not permitted.

The University Libraries Promotion Review and Tenure Review Committees are composed of tenured faculty members, except Assistant Librarians, senior in rank to the Candidate, excluding Administrative Faculty. Library Directors or faculty supervisors who have faculty members under review and who are acting in the department Chair role for purposes of the review(s) do not participate in Committee review of and voting concerning faculty members under their area of supervision.

The University Libraries Tenure Review Committee and the University Libraries Promotion Review Committee are separate entities, though there may be overlapping membership. An exception is the review of Candidates seeking promotion from Instructor to Senior Instructor, where membership on the University Libraries Promotion Review and Tenure Review Committees is identical and may be combined for the purposes of the reviews under a single Committee Chair.

USA Electronic Tenure and Promotion Process

As outlined on the Academic Affairs website at

https://www.southalabama.edu/departments/academicaffairs/promotiontenure.html

the review process begins with email notification to Committee members from Academic Affairs of Google Drive access for review of a Candidate's portfolio. Committees review all materials with the understanding that evidence of continuing scholarly/research/creative productivity as well as job performance, and instructional effectiveness, as applicable, are the foundation of all Promotion and Tenure recommendations.

Each member of the Committee is charged with fully reviewing all materials concerning each Candidate **prior to meetings of the Committee**, and will do so with the following understanding:

Evidence and assessment of scholarly publications, professional development, service, collegiality, and job performance are the foundation of tenure and promotion recommendations (see ***USA Faculty Handbook***

sections 3.10 and 3.11). Assessment is expected to consider a wide range of variables including but not limited to:

1. The degree to which a Candidate's job performance, instructional, scholarly, and service activities advance professional development, knowledge in the field, and librarianship.

2. The impact factor of scholarly works.

3. The type of venues where exhibits, posters, workshops, or demonstrations are presented.

4. The increasing level or quality of work and activities expected of librarians as they advance from Assistant to Associate Librarian and from Associate to Senior Librarian, or from Instructor Librarian to Senior Instructor Librarian rank. These expectations are outlined herein, with the inclusion of information on Librarian Rank from the *USA Faculty Handbook* appearing in italics in the next section of this document.

A qualitative evaluation of the Candidate's activities is essential for the granting of promotion and/or tenure. (See Sections 3.10.1 and 3.11.4 of the *USA Faculty Handbook*). The Promotion Review and Tenure Review Committees should focus on the Candidate's record based on performance in the three areas described in the criteria for evaluation for the entire period of service relevant to tenure and/or to promotion to the rank under consideration. In deliberations, Promotion Review and Tenure Review Committees take into consideration the information in the Faculty Annual Reports relevant to the period under review. The Committees should look for increased quality performance in all three categories over the years of service being considered, keeping in mind that high-quality job performance is the most important area as it counts for 60% or more of the annual evaluation.

Promotion Review and Tenure Review Committees must prepare separate Promotion and Tenure reports, as appropriate. Written reports must include evaluation of the Candidate's work by the members of the Committees, in light of the stated criteria for each rank outlined within the *USA Faculty Handbook*, and must include a summary of the External Reviews. Reports should include a summary of the sense of the deliberations and the decisions of the Committees (including a tally of all votes as "yeas," "nays," and "abstentions") that specifically addresses job performance/instructional effectiveness; research, scholarship, and creative activity; and professional service, and in the case of tenure, collegiality. In the case of split decisions, the recommendations must clearly represent the majority and minority viewpoints. Every member of both the Departmental and University Libraries Promotion Review and Tenure Review Committees, including the Committee Chairs, must sign the report(s).

USA Faculty Handbook 3.4 Librarian Rank

3.4.1 Professional Librarians

Professional librarians at the University of South Alabama shall have faculty status equivalent in all respects, including eligibility for tenure, to that status enjoyed by those in the departments of instruction, but professional librarians shall not hold professorial rank per se. Although faculty status for professional librarians carries all the rights and privileges of the instructional faculty, three aspects of faculty status must not be misunderstood. First, although the ranks of professional librarians and their suggested instructional counterparts may be established, the rank structure of professional librarians and the rank structure for members of the faculty whose primary function is instruction and research shall be denominated differently (see below). Second, although carrying different designations, no differences are intended, nor shall any be made. Third, the ranks of professional librarians differ from those of the instructional staff because of the basic differences in function. Consequently, the criteria for promotion are different. The library ranks and their instructional counterparts are as follows:

Library Rank	*Counterpart Rank*
Instructor Librarian	*Instructor*
Senior Instructor Librarian (non-tenure only)	*Senior Instructor (non-tenure only)*
Assistant Librarian	*Assistant Professor*
Associate Librarian	*Associate Professor*
Senior Librarian	*Professor*

Rank at the time of appointment will be determined by educational credentials and professional experience. Only those with terminal degrees are eligible for Assistant, Associate and Senior Librarian rank. In accordance with the policy of the Association of College and Research Libraries, the Master's Degree in Library Science from an institution accredited by the American Library Association is considered the appropriate terminal degree for librarians employed in the academic setting. Tenure determinations will be made for professional librarians in accordance with the policies in effect for the instructional ranks on an equivalent basis. Promotion in rank will occur on the basis of performance and merit as determined by the stated criteria for promotion, both general and specific, included below.

