

*University Libraries
Bylaws*

*Library Faculty Council
University of Miami Libraries*

Revised May 12, 2025

University of Miami Mission Statement¹

The mission of the University of Miami is to transform lives through education, research, innovation, and service. <https://welcome.miami.edu/about-um/mission-statement/index.html>

UM Libraries Mission Statement/Vision/Values²

The University of Miami Libraries provide faculty, students, researchers, and staff with the highest quality access to collections, information services, learning support, and digital expertise in support of the University's mission to transform lives. With this aim in mind, the Libraries welcome and accommodate advances and innovations in information technology and scholarly communication to ensure that our users can locate and use global information resources in all formats.

The Libraries welcome and accommodate advances and innovations in information technology and scholarly communication to ensure that our users can locate and use global information resources in all formats.

Vision

Transforming lives. Opening worlds.

Values

This is your library – the heart of learning and research at the University of Miami. Incorporating the values of librarianship and the University, we embrace the following institutional, professional, and personal values as key to fostering a welcoming and resource-rich environment conducive to learning, research, creativity, and innovation.

- Openness: Creating a welcoming and communicative environment supporting collaboration, intellectual freedom, and access to scholarship.
- Compassion: Behaving in a caring, humane, and empathic way.
- Creativity: Embracing innovation, flexibility, and originality in the pursuit of our vision and mission.
- Diversity: Valuing and including people from all cultures and backgrounds in the pursuit of our common goals.
- Excellence: Striving to accomplish our goals with quality, rigor, passion, and distinction.
- Integrity: Demonstrating honesty and fairness in our words and actions.
- Responsibility: Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University.
- Teamwork: Engaging and working well together to achieve optimal results.

¹ Revision to align with currently published University Mission Statement approved on 22 June 2021.

² Revision to align with currently published UM Libraries Mission/Vision/Values Statement approved on 22 June 2021.

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UNIVERSITY LIBRARIES BYLAWS³

Note: Wherever this document and the *Faculty Manual* are in conflict, the latter shall govern.

The University Libraries (The School) Bylaws provides information to the Library Faculty regarding the internal governance of the School as well as information about the Library Faculty policies and procedures to be followed by all faculty of the School. Library Faculty are also responsible for adherence to the policies and procedures outlined in the University of Miami *Faculty Manual* of the Faculty Senate.

The Library Faculty Bylaws may be amended with a 2/3 majority vote at an in-person meeting or by online electronic vote of the Library Faculty Council. This is provided that the motion to amend has already been approved at a previous in-person, online, or hybrid meeting of the Council by a simple majority of those attending.⁴ A quorum for the Library Faculty Council is a simple majority of the total Library Faculty.

1. Library Faculty Council

1.1 The name of this body shall be the Library Faculty Council.

1.2 The Library Faculty Council consists of the REGULAR FACULTY and LIBRARIAN FACULTY of the University Libraries.

1.3 The REGULAR and LIBRARIAN FACULTY of University Libraries include Library Faculty from the Richter Library, Louis Calder Memorial Library⁵, the Marta and Austin Weeks Music Library, the Rosenstiel School of Marine and Atmospheric Science Library,⁶ the Judi Prokop Newman Information Resources Center, and the Paul Buisson Architecture Library.

1.4 The Council customarily meets once a month during the academic year in alignment with the Faculty Senate with no meetings in the summer. Meetings are held August-April, with an exception for November and December, when a single meeting is held in one of those months. There are no meetings May-July although additional meetings may be scheduled by the Faculty Council membership or the Dean of Libraries as needed. Standing committees are expected to

³ Adopted 18 October 1990, revised 6 October 2009, revised 30 April 2012, revised 17 June 2014, revised 29 March 2016, revised 9 June,2019, revised 23 January 2020, revised 27 February 2020, revised 20 April 2020, revised 25 August 2020, revised 13 August 2021, revised 24 March 2022, revised 26 April 2022, revised 23 August 2022, 25 October 2022, 24 January 2023. Dates of revisions and additions to Bylaws sections are footnoted.

⁴ Revised and adopted by unanimous vote by the Faculty Council on 23 August 2022.

⁵ As of June 2017 and as noted in the MOU between the Miller School of Medicine and The University of Miami Libraries, "Louis Calder Memorial Librarian Faculty will participate in all reappointment and promotion activities and adhere to faculty bylaws of the University of Miami Libraries..."

⁶ As noted in the MOU between the Rosenstiel School of Marine and Atmospheric Science and The University of Miami Libraries, number 4 of Specific Responsibilities of the Parties, "RSMAS Librarian Faculty will participate in all reappointment and promotion activities and adhere to faculty bylaws of the University of Miami Libraries..."

be active during the academic year, with activities ceasing in the summer, although any committee has agency to continue work over the summer, as needed. ⁷

1.5 Minutes of the Library Faculty Council

- a. Minutes of the Council meetings are taken by a recorder, who shall be a member of the Council.
- b. A draft of the minutes shall be distributed to all Council members before the next Council meeting. Minutes will be amended and approved by the attending members.

1.6 Duties and responsibilities of the Council are those prescribed in the Faculty Charter article A4.5. ⁸

Section A4.5 of the Faculty Government Charter provides as follows:

A4.5 The following powers and duties are granted to the faculty of the UNIVERSITY LIBRARIES⁹: to participate in the appointment, retention, promotion, award of tenure, and merit salary increases of its members; to participate in the selection and retention of its administrative officers; to promote the educational and research policy and the general welfare of the Library. These powers and duties are subject, however, to the authority of the Senate to determine policies that affect the general welfare of the University or that are necessary for the coordination of the various schools and, except when specifically delegated to the faculty, are subject also to the authority of the President. In order to exercise these responsibilities, the faculty of the Library is authorized to determine its own organization and rules of procedure. Under this authority the faculty of the Library shall establish a Council as its executive agency.

1.7 All Council members who are LIBRARIAN FACULTY are entitled to vote on all matters except those which are the responsibility of REGULAR FACULTY, as defined in the Faculty Charter section A3.1 (d). ¹⁰

1.8 The current edition of Robert's Rules of Order Newly Revised will be the authority for parliamentary procedure governing all meetings of the Library Faculty Council.

1.9 Council Officers¹¹

- a. The Library Faculty Council shall elect a Speaker, Vice Speaker, and Parliamentarian. The term for each office is one academic year.

⁷ Revised and adopted by unanimous ballot 21 October 2013; Revised and adopted by unanimous vote on May 23, 2023.

⁸ A copy of Section A4.5 from the *Faculty Government Charter*, added to Bylaws 5 August 2011. Information about the arrangement and structure of the *Faculty Manual* of the University of Miami can be found on page ii of the *Faculty Manual*.

⁹ Changed from "Richter Library" to reflect amended language in the 2024-2025 *Faculty Manual*, 12 May 2025.

¹⁰ *Faculty Manual*, Updated through 1 June 2011

¹¹ Section adopted by unanimous vote of the Library Faculty Council on 22 A 2025.

- b. The Speaker shall preside at all meetings of the Library Faculty Council. In consultation with the Library Faculty and the Dean, they will set the agenda for meetings.
- c. The Vice Speaker presides over Library Faculty Council meetings in the absence of the Speaker.
- d. The Parliamentarian ensures that meetings are conducted in accordance with Robert's Rules of Order and in alignment with University Faculty guidance.

2. Standing Committees

Standing Committees of the Library Faculty are appointed by the Dean and University Librarian following a survey of service preference and nominations from the faculty. Self-nominations or nominations are welcome in April of each year with finalized committees announced and/or elected in May. Committee appointments are for two twelve-month terms starting June 1st ¹²; service on any given committee should not exceed two consecutive terms. At the end of each academic year, each committee shall tender reports to the Library Faculty Council as appropriate. Procedures for each committee should be reviewed annually by the Bylaws Committee in consultation with committee chairs and the Dean and University Librarian. The results and recommendations should be submitted to the Faculty Council annually.

The standing committees of the Library Faculty Council are as follows.

2.1 Bylaws Committee

a. Purpose

To provide regular review of the University Libraries Bylaws and to revise the bylaws as needed for consideration and vote by the University Libraries Faculty.

b. Role

Annually reviews the bylaws in light of changes to the University of Miami *Faculty Manual* and, in response to needed changes identified by the University Libraries Faculty Council, drafts appropriate revisions to the Bylaws.

c. Composition

The Committee is composed of five Library Faculty members¹³; appointments will be staggered so that there will be at least one member with committee service experience. All ranks above Assistant Professor and Librarian Assistant Professor are eligible to serve.¹⁴

¹² Committee appointments timing revised and adopted by unanimous vote on 20 February 2018

¹³ Committee size changed from three to five. Revised and adopted by unanimous vote by the Faculty Council on 29 October 2018

¹⁴ Language stricken: "At least one member of the committee must be from the Regular Faculty". Approved by the Faculty Council on 17 June 2014.

2.2 Faculty Orientation Committee¹⁵

a. Purpose

The Faculty Orientation Committee (FOC) will assist new Library Faculty in transitioning into the University of Miami Libraries' Faculty, the University, and the Miami-Fort Lauderdale metropolitan area; and will facilitate collegial contacts for the new faculty member outside of their direct reporting line.

b. Role

The FOC will meet with finalist faculty candidates to discuss the onsite and remote working and living environments at UM and the local areas. In consultation with the supervisor of the newly hired Library Faculty member, the FOC provides new faculty with collegial contacts or "buddies" who can offer information and answer questions. In collaboration with the Libraries' Human Resources Manager, the FOC will maintain the "New Employee Supervisor Checklist", "UML Orientation Buddies Roles & Responsibilities", and "FAQ for New Faculty" documents on the Intranet. The Committee also organizes online and in-person social events to promote collegiality and welcome new faculty members to the Libraries and University.

c. Composition

The Committee should be composed of at least five Library Faculty. Diversity in service experience, length of individual service, worksite, and residential location is recommended.

2.3 Professional Development Committee¹⁶

a. Purpose

To promote and create professional development opportunities and activities for library faculty.

b. Role

To develop, organize and promote opportunities for professional development; to develop and implement recognition and reward programs in collaboration with Library Human Resources and Library Administration.

Where appropriate, the Committee will work with Staff Council on programs that jointly benefit both library faculty and staff.

The Committee shall prepare an annual report of activities to the Library Faculty Council.

¹⁵ Revised and approved by the Faculty Council on 26 April 2022.

¹⁶ Section adopted by Library Faculty Council on 23 May 2013; Revised and adopted by unanimous vote by the Faculty Council on 20 February 2018 and on 25 May 2021.

c. Composition

The committee should be composed of no fewer than five Library Faculty members, of which at least two must be at the Associate Professor, Professor, Librarian Associate Professor, or Librarian Professor rank.¹⁷

2.4 Faculty Rank Review Committee

a. Purpose

During the hiring process, to review and answer questions regarding the RPT process and to review qualifications and experience to advise on incoming rank recommendations for new Library Faculty.

b. Role

Representative committee members meet with candidates for vacant Library Faculty positions during on-site interviews to provide standardized information about the RPT process and to make incoming rank recommendations to the Dean. The Committee prepares an annual report of activities for the Library Faculty Council.

c. Composition

The committee should be composed of no fewer than five Library Faculty members¹⁸. All ranks above Assistant Professor and Librarian Assistant Professor are eligible to serve.

3. Search Committees¹⁹

3.1 Purpose

To assist in the selection and interview process for Library Faculty candidates and report to Libraries HR and the Dean and University Librarian the activities and outcome of the search to include strengths and weaknesses of all finalists.

3.2 Role

Within the framework of a general charge from the Dean and University Librarian, to solicit and secure nominations and applications, to review job description for inclusion of all necessary language and core/minimal requirements (noted in appendices), to design the recruitment procedure, compose advertisements, select advertising media and outlets such as listservs, screen applications, recommend candidates for interview, design the interview

¹⁷ Language stricken: "At least one member must also be from the Regular Faculty." Approved by Faculty Council June 17, 2014.

¹⁸ Language stricken: "At least one member of the committee must be from the Regular Faculty". Approved by Faculty Council on 17 June 2014.

¹⁹ Revised and adopted by unanimous vote by the Faculty Council on 21 October 2013.

process, conduct interviews, ensure that candidates meet key staff, gather feedback from Library Faculty and staff, provide recommendations to the University Librarian in accordance with procedures set forth in the *Faculty Manual*. A mandatory review of the charge and duties of the search committee will take place following appointment of the committee.

3.3 Appointment²⁰

Search committees are appointed by the Dean and University Librarian for the recruitment of each Library Faculty vacancy in consultation with relevant Associate Dean(s).

3.4 Composition²¹

To be composed of Regular or Librarian Faculty and staff from as many different interest areas as possible. Ex officio members, including faculty from outside the Library, may be appointed to search committees as appropriate. Committee members from the library staff or outside the Library may not vote.

To comprise when feasible, the following members²²:

Associate Dean position:

Associate Dean, Chair

2 Department Heads

1 non-administrative librarian

1 library staff member from the Associate Dean's area of responsibility when feasible

Department Head position:

Associate Dean, Chair [Supervising Associate Dean or other]

1 Department Head from the Supervising Associate Dean's area of responsibility when feasible

2 non-administrative librarians with appropriate representation from the department

1 library staff member from the department when feasible

Librarian position:

Department Head [Supervising Department Head or other], Chair

3 librarians with appropriate representation from the department

1 library staff member from the department when feasible

3.5 Confidentiality²³

Deliberation, documents, and feedback collected are to be considered confidential and should only be discussed within the Search Committee and with the Dean and University Librarian and/or supervising Associate Dean.

²⁰ Revised and adopted by unanimous vote by the Faculty Council on 22 March 2022.

²¹ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014; 22 March 2022.

²² Revised and adopted by unanimous vote by the Faculty Council on 25 October 2022.

²³ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

4. Library Faculty Appointments²⁴

The Dean and University Librarian will appoint and reappoint all Library Faculty in consultation with eligible voting Library Faculty. The Dean and University Librarian confirms in writing to the newly hired Library Faculty the conditions of Library Faculty appointments, including salary and academic rank at the time of appointment, appointed mentor, and the reappointment process. Associated and Research Faculty are not considered members of the Faculty Council and may not vote in matters of Library Faculty governance. They can however attend and participate in Library Faculty Council meetings.²⁵

4.1 ASSOCIATED FACULTY “Visiting” appointments may be hired for a particular purpose for a finite period of time through a process determined by the Dean and University Librarian. Visiting appointments can be made at the rank of Visiting Librarian Assistant Professor, Visiting Librarian Associate Professor, or Visiting Librarian Professor based on the determination of the Dean and University Librarian. Visiting appointments generally do not exceed two-years without a specific request to Faculty Affairs.

4.2 LIBRARIAN FACULTY shall not hold tenured or tenure-earning appointments. LIBRARIAN FACULTY appointments are for 12 months on a fiscal year basis. LIBRARIAN FACULTY appointments can be made at the rank of Librarian Assistant Professor, Librarian Associate Professor, or Librarian Professor based on the determination of the Dean and University Librarian, in consultation with the appointed Search Committee and the Faculty Rank Review Committee. Librarian Assistant Professors are appointed to an initial four-year appointment.²⁶ Librarian Associate Professors and Librarian Professors are appointed to a five-year appointment.

Successful promotion to or reappointment in the Librarian Associate Professor or Librarian Professor ranks automatically generates a new five-year contract. Following promotion or reappointment, the Office of Faculty Affairs or the Dean and University Librarian will inform all successful candidates of their new RPT cycle.²⁷

Recommendations for reappointment, the award of an initial five-year appointment and promotion to Librarian Associate Professor, and five-year reappointments require a peer review of the eligible Library Faculty and an independent review of the Dean and University Librarian. These reviews are then forwarded to Faculty Affairs.

4.3 REGULAR FACULTY in the Libraries shall consist of Library Faculty having tenured or tenure-earning appointments. REGULAR FACULTY appointments can be made at the Assistant, Associate, or Professor ranks based on the determination of the Dean and University Librarian, in consultation with the appointed Search Committee and the Faculty Rank Review Committee.

²⁴ Added to the Bylaws in 2012 revision.

²⁵ Revised and adopted by unanimous vote by the Faculty Council on 23 August 2022.

²⁶ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

²⁷ Adopted by unanimous vote by the Faculty Council on 23 August 2022.

After an appropriate probationary period each candidate will be judged on the basis of effective performance (considered analogous to teaching in the context of library functions), scholarship as evidenced by research and publication, and service to the profession, the University and the community.

4.4 RESEARCH FACULTY shall consist of those faculty whose major function is to conduct research in the academic units of the University and who hold the rank of Research Professor, Research Associate Professor, or Research Assistant Professor based on the determination of the Dean and University Librarian. RESEARCH FACULTY shall not hold tenured or tenure-earning appointments. RESEARCH FACULTY in the Libraries are typically hired as grant personnel.

4.5 Faculty Appointment Exceptions²⁸

As per the *Faculty Manual A14 "Faculty Appointment, Retention, Tenure, Promotion, and Merit Salary Increases"*, in exceptional circumstances a Visiting appointment or staff role may evolve into an on-going Librarian Faculty role and may receive permanent funding to enable us to recruit for a Library Faculty position. In circumstances where the supervising librarian believes that an individual serving in the original position may qualify for the permanent position, the option for a formal librarian appointment can be explored. In this case, a new Librarian Faculty position description should be created. The new Librarian Faculty position description will be reviewed by the Library Faculty Council and a special process may be employed to fill the permanent role based on the following conditions:

- When the incumbent Visiting Librarian was originally hired using the Faculty Search process as outlined in Section 3, the Library Faculty Council will vote on the appointment of the Visiting Librarian to the new Librarian Faculty position. If approved, Library Administration will request Faculty Affairs to process a faculty track change. The Libraries' Faculty Rank Review Committee will make a recommendation to the Dean on the initial faculty rank for the incumbent.
- If the incumbent is a Visiting Librarian hired without a faculty search process or a staff member with qualifying degrees and experience, a Faculty Search Committee will be formed, and the new position posted in Workday and the SEFLIN Jobs Site. The search process will follow the procedures as outlined in Section 3. At the discretion of the Search Committee, advertising for the position may be limited. The Libraries' Faculty Rank Review Committee will make a recommendation to the Dean on the initial faculty rank for the incumbent.
- If the incumbent is a staff member with qualifying degrees and experience, and the request is to convert their current staff line into a faculty position, thereby eliminating the staff position, the Dean may submit a waiver of posting request to the Provost and Faculty Affairs. The request of waiver of posting must include a justification of why the incumbent is uniquely qualified for this faculty position. If approved by the Provost and Faculty

²⁸ Adopted by unanimous vote by the Faculty Council on 25 May 2021. Revised and adopted by unanimous vote by the Faculty Council on 25 October 2022.

Affairs, no posting and therefore no internal search or presentation is required. The Libraries' Faculty Rank Review Committee will make a recommendation to the Dean on the initial faculty rank for the incumbent.

When a new Faculty position is created as described above, a new full-time faculty contract will be issued and the incumbent RPT cycle will commence upon date of signing.²⁹

5. General Performance Criteria for Library Faculty

The quality of performance is a crucial factor in all reappointment, evaluation, and promotion decisions. Routine performance of duties does not in itself warrant meritorious performance or promotion no matter how specialized or important the duties may be. Documented evidence of growth and development is required. Demonstration of excellence and creativity in librarianship will differ according to the area of responsibility and particular circumstances of each librarian.

- 5.1 The following list indicates some of the areas of specialization where excellence and creativity in librarianship can be demonstrated. This list is not meant to be exhaustive.³⁰
- a. Information and research assistance (e.g., systematic and literature reviews, meta-analysis, data consultations, bibliographic citation analysis) to the University community, discipline-based users, and the global research community.
 - b. Collection development (i.e., curation, evaluation, selection, and management of Library resources).
 - c. Management of bibliographic organization and control over the Libraries' collection (e.g., acquisition, cataloging and/or application of metadata, classification of library materials, database maintenance, and archival processes).
 - d. Designing and conducting Library instruction/literacy programs, instruction of a practicum, teaching a for-credit course, or serving on a master's, doctoral, or honors thesis committee.
 - e. Performance of administrative duties (e.g., budget, strategic planning, personnel, facilities, and/or assessment of library programs and services) beyond one's normal role.
 - f. Mentoring of faculty, staff, interns, fellows, and students.
 - g. Fundraising for the Library (e.g., grant proposals, donor stewardship and cultivation, fund management).
 - h. Development of web resources (e.g., web sites, web pages, online guides, applications, other instructional and research aids).