USA Faculty Handbook 3.4.2 Instructor Librarian and Senior Instructor Librarian

These ranks constitute the beginning level of professional librarianship and performance of professional duties. A supervisor for adequacy and compliance with instructions reviews professional work performed. Some professional functions are performed independently but within a limited scope. Administrative responsibility is not required at this level.

Minimum Qualifications: A minimum of a master's degree appropriate to the position is required. The ranks of Instructor Librarian and Senior Instructor Librarian are open to persons who have not met the requirements for appointment or promotion to the Assistant Librarian, Associate Librarian, or Senior Librarian ranks. Persons holding the rank of Instructor Librarian may be promoted to Senior Instructor

Librarian only after a minimum probationary period specified in section 3.14.2, and are subject to the same requirements for promotion outlined in 3.14.3, and 3.14.4.

USA Faculty Handbook 3.4.3 Assistant Librarian

This rank includes all positions that involve application of professional knowledge, responsibility for performance of others, and independent professional judgment. Persons in this position assist in policy-making decisions and perform independently; a supervisor is available for consultation when necessary. Assistant Librarian is the minimum rank for department heads.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree. Persons holding this rank perform professional duties with considerable autonomy and serve their profession, the University, and the community.

Promotion from Assistant Librarian to Associate Librarian

An Assistant Librarian under consideration for promotion to Associate Librarian should demonstrate maturity and a quality job performance, and should have begun to make noteworthy contributions in the area of professional development and service. The Assistant Librarian's record in research/professional development should show a genuine contribution to the profession and to personal professional growth. She or he should have achieved a level of competence, which gives evidence of maturity, insight, and credibility in all professional endeavors. Positions requiring specialized knowledge or skills may require the librarian to have an additional advanced degree, certification, or course work.

USA Faculty Handbook 3.4.4 Associate Librarian

This rank independently performs complex professional duties and supervises the activities of others. It also requires considerable subject expertise or depth in areas of librarianship or related areas with evidence of strong research potential. The person in this rank participates actively in professional contributions to the Libraries and the institution, as well as attainment of a high level of bibliographic activities in research or in other professional endeavors.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree, at least seven years of professional library experience or six years of USA service at the rank of Assistant Librarian, and appropriate administrative and supervisory experience. An additional graduate degree lends evidence of subject knowledge, although other evidence may be acceptable.

Promotion from Associate Librarian to Senior Librarian

An Associate Librarian under consideration for promotion to Senior Librarian should show a sustained career effort illustrated by sustained superior performance. She or he should have built on prior activities in the area of job performance, service, and professional development and undertaken new initiatives. This rank independently performs complex professional duties and supervises the activities of others. Promotion to Senior Librarian is related to significant contributions as a mentor to other librarians and/or leadership in the University Libraries.

USA Faculty Handbook 3.4.5 Senior Librarian

This rank includes the highest levels of professional responsibility. It has responsibility for staffing and assigning duties, for recommending establishment of or changes in policy; and for establishing procedures within the parameters of library regulations.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree; at least twelve years of professional library experience or three years of USA experience at the Associate Librarian rank; demonstrated administrative and supervisory ability; and a subject specialization where appropriate, evidenced by a graduate degree in the subject field or the equivalent in training or experience. Promotion to this rank requires outstanding achievements in bibliographical activities, in research, or in other professional endeavors.

ROLES AND RESPONSIBILITIES

Chair, Departmental Promotion Review & Tenure Review Committee

1. Develops a list of individuals, libraries, or institutions where External Reviewers might be identified. Secures similar lists from the Candidate and from the tenured faculty of the University Libraries.

2. Selects three External Reviewers from the lists referenced above, endeavoring to secure one External Reviewer from each list for a total of three reviewers, and provides this information to the library supervisor or library Director, who obtains the External Reviews.

3. Schedules Committee meetings and uploads documents in accordance with the deadlines on the University Library google timeline.

4. Evaluates the Candidate's portfolio and develops a narrative report(s) in association with members of the Committee(s). The Departmental Promotion Review and Tenure Review Committee Chair's report(s) for promotion and/or tenure and justification for the recommendation(s) should be carefully documented and provide a considered statement assessing the Candidate's strengths and weaknesses in job performance; in instructional effectiveness, where applicable; in research and creative activities; in service; and, when appropriate, collegiality. The statement should address all relevant criteria and assess the extent to which the Candidate meets them.