²⁹ Adopted by the Faculty Council on 24 January 2023.

³⁰ Revised and adopted by unanimous vote by the Faculty Council on 3 June 2019.

- i. Creation, implementation, or support of digital resources, systems, and services (e.g., projects, digital databases, courseware, metadata, data management applications, APIs).
- j. Implementation, creation or enhancement of services and resources that support the educational, research, and healthcare mission of the University.
- k. Preservation and conservation of library materials.
- l. Preparation and curation of exhibits, physical or virtual, or creation and execution of interpretive programs (e.g., lecture series).
- m. Supervising and managing units and/or projects within the Libraries.

5.2 Demonstrated attributes of a successful librarian include but are not limited to:

- a. Professionalism: Maintains a clear understanding of and commitment to:
 - The enduring values, ethics, and principles of librarianship, as stated in the American Library Association statement on “the core values of librarianship”, the Association of Southeastern Research Libraries Statement on Competencies for Research Librarians, and the Society of American Archivists Code of Ethics³¹
 - The mission, goals, policies, and guidelines of the University of Miami Libraries and the University of Miami³²
- b. Dedication: Exhibits consistent commitment to excellence
- c. Knowledge: Develops and demonstrates a solid grasp of one’s work and participates in professional development activities to maintain and increase skills to meet the changing requirements
- d. Initiative: Proposes productive innovations and creative solutions to problems
- e. Adaptability: Embraces constructive change, evolves in outlook, and copes even under adverse circumstances
- f. Judgment: Applies analytical skills and knowledge for effective evaluation, discussion, decision-making, and action.
- g. Clarity: Communicates effectively both verbally and in writing
- h. Collegiality: Cooperates and collaborates to enhance service; shows respect for all library staff as well as for the diverse members for the University and the wider community

³¹<http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section2/40corevalues>, <http://www.aserl.org/programs/competencies/>, <http://archivists.org/statements/saa-core-values-statement-and-code-of-ethics>

³²<http://library.miami.edu/vision-mission-and-values/>, <http://welcome.miami.edu/about-um/university-leadership/mission-statement/index.html>

- i. Productivity: Efficiently completes substantial high-quality work

6. Salaries³³

All salaries for Library Faculty including administrative stipends are determined by the Dean and University Librarian based on the appropriate policies, protocols, reviews, and recommendations. All salaries are subject to the approval of the University administration. Administrative appointments such as Associate Deans and department heads are typically assigned administrative stipends. Promotion to a higher rank generally includes appropriate compensation. The professional demands on Library Faculty typically require a standard work week and a 12-month calendar.

6.1 Annual Salary Review

Section C12 of the Faculty Government Policies provides as follows:

C12 Annual Salary and Performance Review^{34 35}

In accordance with Section A14.5 of the Faculty Government Charter, chairs of each department or deans of non-departmentalized schools shall review annually each member of the University Faculty in that department or school. Such reviews shall be based upon a systematic evaluation of the faculty member's performance in the past year and shall include counseling to the faculty member on correcting any deficiencies identified. Unless the faculty member prefers otherwise, the chair shall discuss the evaluation with each faculty member³⁶. For faculty members with tenure-earning appointments, the review shall also be provided to the faculty member in writing. All other members of the University Faculty shall receive on request a written summary of their own review and of any available previous years' written³⁷ reviews. Each dean shall report annually to the Executive Vice President and Provost when the review of all members of the faculty under the dean's purview has been completed consistent with established University procedures. The Annual Salary and Performance Review is complete when the dean advises the Executive Vice President and Provost of the recommendations concerning salary.

As part of the Annual Salary Review process, all Library Faculty prepare an annual self-assessment reviewing the preceding year's accomplishments and activities, as well as progress towards goals.

Supervisors meet with each librarian to discuss and review their self-assessment, set goals for the coming year, review and update their position description, and provide an evaluation of their performance during the preceding year. Major changes are expected to be reviewed and

³³ Revised and adopted by unanimous vote by the Faculty Council on June 17, 2014.

³⁴ [#2002-17\(B\)](#)

³⁵ [#2011-60\(B\)](#)

³⁶ [#2011-60\(B\)](#)

³⁷ [#2011-60\(B\)](#)

approved at administrative levels. Direct supervisors prepare a written summary of their evaluation of each librarian. The self-assessment, position description, and written evaluation are considered to be part of the personnel file and should be deposited with the Office of the Dean at the conclusion of the performance appraisal process.³⁸

7. Library Faculty Voting Rights³⁹

Section A3.1 of the Faculty Government Charter provides as follows:

(a) The REGULAR FACULTY are entitled to vote on all matters for which they are qualified by rank and tenure status including all voting rights extended to other members of the UNIVERSITY FACULTY.

(d) The LIBRARIAN FACULTY are entitled to vote on all matters, including those listed below, for which they are qualified by rank and title, with the exception of reappointment, promotion and award of tenure of the REGULAR FACULTY, evaluation of the Provost, and ratification of amendments to the Faculty Government Charter. LIBRARIAN FACULTY holding five-year term appointments may vote on:

- (1) Appointment of LIBRARIAN FACULTY of equal or lower rank;
- (2) Reappointment of LIBRARIAN FACULTY of lower rank, or of equal rank with less time in rank;
- (3) Promotion of LIBRARIAN FACULTY of lower rank; and
- (4) Evaluation of the Dean and University Librarian

Extension of voting rights to LIBRARIAN FACULTY apply only in the University Libraries⁴⁰.

(e) Unless otherwise determined by the voting faculty of the department concerned, voting rights under subsections A3.1 (a)-(d) shall be suspended during any continuous period that has exceeded twelve months when the faculty member has no duties as a member of the faculty of the University, because they are on a voluntary leave of absence or long-term disability leave. All such voting rights will automatically be reinstated if and when the faculty member again takes up their duties as a member of the faculty of the University.

(f) Voting rights of RESEARCH FACULTY, EDUCATOR FACULTY OR LIBRARIAN FACULTY may not be extended to any matter pertaining to charter amendments, the rights and privileges of the tenured REGULAR FACULTY, or to the reappointment, promotion or tenure of members of the REGULAR FACULTY.

8. Appointment and Promotion of REGULAR Faculty

Appointment to a rank or advancement in rank will depend upon the candidate's achievements as specified for each Regular Faculty rank. Persons recommended for appointment shall possess a

³⁸ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020.

³⁹ Section 2, added to Bylaws 6 October 2009, is a copy of Section A3.1 paragraphs (d), (e), and (f) in the *Faculty Manual*, listing voting rights of Librarian Faculty, amended May 2011 by the Regular Faculty and the Board of Trustees

⁴⁰ Changed from "Richter Library" to reflect amended language in the 2024-2025 *Faculty Manual*, 12 May 2025.

master's degree accredited by the American Library Association or equivalent. In situations when faculty positions require education and skills vital to the functioning of the Libraries, alternative or additional advanced degrees and relevant professional experience can be considered acceptable for initial appointment.

8.1 Criteria for Award of Tenure⁴¹

TENURE: The principle of tenure is an institutional commitment between the University and the librarian based upon commitment to academic freedom and acknowledged by providing permanent and continuous employment. Tenure is granted only to full-time Regular Faculty in the ranks of Associate Professor and Professor.

After an appropriate probationary period each candidate will be judged on the basis of effective performance (considered analogous to teaching in the context of library functions), scholarship as evidenced by research and publication, and service to the profession, the University and the community.

a. Performance⁴²

When the librarian is fulfilling regularly assigned duties, this activity is regarded as performance. Performance of the Regular Faculty may include the following activities. This list is not meant to be exhaustive.

- i. Information and research assistance (e.g., systematic and literature reviews, meta-analysis, data consultations, bibliographic citation analysis) to the University community, discipline-based users, and the global research community.
- ii. Collection development (i.e. curation, evaluation, selection, and management of Library resources).
- iii. Management of bibliographic organization and control over the Libraries' collection (e.g., acquisition, cataloging and/or application of metadata, classification of library materials, database maintenance, and archival processes).
- iv. Designing and conducting Library instruction/literacy programs, instruction of a practicum, teaching a for-credit course (including directed readings), or serving on a master's, doctoral, or honors thesis committee.
- v. Performance of administrative duties (e.g., budget, strategic planning, personnel, facilities, and/or assessment of library programs and services) beyond one's normal role.
- vi. Mentoring of faculty, staff, interns, fellows, and students.

⁴¹ Revised and adopted by unanimous vote by the Faculty Council on 3 June 2019

⁴² Revisions to section and preceding paragraph approved 22 June 2004. Revised 4 January 2012..

- vii. Fundraising for the Library (e.g., grant proposals, donor stewardship and cultivation, fund management).
 - viii. Development of web resources (e.g., websites, web pages, online guides, applications, other instructional and research aids).
 - ix. Creation, implementation, or support of digital resources, systems, and services (e.g., projects, digital databases, courseware, metadata, data management applications, APIs).
 - x. Implementation, creation or enhancement of services and resources that support the educational, research, and healthcare mission of the University.
 - xi. Preservation and conservation of library materials.
 - xii. Preparation and curation of exhibits, physical or virtual, or creation and execution of interpretive programs (e.g., lecture series).
 - xiii. Supervising and managing units and/or projects within the Libraries.
- b. Research, Scholarship, Creativity⁴³

Regular faculty shall be involved in formal activities of research, scholarship, and creative achievement. Accomplishment in these areas will be the result of the practical application of the principles of librarianship and of serving the needs of the University community.

Evidence of significant research, scholarship and creative achievement may be represented by the following examples:

- i. Publication of the results of scholarly research in books and/or professional and scholarly journals and accessible in print or electronic media.
- ii. Presentation of research papers at professional conferences, conventions, seminars, workshops, meetings, etc.
- iii. Publication of new or innovative approaches to problem solving in specific areas of librarianship which will enhance professional techniques and service.
- iv. Editing professional publications and/or participating in the editorial process.
- v. Conducting research related to the University's and Library's mission.
- vi. Preparation of professional reports (white papers, accreditation reports, planning documents, etc.)

c. Service to the Library, University, and the Profession

⁴³ Revisions to section C2.1.2 approved by tenured faculty 17 May 2007.

- i. Active participation on Library Faculty committees, School committees, University Faculty Senate committees, and/or University Administrative committees.
- ii. Service within the University that reflects an application of specialized knowledge or skill in librarianship to the institution's affairs.
- iii. Committee assignments or serving as an officer in professional organizations; organizing and/or active participation in professional meetings, conferences, workshops, institutes, etc.

8.2 Promotion (REGULAR Faculty)

Promotion to the ranks of Associate Professor or Professor shall be based on the faculty member's high level of performance, contributions in the areas of library activities, teaching, research and/or creative achievements, as well as involvement in professional organizations and University committees. Performance and achievement, rather than time in rank, should be the determining factors for promotion.

Considerations for promotion should take into account differences in functions among Library departments; therefore, the relative weight applied to the criteria may vary, and should be judged accordingly. Promotion to any rank is recognition of achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments.

Promotion to the level of Associate Professor or Professor requires a record of successful fulfillment of criteria at the previous rank. Without discussing specific criteria for each rank, the following may be considered when recommendations are made for individual appointment and/or promotion:

- a. Assistant Professor – initial appointment is normally at this rank and requires expectation of successful professional contributions to the Library.
- b. Associate Professor – promotion to this rank requires evidence of substantial professional contributions to the Library and the University; substantial research; scholarship and creativity; and professional involvement.
- c. Professor – promotion to this rank requires evidence of outstanding & distinctive professional contributions to the Library and the University, evidence of significant research, significant professional involvement and national recognition in the profession and the area of specialization.

9. Appointment and Promotion of LIBRARIAN Faculty

9.1 General Guidelines

Appointment to a rank or advancement in rank will depend upon the candidate's achievements as specified for each Librarian Faculty rank. Persons recommended for appointment shall

possess a master's degree accredited by the American Library Association or equivalent. In situations when faculty positions require education and skills vital to the functioning of the Libraries, alternative or additional advanced degrees and relevant professional experience can be considered acceptable for initial appointment.

Promotion to any rank is recognition of achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments. Consideration for promotion will take into account differences in functions among Library departments; therefore, the relative weight applied to any criteria may vary, and should be judged accordingly. Along with the demonstrated attributes in Section 5.2, strong performance in the candidate's primary job assignment is essential for positive consideration for promotion.

9.2 Ranks for Newly Hired Faculty

Members of the Faculty Rank Review Committee will meet with all faculty candidates who interview for positions in the Libraries. They, along with the appointed Search Committee, will recommend the appointed candidate's appropriate rank to the Dean & University Librarian, who will take the recommendations into consideration when determining the rank for new faculty appointments.

9.3 Librarian Assistant Professor⁴⁴

a. Appointment, Review, and Promotion

Appointment at this rank requires the expectation of successful professional contributions and service to the Libraries. This appointment is limited to a six-year probationary period. Librarian Assistant Professors will receive annual salary and performance reviews each year.

Librarian Faculty hired at the rank of Librarian Assistant Professor receive an initial four-year appointment. In the third year, Librarian Assistant Professors receive an in-depth Special Review (referred to as the mid-point review). If the Special Review is favorable, the appointment term is renewed for three years. If the Librarian Assistant Professor is not approved for renewal, they are notified of a negative decision by the end of their third year of employment. The fourth year of the initial appointment becomes the "terminal year," after which the Librarian Assistant Professor must leave the university.

In the sixth year the Librarian Assistant Professor receives an in-depth Special Review for promotion to the rank of Librarian Associate Professor and the award of a five-year appointment. If the Special Review is successful, a five-year appointment is offered to be effective June 1 immediately following the end of the sixth year. If the sixth-year Special Review is not favorable, and promotion is not approved, then the seventh year becomes the "terminal year," after which the Librarian Assistant Professor must leave the university.⁴⁵

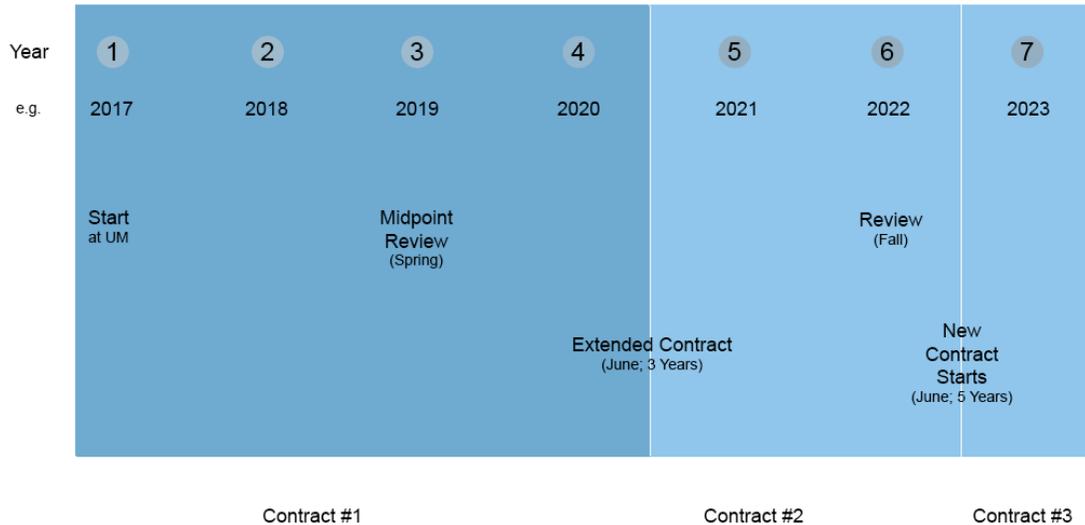
⁴⁴ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014 and 31 August 2017.

⁴⁵ Corresponding to Faculty Manual Section C13.4

A Librarian Assistant Professor who does not receive an extension of initial appointment or a five-year appointment and promotion is given notification of termination based on the policies for Termination and Dismissal in Section 15 of this document.

For a graphic representation of this process, please see below:

RPT Timeline: Librarian Assistant Professor



b. Criteria for Promotion to Librarian Associate Professor & Award of Initial Five-Year Appointment⁴⁶

Promotion to the rank of Librarian Associate Professor and the award of an initial five-year appointment is contingent upon maintaining a high level of performance in carrying out job-related duties and responsibilities as a Librarian Assistant Professor. Note that significant publication will not be expected of faculty in positions that do not earn tenure but may be chosen as an area of accomplishment.⁴⁷

Further, to be promoted to the rank of Librarian Associate Professor, a successful candidate will be expected to have **significant accomplishments in at least three of the following areas**. “Significant accomplishments” means more than activity, participation, or membership. The accomplishments will be judged in terms of outcomes, results, and impact. Consideration will be given to relevant professional accomplishments prior to employment at the University.⁴⁸

- i. Innovative contributions to library operations, procedures, and functions that transcend specific job-related work assignments. Contributions in this area should result in significantly increased efficiency of operations, or enhanced service to clients.

⁴⁶ Revised and adopted by unanimous vote by the Faculty Council on 3 June 2019.

⁴⁷ Revised and adopted by unanimous vote by the Faculty Council on 20 April 2020.

⁴⁸ Revised and adopted by the Faculty Council on 24 January 2023.

Examples might include:

- Developing innovative cataloging policies and procedures
- Devising innovative approaches to user education
- Initiating cooperative efforts between or among departments and other campus libraries which improve workflow or communications
- Creating web or other electronic services
- Procuring funding, grants, or donor gifts

- ii. Demonstrated leadership ability. This ability may be evidenced by successful managing of projects, task forces, and committees that produce tangible results within the Library, the University, or the profession. This assumes accomplishments based on personal skills or efforts, rather than position, authority or responsibility.

Examples might include:

- Developing a new electronic service or starting an organization
- Serving as an officer in professional organizations
- Managing a project or task force

- iii. Professional achievements, activities, and service. Professional activity includes a record of membership, active participation, and/or leadership in committees and conferences of regional, national or international library organizations and/or of scholarly organizations in other disciplines. It is the responsibility of the candidate to document the importance of the organization and the person's contribution to that organization.

Examples might include:

- Service and/or leadership on organizational committees or special interest groups
- Presenting at a conference
- Organizing conference panels and programs

Service on Library committees, School committees, University committees, or to the community will be essential. Committees that are important to the mission, governance and/or structure of the Library, School, and University are more heavily weighted.

Examples might include:

- Active participation on University Faculty Senate committees and on University Administrative committees
- Active participation on a School's Faculty Council and curriculum committees.
- Service within the University that reflects an application of specialized knowledge or skill in librarianship to the institution's affairs

- iv. Professional and educational development through formal courses, seminars, workshops, and conferences. These activities should go beyond training necessary to stay current for one's job and should have a demonstrable impact on the Library, the

University or the profession. If an educational program allows a candidate to become generally recognized as an expert in some important aspect of the Library's work, it could qualify as significant.

Examples might include:

- Developing expertise in an area relevant to library work
- Completion of an advanced degree, such as a master's or a doctorate in a relevant field
- Leveraging knowledge gained through professional development activities to enhance the Libraries' programs, services, and operations

- v. Research and creativity. Evidence of research and creativity will be measured through the candidate's contributions to the library profession or other subject disciplines through publications, research, and/or studies.