5. With the appropriate faculty supervisor or Library Director, presents Candidate with the departmental Committee recommendation(s), excluding any identifying information concerning External Reviewers, and provides the Departmental Review Notification Form, to be signed by the Candidate one week *after* this meeting, and initialed by the faculty supervisor or library Director, and the Departmental Committee Chair. As outlined on the form, and in the *USA Faculty Handbook*, the Candidate has seven days to indicate that he or she chooses to proceed with the application with no changes, OR to include additional materials supporting the application, OR to withdraw the application from consideration.

    > NOTE: If the Candidate wishes to include additional materials supporting his/her candidacy, he/she will have one week from the date of the meeting with the faculty supervisor or Library Director and the Department Review Committee Chair to submit the materials to the Executive Director as a .pdf attached to an email. This evidence, and a printed and scanned copy of the accompanying email from the Candidate, will be added to the portfolio by the Executive Director, where it must be clearly indicated in an extra section of the portfolio.

6. Forwards hard copies of the original Committee reports and the completed Promotion & Tenure Departmental Review Notification Form, signed and initialed by the appropriate individuals, to the office of the Executive Director.

Chair, University Libraries Promotion Review & Tenure Review Committee

1. Schedules Committee meetings and uploads documents in accordance with the deadlines on the University Libraries google timeline.
2. Evaluates the Candidate's portfolio and develops a narrative report(s) in association with members of the Committee(s). The University Libraries Promotion Review and Tenure Review Committee Chair's report(s) for promotion and/or tenure and justification for the recommendation(s) should be carefully documented and provide a considered statement assessing the Candidate's strengths and weaknesses in job performance; in instructional effectiveness, where applicable; in research and creative activities; in service; and, when appropriate, collegiality. The statement should address all relevant criteria and assess the extent to which the Candidate meets them.
3. Forwards hard copies of the original Committee reports to the office of the Executive Director of University Libraries.

Committee Members

Committee members are expected to:
1. Fully review all materials concerning each Candidate *prior to meetings of the Committee*.
2. Attend scheduled meetings of the Committee.
3. Maintain the strictest confidentiality concerning Committee deliberations and votes, as well as the names of, and viewpoints expressed by External Reviewers.

Faculty Supervisor or Library Director

1. Meets with the Candidate and the Executive Director to review the University Libraries Promotion & Tenure Guidelines.
2. Works with the Candidate to ensure that the Candidate provides the items outlined in the **Materials Provided to External Reviewers** section of these Guidelines by a specified deadline.
3. Contacts individuals, libraries, or institutions selected by the Chair of the Departmental Review Committee(s), to identify individuals of appropriate rank who are willing to provide reviews.
4. Follows the process outlined in the **Securing Reviewers** section of these Guidelines to provide specified materials and obtain External Reviews of the Candidate's professional contributions and scholarship.
5. Uploads External Reviewers' letters to the Google drive as Reviews.pdf
6. Prepares and uploads his or her written recommendation and justification to Reviews.pdf in the Candidate's Google drive folder.
7. Meets with the Candidate and the Departmental Committee Chair to review the recommendations of the Departmental Promotion Review and Tenure Review Committee(s), and to obtain the signed Promotion & Tenure Departmental Review Notification Form.
    NOTE: The Candidate must sign the form one week *after* this meeting, thus indicating intent to proceed with no changes, OR to submit additional documents to the Executive Director within the seven-day period, OR to withdraw from consideration.
8. Forwards hard copies of the original signed Promotion & Tenure Departmental Review Notification form, External Review letters (including: envelope if mailed, or a printed copy of the accompanying email from the External Reviewer, if the review is received electronically), and

original, signed, Promotion Review and Tenure Review Committee(s) report(s) to the office of the Executive Director of University Libraries.

Executive Director of University Libraries

1. Meets with Candidates and their faculty supervisor or library Director to review the process and the University Libraries Promotion & Tenure Guidelines.
2. Provides the Candidate with a notification letter that specifies whether the Candidate is eligible for tenure or promotion or both. If the Candidate is eligible for consideration for promotion, the appropriate rank should be specified.
3. Uploads via Google Docs the signed Departmental Review Notification Form, and a .pdf of any supplemental materials and the accompanying email from candidate (if applicable) to the Google drive prior to the review by the University Libraries Promotion Review and Tenure Review Committee(s).
4. Reviews the Candidate's portfolio, the Departmental Review Committee(s) report(s), the report prepared by the faculty supervisor or library Director, any supplemental materials provided by the Candidate by the specified date, recommendation(s) of the University Libraries Promotion Review and Tenure Review Committee(s), the faculty supervisor or library Director, and External Review letters.
5. Prepares and uploads the Executive Director's written recommendation to the Google drive.
6. The original copies of the External Review letters, their accompanying envelopes, or a printed copy of the accompanying email; original, signed Promotion Review and Tenure Review Committee(s) report(s); and the original signed and dated Departmental Review Notification Form are retained in the office of the Executive Director of University Libraries.