Examples of achievement might include:

- Presentation of research papers at professional conferences, seminars, workshops, or meetings
- Development of new or innovative approaches to problem solving in specific areas of librarianship which will enhance professional techniques and service
- Editing professional publications and/or participating in the editorial process
- Preparation of significant internal and external reports involving research
- Teaching of emerging topics

c. Early Promotion

Librarian Assistant Professors will be considered for promotion in the final Special Review during the sixth year of the probationary period. A Librarian Assistant Professor may be promoted at any time during the probationary period but may request a Special Review only one time prior to the sixth year of the probationary period. In addition, the Dean may initiate a second Special review during this period. Any such consideration for awarding promotion shall have no prejudicial effect on reconsideration through the sixth year of the probationary period.⁴⁹

9.4 Librarian Associate Professor⁵⁰

a. Promotion, Appointment, and Review

Promotion to this rank requires demonstrated evidence of substantial professional contributions to the Library and the University and professional involvement. Consideration will be given to relevant professional accomplishments prior to employment at the University. An appointee must possess the same qualifications as a person promoted to the rank.

⁴⁹ Corresponding to Faculty Manual Section C5.5(b)

⁵⁰ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

Librarian Associate Professors on five-year appointments receive annual performance and salary reviews from their supervisors.

b. Renewal of Five-Year Appointment

In the spring of the fourth year (the year prior) of their five-year appointment,⁵¹ Librarian Associate Professors receive an in-depth Special Review toward the award of a new five-year appointment.⁵² If the review is successful, then the new five-year appointment becomes effective June 1 immediately following the end of the fifth year. If the review is unsuccessful, then they are given a fifth year⁵³ which serves as the terminal notice year, after which they must leave the University.^{54 55}

A Librarian Associate Professor who is not reappointed to a new five-year appointment is given notification of termination based on the policies for Termination and Dismissal in Section 15 of this document.

A Librarian Associate Professor is normally recommended for renewal of their five-year appointment when there is positive evidence of maintaining or increasing their quality of performance and activities, as set forth in the requirements for appointment and promotion to this rank.

c. Eligibility for Promotion to Librarian Professor

A Librarian Associate Professor is eligible for promotion to Librarian Professor after a minimum of five years of service at the University in rank. Faculty members who are denied promotion to the rank of Librarian Professor shall not re-seek promotion for a minimum period of three years, and shall do so only when new evidence of contributions to the relevant discipline has been demonstrated in accordance with section 9.4.d.⁵⁶

d. Promotion to Librarian Professor⁵⁷

Promotion to the rank of Librarian Professor is contingent upon maintaining a high level

⁵¹ Revised and adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁵² Librarian faculty on five-year appointments through 2023 received appointment/reappoint letters whose review dates reflected an earlier interpretation of the Faculty Manual that relied upon "calendar" year. This interpretation was changed by Faculty Affairs in 2023 to reflect one based on "academic year". The authoritative guide is the language in the appointment or reappointment letter.

⁵³ Revised from sixth year to fifth year, adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁵⁴ Corresponding to Faculty Manual Section C13.4. Revised and adopted by unanimous vote by the Faculty Council on 23 August 2022.

⁵⁵ The reappointment timeline is governed by the Faculty Manual which states that a special review shall be completed "in the next-to-last year prior to reappointment of a faculty member holding a multi-year appointment." (C13.4 Special Reviews) Faculty Affairs and the Office of General Counsel advised in 2023 that the correct interpretation of the word "year" in section C13.4 is the "academic" rather than the "calendar" year. In any case where there is a question, the language of the appointment letter governs.

⁵⁶ Revised and adopted by unanimous vote by the Faculty Council on 3 June 2019.

⁵⁷ Revised and adopted by unanimous vote by the Faculty Council on 3 June 2019.

of performance in carrying out job-related duties and responsibilities as a Librarian Associate Professor. Excellent supervisory evaluations, favorable assessments by colleagues and other pertinent individuals, major projects and responsibilities, leadership activities, and awards are indicators of achievement. Note that significant publication will not be expected of faculty in positions that do not earn tenure, but may be chosen as an area of accomplishment.⁵⁸

Further, to be promoted to the rank of Librarian Professor, a successful candidate will be expected to have **significant recent accomplishments (since the last reappointment or five years, whichever is longer)** reflecting greater professional growth or contributions **in at least four of the areas as outlined in 9.3(b)(i-v) of the University Libraries Bylaws.**⁵⁹ The accomplishments will be judged in terms of outcomes, results, and impact. Consideration will be given to relevant professional accomplishments prior to employment at the University.⁶⁰

Examples may include:

- i. National recognition: influencing a segment or practice of the profession at a national level. Example: creating guidelines that become a national standard.
- ii. Leadership and demonstrated contributions in an international, national, or regional professional organization.
- iii. Peer-reviewed publications which influence the library profession.
- iv. Juried awards or other national or international honors.
- v. Quantitative or qualitative research of professional significance which influences the library profession
- vi. Community service
- vii. Award of professional credentials

9.5 Librarian Professor⁶¹

a. Promotion, Appointment, and Review

Promotion to this rank requires demonstrated evidence of outstanding & distinctive professional contributions to the Library and the University, significant professional involvement, and national recognition in the profession and the area of specialization. This is determined in part by external review by individuals specializing in the candidate's field who hold positions at major universities or research institutions of comparable or higher

⁵⁸ Revised and adopted by unanimous vote by the Faculty Council on 20 April 2020.

⁵⁹ Revised and adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁶⁰ Revised and adopted by the Faculty Council on 24 January 2023.

⁶¹ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

rank (or comparable non-academic position).⁶² Consideration will be given to relevant professional accomplishments prior to employment at the University. An appointee must possess comparable qualifications as a person promoted to the rank.

Appointment or promotion to this rank should be reserved as a mark of distinction and should never be granted as a reward for seniority.

Librarian Professors on five-year appointments receive annual performance and salary reviews from their supervisors.

b. Renewal of Five-Year Appointment

In the spring of the fourth year (the year prior) of their five-year appointment, Librarian Professors receive an in-depth Special Review toward the award of a new five-year appointment.⁶³ If the review is successful, then the new five-year appointment becomes effective June 1 immediately following the end of the fifth year. If the review is unsuccessful, then they are given a fifth year⁶⁴ which serves as the terminal notice year, after which they must leave the University.^{65 66}

A Librarian Professor who does not receive a reappointment of the five-year appointment is given notification of termination based on the policies for Termination and Dismissal in Section 15 of this document.

A Librarian Professor is normally recommended for renewal of their five-year appointment when there is positive evidence of maintaining or increasing their quality of performance and activities, as set forth in the requirements for appointment and promotion to this rank.

9.6 Librarian Faculty Peer Review⁶⁷

a. Librarian Faculty Eligibility

Those eligible to vote:

⁶² Revised and adopted by unanimous vote by the Faculty Council on 25 August 2020.

⁶³ Librarian faculty on five-year appointments through 2023 received appointment/reappoint letters whose review dates reflected an earlier interpretation of the Faculty Manual that relied upon "calendar" year. This interpretation was changed by Faculty Affairs in 2023 to reflect one based on "academic year". The authoritative guide is the language in the appointment or reappointment letter.

⁶⁴ Revised from sixth year to fifth year, adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁶⁵ Corresponding to Faculty Manual Section C13.4. Revised and adopted by unanimous vote by the Faculty Council on 23 August 2022.

⁶⁶ The reappointment timeline is governed by the Faculty Manual which states that a special review shall be completed "in the next-to-last year prior to reappointment of a faculty member holding a multi-year appointment." (C13.4 Special Reviews) Faculty Affairs and the Office of General Counsel advised in 2023 that the correct interpretation of the word "year" in section C13.4 is the "academic" rather than the "calendar" year. In any case where there is a question, the language of the appointment letter governs.

⁶⁷ Approved 25 May 2004.

- i. Librarian Associate Professors who hold a five-year contract may vote on reappointment and promotion of Librarian Assistant Professors and on reappointment of Librarian Associate Professors with less time in rank.
- ii. Librarian Professors who hold a five-year contract may vote on reappointment and promotion of Librarian Assistant Professors and Librarian Associate Professors, and on reappointment of Librarian Professors with less time in rank.

Those not eligible to vote:

- iii. Librarian Assistant Professors and Tenure-track faculty at the rank of Assistant Professor may not vote
- iv. Librarian Associate Professors may not vote on other Librarian Associate Professors with more time in rank
- v. Librarian Professors may not vote on other Librarian Professors with more time in rank.

9.7 Peer Review Process⁶⁸

- a. Libraries Administration informs all candidates for reappointment and promotion of deadlines for file preparation.
- b. Faculty eligible to vote on reappointment and promotion of Librarian Faculty shall evaluate the progress of candidates based on their own review of the candidate files and shall “determine by ballot for each candidate whether to recommend reappointment” according to sections C13.2, C13.3, and C13.4 of the *Faculty Manual*. It is expected that Faculty will abstain from voting on any candidate file they have not reviewed.⁶⁹

Section C13.2 of the Faculty Government Charter provides as follows:

C13.2 Types of Review

The REGULAR FACULTY of each school and department undertakes SPECIAL REVIEWS for the purposes of promotion, tenure, or reappointment of individuals holding tenure-earning appointments. The RESEARCH FACULTY, the EDUCATOR FACULTY, the LIBRARIAN FACULTY and the ASSOCIATED FACULTY of each school are subject to Special Reviews for the purposes of reappointment and promotion. Such reviews shall be undertaken by the REGULAR FACULTY, except as provided in Section A3 of the Faculty Government Charter. Such reviews shall be carried out by the processes set forth in this section.

Section C13.3 of the Faculty Government Charter provides as follows:

⁶⁸ Revised and adopted by unanimous vote by the Faculty Council on June 17, 2014 to reflect changes in the Faculty Manual.

⁶⁹ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020.

C13.3 Faculty Files

The file of the candidate shall be the basis for the deliberations at each stage of the reviews. Faculty members shall be responsible for maintaining a current statement of professional activities, arranged according to customary practices and university requirements. This file shall include evidence of: (1) educational attainments; (2) awards and fellowships; (3) funded research projects; (4) publications, papers, performances and other scholarly contributions to the profession; (5) outstanding achievement in teaching; (6) services to the profession in scholarly bodies and in university activities; and (7) public service to the community related to scholarship and the profession as appropriate. Specific requirements for candidate's files for SPECIAL REVIEWS are described in Section C13.4 (a) of these Policies. Prior to any faculty review or vote, candidates shall have an opportunity to make current their files in the office of the chair, as provided in Section A14.4 of the Faculty Government Charter. The chair shall make available to the voting faculty all relevant materials in the file of each candidate.

Section 13.4(a), of the Faculty Government Charter provide as follows:

C13.4 (a) Special Reviews. Candidate's File

(ii) EXTERNAL EVALUATIONS. The file of a candidate for tenure or for promotion shall include at least five written evaluations of the scholarly work of the candidate solicited from individuals specializing in the candidate's field who hold positions at major universities or research institutions of comparable or higher rank to that for which the candidate is being considered. These letters are solicited by the chair following consultation with the candidate and the appropriate voting faculty. Candidates shall not be informed of the names of potential external reviewers suggested by the voting faculty but shall be permitted to submit a memorandum for inclusion in the file identifying persons who are thought to be unsuitable external reviewers and the reasons for that judgment; they may not, however, exclude specific external reviewers. If outside evaluations are solicited from reviewers recommended by the candidate, the nature of any relationship shall be indicated. The chair shall supply the voting faculty and the dean with a list of the external reviewers, indicating how and why each was selected. The content of the request for written evaluations shall be prepared with the approval of the appropriate voting faculty and shall be shown to the candidate, with the names and the addressees removed. A copy of each such request soliciting an external evaluation shall be included in the candidate's file. The external evaluations are confidential, but they may be seen by anyone directly involved in making the promotion or tenure decision. In the case of LIBRARIAN FACULTY exceptions to the need for written external evaluations of the candidate's scholarly work may be made when they would not add materially to the candidate's file. The file of a candidate being reviewed for mid-career reappointment may include written external evaluations of the scholarly work of the candidate.

(iii) CANDIDATE'S STATEMENT. Candidates for reappointment, promotion, or tenure are encouraged to present a written career assessment providing the general

context of and rationale for their work and describing the significance of their contribution to knowledge and the profession.

(iv) EVALUATION OF SERVICE IN THE LIBRARIES. The file of each candidate in the Libraries for promotion, tenure, or the award of a five-year term appointment shall contain an assessment of service in the Libraries.

(v) REPORTER'S SUMMARY AND STATEMENT OF THE CHAIR'S VIEWS. Copies of the approved written summary of the recommendation of the voting faculty, as prepared by the faculty member elected as reporter and approved by the voting faculty according to Section C13.4(b)(iv) of these Policies, and of the written statement of the chair's views, as outlined in Section C13.4(b)(v) of these Policies, shall be placed in the faculty member's file. The faculty member may request from the chair of the department or the dean of the non-departmentalized school an oral characterization of the approved reporter's summary and of the chair's written views. All candidates, upon receipt of this characterization, may prepare a written response for the file.

- c. The Dean and University Librarian shall take into consideration the recommendations from the voting Faculty in their recommendation as per sections C13.2, C13.4(b)(v) and C13.4(b)(vii) of the *Faculty Manual*.

Section C13.4(b) of the Faculty Government Charter provides as follows:

C13.4(b) Special Reviews. Review Process.

(v) ROLE OF THE CHAIR. The chair shall not participate in the ballot of the voting faculty, but shall provide a separate recommendation supported by a written evaluation of each candidate. The chair should make reference to the performance of the candidate in terms of the Annual Reviews and any prior Special Reviews. The chair shall forward with the file of the candidate all materials that were considered in the Special Review, the written recommendation of the chair, the approved written summary of the recommendation of the voting faculty, and the numerical tally of the ballot. Subsequent to the meeting of the voting faculty, the voting faculty and each candidate shall be informed promptly by the chair of the relevant recommendations of the voting faculty and of the chair.

(vii) ACTIONS BY THE DEAN. In a departmentalized school, the dean shall, after reviewing the file of each candidate, make a recommendation and prepare a written statement with regard to each candidate. The dean shall forward to the Executive Vice President and Provost the files of all candidates together with the recommendations of the chair, the voting faculty, and the report of any Advisory Board. The dean's written statement and recommendation shall be included in each candidate's file and forwarded to the Executive Vice President and Provost together with all materials considered in the Special Review. Each candidate shall be informed promptly of the Dean's recommendation.

- d. Completed candidate files are sent to Faculty Affairs for review by the Provost. Candidates are notified of the reappointment and/or promotion decision as per sections C13.4(b)(viii)

and C13.5 (b) (ix) of the *Faculty Manual*.

Sections C13.4(b) of the Faculty Government Charter provides as follows:

C13.4(b) Special Reviews. Review Process.

(viii) ACTIONS BY THE PROVOST. The Provost, as authorized by the President, makes all decisions regarding reappointments and promotions. After reviewing each candidate's file, the Provost shall notify each candidate of a decision regarding reappointment or promotion. When the decision is against promotion and there is a positive recommendation from the voting faculty, the Provost shall explain the reasons for this decision in writing to the dean. The Provost makes recommendations to the President regarding tenure decisions. When the recommendation is negative, the Provost shall inform the faculty member in writing no later than May 1. The faculty member may, within two calendar weeks, request a review of this recommendation by the Tenure Review Board (B4.12). A faculty member may request such a review, even if that faculty member had requested the review of a prior denial of tenure.

(ix) COUNSELING OF THE CANDIDATE. In the event of an adverse decision on promotion or a denial of a multi-year reappointment (except in the case of a denial of tenure at the end of the probationary period), based on the discussions by the voting faculty, the evaluations by external reviewers, and the recommendations by the chair, dean, and Provost, the chair shall counsel the candidate on what might be done to secure multi-year reappointment or promotion.

10. Roles & Responsibilities for Reappointment and Promotion of Librarian Faculty

All candidate evaluation discussions, votes, and summaries are strictly confidential. Candidate files are accessible only to faculty eligible to vote on a given candidate, the Dean & University Librarian, Faculty Affairs, and Human Resources.

10.1 Candidate - Candidates for term appointments and/or promotion are responsible for submitting an up-to-date vita, personal statement, and any other relevant documentation that they wish to submit for review. Supervisors are responsible for submitting an up-to-date position description. The annual self-assessment may serve as an important resource in the preparation of the personal statement.

The candidate should review their current position description with their supervisor and update it prior to inclusion in the candidate file. Candidates should familiarize themselves with the criteria for the award/renewal of term appointments and promotion and take these into consideration when setting annual goals and determining professional activities.

Candidates may contact their supervisor, Associate Dean, Libraries Human Resources, or Faculty Affairs at any time in the process if they would like clarification on the procedures for reappointment or promotion.⁷⁰

⁷⁰ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

10.2 Supervisor - The candidate's immediate supervisor is responsible for providing ongoing performance feedback, mentoring on continuing development and guidance on the timing and criteria for the reappointment and promotion review (See 6.1). Annual goals should be developed in conjunction with the candidate to ensure progress toward the award of a term appointment and/or promotion. The supervisor should also provide guidance and support to the candidate as they prepare documents to be included in the candidate file for reappointment or promotion.

The supervisor is responsible for reviewing and revising the candidate's current position description in collaboration with the candidate and preparing a supervisor's statement based on their annual summary evaluation of the candidate. The statement should provide information that will assist the reviewing faculty in making decisions for reappointment or promotion. The supervisor is responsible for depositing both the updated position description and supervisor's statement with the Office of the Dean for inclusion in the candidate file.⁷¹

10.3 Associate Dean⁷² - The Associate Dean is responsible for encouraging and identifying opportunities for the growth and development of librarians in their division. The Associate Dean advises supervisors on the annual performance evaluation process and the setting of annual goals. The candidate's Associate Dean serves as a resource person for any documentation or procedural questions concerning the reappointment or promotion review process. The Associate Dean is encouraged to provide guidance and support to the candidate as they prepare documents to be included in the candidate's files for reappointment or promotion⁷³.

10.4 Dean & University Librarian⁷⁴ - The Dean & University Librarian is responsible for setting the final schedule for the Reappointment & Promotion Review, reviews the process with each candidate in early summer, and may oversee the solicitation of letters from external reviewers as required/requested. The Dean presides over the evaluation and vote for the candidates and subsequently reviews the discussion summaries and vote results with the voting faculty. The Dean is available to advise candidates on the assembly of their supporting documentation and review their personal statement. The Dean prepares their own personal evaluation of the candidate, informed by the discussions of voting faculty.

The Dean notifies the candidate, Supervisor, Associate Dean, and Libraries Human Resources of the final decision upon completion of the candidate review by the Library Faculty and University Administration.

10.5 Office of the Dean – On behalf of Faculty Affairs, each year the Office of the Dean and/or Libraries Human Resources Manager prepares a list of librarians eligible for reappointment and/or promotion and notifies the candidate's of their eligibility. The Office distributes and collects all documentation related to the review process, and reviews all

⁷¹ Revised and adopted by unanimous vote by the Faculty Council on February 25, 2020.

⁷² Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

⁷³ Revised and adopted by unanimous vote by the Faculty Council on 29 October 2018.

⁷⁴ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014; Revised and adopted by unanimous vote by the Faculty Council on 25 August, 2020

candidate files for completeness, ensuring the inclusion of the most recent position description and supervisor's statement. The Office of the Dean manages the review of candidate files by the appropriate voting faculty and prepares the notes forms. The notes form will be provided to the eligible faculty. Each faculty member will be able to take notes during the review process and refer to the notes during the discussion. The Office of the Dean and Human Resources Manager are available to answer questions from the candidate and management throughout the process.⁷⁵

- 10.6 Faculty Affairs Liaison⁷⁶– A faculty member holding at least Librarian Associate Professor (preferably Librarian Professor) rank will be periodically appointed by the Dean as the Faculty Affairs Liaison. The Liaison organizes bi-annual RPT workshops and serves as a general resource to candidates throughout the process. They will lead the review discussion, structuring it to reflect the requirements in the Bylaws, and cover all other relevant information. At the RPT Review sessions the Liaison provides copies of each candidate's job description(s), the full binders of the candidates evaluated, and the voting ballots. All ballots must contain “yes/no/abstain” options with a space to explain the abstention. The Liaison collects the ballots and review notes and assigns at least two voting faculty to count the ballots, which are subsequently deposited with the Office of the Dean.
- 10.7 Voting Faculty – It is the duty of Voting Faculty to review the candidate files for which they are eligible to vote, abstaining from voting for candidates whose files they have not reviewed.⁷⁷

11. Candidate Files for Reappointment and Promotion of Librarian Faculty

The candidate file contains documents compiled by the candidate and Office of the Dean according to the specifications noted below. Candidate electronic binders/files will be maintained within SharePoint by the Office of the Dean, accessible only to eligible voting faculty. No files are permitted to be copied, downloaded, or shared. Candidates are encouraged to retain a copy of their electronic portfolios during the submission process.⁷⁸

11.1 Candidate files to be reviewed by voting Faculty must include the following:

- a. Candidate Vitae - The vitae should follow the prescribed University format, with non-applicable sections left blank.
- b. Position Description - The position description should accurately reflect the candidate's current job duties and responsibilities. It should be reviewed and updated annually as part of the performance appraisal/merit review process and kept on file with Library Human Resources.⁷⁹

⁷⁵ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020.

⁷⁶ Added and adopted by unanimous vote by the Faculty Council on 29 August 2017; Revised and adopted by unanimous vote by the Faculty Council on 20 February 2018; revised and adopted by unanimous vote by the Faculty Council on 25 February 2020; revised and adopted by unanimous vote by the Faculty Council on 25 August, 2020.

⁷⁷ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020.

⁷⁸ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020. Procedural details revised to reflect a switch to electronic submission on 25 October 2022.

⁷⁹ Revised and adopted by unanimous vote by the Faculty Council on 25 February 2020.

- c. Personal Statement - The candidate's personal statement should address relevant criteria for reappointment and/or promotion and demonstrate the impact of their activities on the Library, University community, and the profession. Candidates for mid-point review and reappointment in rank should focus on accomplishments during the current contract. Candidates for promotion may include relevant professional accomplishments prior to employment at the University.⁸⁰
- d. Supervisor's Statement - The supervisor's statement should provide a summary of the candidate's performance and contributions to the Libraries and the profession based on their annual evaluation of the candidate. If there is more than one supervisor for the candidate during the review period an effort should be made to ask for input from prior supervisors.
- e. Documentation of achievement and professional activities - Supporting documents typically include a variety of materials that demonstrate the depth and breadth of the candidate's activities, both within the Libraries and the profession. The candidate is free to arrange their supporting documents as desired, although most choose to group similar materials into separate folders.

Supporting materials may include, but are not limited to:

- copies of articles written for internal or external publication
- presentation slides and/or texts
- sample original bibliographic records, instructional handouts and/or tutorials, libguides
- samples of web sites created, policies or standards authored, etc.

Candidates are advised to consult with their Supervisor, Associate Dean⁸¹, or the Dean if they have any questions about what to include in their supplementary materials.

- f. External Review Letters - Candidates for promotion to Librarian Professor shall include at least three written evaluations of the work of the candidate by individuals specializing in the candidate's field who hold positions at major universities or research institutions of comparable rank to Librarian Professor (or comparable non-academic position). These letters are solicited by the Dean following consultation with the candidate and the appropriate voting faculty. Care should be taken to select external reviewers on the basis of: 1) their expertise and ability to evaluate the candidate's contributions within their subfield; 2) research activity; the Dean strongly encourages eligible faculty to select reviewers who are highly active in their field; 3) an obvious "arm's-length" relationship to the candidate.⁸² "Arm's-length" reviewers should not be someone who could be characterized as: (a) a mentor; (b) present or past supervisor; (c) with whom the candidate has a close personal relationship; or (d) a close collaborator.

⁸⁰ Revised and adopted by the Faculty Council on 24 January 2023.

⁸¹ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

⁸² Adopted by unanimous vote by the Faculty Council 25 August 2020.

Timeline

A template letter, included as Appendix A, will be used as a basis for soliciting external letters from potential reviewers. The letter that will be sent to external reviewers is shared with the candidate with the names and addresses removed. Letters to external evaluators go out with the promotion guidelines, candidate's statement, position description, CV, and any other material that supports the candidate's statement. A response is requested by Nov. 1st. Follow-up with evaluators and/or solicitation of additional reviewers may be necessary if it appears the required minimum number of letters may not be met.

11.2 Candidate files to be reviewed by the Provost are limited to the following documents:

- Candidate Vitae, personal statement, summary of the faculty discussion, the faculty vote, the Dean's independent recommendation

11.3 Candidates are encouraged to retain a copy of their submitted electronic portfolios. The Office of the Dean may request permission from candidates to provide access to samples of electronic portfolios, absent supervisor statements and other confidential information, for the benefit of library colleagues. The Office of the Dean will retain all materials returned from the Provost's Office according to University policy and procedure.⁸³

12. Schedule for Reappointment, Promotion & Tenure Process

The following schedules outline the typical calendar pattern for the annual RPT process⁸⁴. The Dean's Office distributes an RPT schedule for each academic year that aligns with deadlines established by Faculty Affairs.

12.1 Timeline below is for the following⁸⁵:

- Midpoint review of Librarian Assistant Professor towards promotion (Spring Review)
- Promotion to Librarian Associate Professor (Fall Review)
- Special review for Promotion to Librarian Associate Professor (Fall Review)
- Reappointment of Librarian Associate Professor/Librarian Professor (Spring Review)⁸⁶

June	Libraries Administration will contact all candidates for reappointment, promotion and votes to award/renew contract, reminding them of deadlines for file preparation.
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June	RPT Information Session for all interested faculty at the Assistant and Associate Librarian Professor rank.
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⁸³ Adopted by unanimous vote by the Faculty Council on 25 February 2020.

⁸⁴ Revised and adopted by unanimous electronic vote by the Faculty Council on 26 July 2016.

⁸⁵ Reformatted, revised, and adopted by unanimous vote by the Faculty Council on 11 June 2018; Revised and adopted by unanimous electronic vote by the Faculty Council on 25 February 2020; Revised and adopted by unanimous electronic vote by the Faculty Council on 25 August 2020.

⁸⁶ Revised and adopted by unanimous vote by the Library Faculty Council on 25 April 2025.

July	Any faculty member who wishes to be reviewed for early promotion should indicate this in writing to the Dean. Before a faculty member initiates an early promotion process it is required they notify their supervisor. Further conversations with the supervisor, relevant Associate Dean, and/or the Dean are encouraged.
July 31	Deadline for all faculty interested in an early review for promotion to make a written request to the Dean.
October	Candidate files for Fall Reviews (all five-year contract renewals and promotion to Librarian Associate Professor and special reviews for promotion) ⁸⁷ should be updated and complete with an updated curriculum vitae, personal statement, position description, and supporting documents. All submissions should be sent to the Office of the Dean, who will insert the position description and supervisor statement into the file.
October	Libraries Administration will review all candidate files for completeness, including insertion of the position description and supervisor's statement, and prepares them for review.
October	Office of the Dean will make available RPT files to the Library Faculty for review.
October	Eligible voting faculty and Ad Hoc Review Committees review candidate files.
November	Eligible voting faculty must request absentee ballots if not able to be present for vote.
November	Regular and eligible Librarian Faculty deliberate and vote for promotion and the award of initial five-year appointments. ⁸⁸ Absentee ballots are due to the Office of the Dean.
November	Voting Faculty will meet with Dean to review discussion summaries and vote results.
November-December	The Dean writes their evaluations. The faculty discussion summary and Dean's evaluation are verbally shared with the candidate.
December	All materials on reappointment and five-year contract reviews/awards due to Faculty Affairs.

⁸⁷ Revised and adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁸⁸ Revised and adopted by unanimous vote by the Faculty Council on 25 April 2025.

January	Candidate files for Spring Reviews (midpoint reviews for Librarian Assistant Professors and reappointments for Librarian Associate Professors and Librarian Professors) ⁸⁹ should be updated and complete with an updated curriculum vitae, personal statement, position description, and supporting documents. All submissions should be sent to the Office of the Dean.
January	Libraries Administration will review all candidate files for completeness, including insertion of the position description and supervisor's statement, and prepares them for review.
January ⁹⁰	Libraries Administration must notify the Provost of any faculty who will not be reappointed for following FY from the Fall Review process.
January-February	Per Faculty Manual, the Dean meets with Fall RPT candidates to provide update on outcome of their RPT process within the Libraries (whether the vote was positive or negative, oral characterization of the faculty discussion, and the Dean's recommendation to the Provost).
February	Office of the Dean will make RPT files available to the library faculty for review of Spring Reviews.
February	Eligible voting faculty must request absentee ballots if not able to be present for vote on the Spring Reviews.
March	Regular and eligible librarian faculty deliberate and vote for reappointment of Spring Review applicants. Absentee ballots are due to the Office of the Dean.
March	The Deans evaluations are written as a result of the Spring Review process. The faculty discussion summary and Dean's evaluation are verbally shared with the candidate.
April	All files from the Spring Review are submitted to Faculty Affairs.
May	Per Faculty Manual the Dean meets with Spring RPT candidates to provide update on outcome of their RPT process within the Libraries (whether the vote was positive or negative, oral characterization of the faculty discussion, and the Dean's recommendation to the Provost).

12.2 Timeline for the promotion to Librarian Professor (Fall Review)⁹¹

⁸⁹ Revised and adopted by unanimous vote by the Faculty Council on 25 April 2025.

⁹⁰ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

⁹¹ Adopted by unanimous vote by the Faculty Council on 11 June 2018. Reformatted, revised and adopted by Faculty Council 25 August 2020.

February	Any faculty member who wishes to go up for promotion to indicate this in writing to the Dean. It is highly recommended that faculty members have had an initial early conversation with their supervisor and the Dean or the Associate Dean for Faculty Affairs prior to this point.
February 28	Deadline for any library faculty member who wishes to be reviewed for promotion to indicate this interest in writing to the Dean.
March-May	Candidates for promotion to Librarian Professor should prepare their statement that will be included with the evaluation letters. This personal statement should outline their accomplishments in accordance with the criteria for promotion. ⁹² They should also ensure that their CV is up to date, and work with their supervisor to have an up-to-date position description. They may also select content that they wish to see included in a packet for the reviewers.
May 31	Candidate files are due to Libraries Administration. Files should be updated and complete with an updated CV, personal statement, position description, and supporting documents. Candidates for promotion should provide name of at most six external reviewers who can evaluate their contribution to the field. The external reviewers should be individuals in the candidate's field who hold positions at major universities or research institutions and have comparable rank to Librarian Professor. The candidates should also identify persons who are thought to be unsuitable reviewers and the reasons for this judgement. ⁹³
June	If an Ad Hoc Review Committee needs to be formed because there are fewer than five faculty eligible to vote on the promotion, the Dean will consult with eligible faculty and ask faculty outside of the Libraries to join the Ad Hoc Review Committee. The Dean will inform the candidates, the Senate, and the Provost of the appointment of all such committees. ⁹⁴ The eligible voting faculty shall identify at least six possible external reviewers in addition to the two provided by the candidate. The chair then shall select six external evaluators out of this pool in order to ensure a minimum of three evaluations are part of the candidate file. These are not to be shared with the candidate. All received evaluations will be included in the file. If outside evaluations are solicited from reviewers recommended by the candidate, the nature of any relationship shall be indicated. The Dean shall supply the voting

⁹² See University Libraries Bylaws. 9.4.d.

⁹³ Faculty Manual, Section C13.4-a-ii.

⁹⁴ Faculty Manual, Section C13.4-b-ii.

faculty with a list of the external reviewers, indicating how and why each was selected, however this list is not to be shared with the candidate.

July	Letters of invitation are sent by the Office of the Dean to external reviewers with a response requested by mid-August.
August	A template letter, included as Appendix A, should be used as a basis for soliciting external letters from potential reviewers. The letter that will be sent to external reviewers is shared with the candidate with the names and addresses removed. ⁹⁵
	Letters to external evaluators go out with the promotion guidelines, candidate's statement, position description, CV, and any other material that supports the candidate's statement. A response is requested by Nov. 1 st . Follow-up with evaluators and/or solicitation of additional reviewers may be necessary if it appears the required minimum number of letters may not be met.
October	RPT Information Session for Promotion to Librarian Professor.
October	Libraries Administration reviews the candidate file for completeness and ensures the position description, supervisor statement (commenting on performance rather than as a recommendation of rank), and external evaluative letters are included.
October	The Libraries Administration makes available the candidate file for review to those library faculty eligible to vote or to any members of an Ad Hoc Review Committee.
November	Eligible library faculty or the Ad Hoc Review Committee deliberate and vote on the promotion. A reporter shall prepare a written summary of the recommendation which shall be circulated to the voting faculty or the Ad Hoc Review Committee for concurrence on its accuracy.
November 1	Deadline for the receipt of letter by external reviewers for candidates for promotion to Librarian Professor.
December	The Dean's evaluations are written. The faculty discussion summary and Dean's evaluation are verbally shared with the candidate.
December	All files are submitted to Faculty Affairs.

13. UM Libraries Faculty Mentor Program⁹⁶

⁹⁵ Faculty Manual, Section C13.4-a-ii.

⁹⁶ Sections 13-17 reordered by unanimous vote by Faculty Council on 20 April 2020.

13.1 Introduction

The mentoring relationship is beneficial for both participants in the enhancement of professional and leadership development. Key to the mentoring process is the development of a supportive, useful, and effective relationship between the mentor and the person being mentored (mentee). Successful mentoring can lead to performance excellence, retention, increased self-confidence, improved organizational communication, greater exposure to new ideas, and increased accomplishments.

The Libraries' Mentoring Program for Library Faculty establishes a formal partnership/relationship for newly appointed librarian assistant professors and senior faculty for discourse, information, support, and guidance in the areas of:

- University and Library organizational structure and culture
- Library Faculty policies, reappointment, and promotion
- The library profession
- Operations, projects, management style, and collaborations
- Community (internal and external)

13.2 Process⁹⁷

Library Administration, in consultation with the hiring department, assigns a mentor to Librarian Assistant Professors as part of the appointment process to continue until promotion to Librarian Associate Professor. This mentoring relationship will be documented in both the mentor and mentee personnel files. Mentors and mentees should participate in all mentoring programming developed for Library Faculty and other useful activities to encourage trust and rapport in the mentoring relationship. Mentors and mentees should meet regularly with a minimum of four meetings in a one-year period. Mentoring relationships are encouraged to stay intact for a minimum of one year when they will be assessed by the Office of the Dean and University Librarian in a process described below. Mentees may request a different mentor assignment at any time if an effective relationship has not been established. The mentor change request may be submitted to any AD.

13.3 Eligibility⁹⁸

All Librarian Assistant Professors are required to have a mentor. Any new Librarian Faculty member above the level of Librarian Assistant Professor may request a mentor in coordination with Libraries Human Resources.

Librarian Faculty eligible to be mentors are all Regular or Librarian Faculty at the Associate level or above. Supervisors or other administrative faculty are not eligible to be mentors for Library Faculty to whom they make salary or merit recommendations.

⁹⁷ Revised and adopted by unanimous vote by the Faculty Council on 25 May 2021.

⁹⁸ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

13.4 Mentor/Mentee Guidelines⁹⁹

- a. Mentors and mentees will participate in all relationship building sponsored or recommended by the Libraries. Meetings can be initiated by mentors or mentees.
- b. Mentors and mentees should meet a minimum of four times per year.
- c. Mentors and mentees should communicate and share information regarding current projects, professional interest, career directions and concerns.
- d. Mentors and mentees should work to develop trust and rapport in mentoring relationships.
- e. If desired, mentors are encouraged to offer suggestions and/or advise on matters of professional concern. Mentees should feel free to ask advice regarding performance, service, or professional activities.
- f. Mentors should become familiar with the status and work of the mentee and provide assistance and support during the RPT process. Mentors should acknowledge the mentoring relationship with a Librarian Faculty candidate prior to advocating for them in RPT discussions.¹⁰⁰

13.5 Mentor Program Assessment¹⁰¹

Mentors and mentees will participate in an annual anonymous assessment to gather feedback on how well the program is working and any suggestions for improvement. This will typically occur in January-February and will be reviewed by the Associate Deans for any needed action.

14. Professional Development¹⁰²

Professional development is central to librarianship and a necessity in providing responsible and knowledgeable service and decision-making to the Libraries and to the University. Professional development activities often involve travel and additional expenses. All Library Faculty undertaking professional development activities should carefully review the following policies prior to moving forward with PD activities or a request for funding.

- a. Approval must be obtained from the appropriate supervisors and library administration before any activity or travel is undertaken.
- b. Individual faculty members are typically allocated a professional development fund each year when the budget allows, but use of these funds requires review and approval. Prior to making any travel arrangements, forwarding a proposal for a presentation, panel, or

⁹⁹ Revised and adopted by unanimous vote by the Faculty Council on 25 May 2021.

¹⁰⁰ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

¹⁰¹ Revised and adopted by unanimous vote by the Faculty Council on 25 May 2021.

¹⁰² All sections of 13a-g were revised and adopted by unanimous vote by the Faculty Council on 20 February 2018.

- paper, or submitting an application for participation or registration, Library Faculty need to obtain approval first from their supervisor, secondly from their Associate Dean, and, in certain cases the Dean and University Librarian to approve funding.
- c. Requests for Administrative Travel must be identified as such on the request form. Typical instances of administrative travel include representing the Libraries at a meeting or purchasing expeditions. Such requests are typically initiated by the supervisor or Administration. After receiving one's supervisor approval, requests for administrative travel must receive final approval from the appropriate Associate Dean prior to initiation of travel arrangements or submission of a proposal or application.
 - d. A Request for Professional Development and Travel form (available on the UM Libraries Intranet) must be completed and forwarded to the Library Faculty member's supervisor for signature. The supervisor routes the form to the appropriate department head or Associate Dean¹⁰³. The Dean has ultimate authority on disbursement of funds and can render the final approval for each request. Once final approval is communicated, the Library Faculty member can proceed with travel arrangements, submission of proposal, registration or application.
 - If funding is requested to attend a conference or meeting, the Library Faculty member's professional involvement and role should be described in the request form, including any specific activities therein. Special invitations to present a paper, to participate through an association or conference or to submit a proposal should be highlighted in the Request form. A program for the event if available must also be included with the Request form.
 - All requests for professional development funds must indicate how participation will benefit the Libraries and the Library Faculty member's professional development and career goals.
 - e. Upon return, an online Workday Expenses form must be completed in accordance with University guidelines.
 - f. Even if expenses are not claimed, a Request for Professional Development and Travel form must be submitted to request "leave with pay for professional development travel". Leave with pay is granted whenever possible in order to encourage attendance at professional meetings, regardless of whether travel funds are granted. Leave, including no more than one day of travel time each way, is granted upon the recommendation of the supervisor.
 - g. Library Faculty members who are given library time and/or travel funds to attend meetings may be asked to provide a report to their supervisor regarding what transpired at the meeting. Under certain circumstances, the supervisor may decide that the attendee should report to other appropriate individuals or groups as well.

¹⁰³ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

15. Research Leave Policy¹⁰⁴

15.1 Introduction

The University Libraries administration is committed to the encouragement and support of research undertaken by the Library Faculty in the pursuit of promotion, tenure, scholarly publication, and professional advancement. Supervisors in all areas of the Library recognize the importance of supporting this important aspect of faculty members' work. The policy must be flexible in order to provide the most useful support for a great diversity of research projects. The Library endeavors to provide the assistance most appropriate to the particular needs of all tenured and non-tenured faculty members. Research and creativity form one of the five categories of accomplishment that are the basis for evaluating Library faculty for promotion or renewal (Bylaws 9.3.b.i-v). As such, these activities are integral to the work of librarians, and are supported.

Research / Creativity within the Professional Work of (Librarian) Faculty

The day-to-day professional activities of Librarian faculty are generally structured around a full work day (Bylaws, Section 6), involving interactions with colleagues, external stakeholders, researchers, and students. Research and creativity generally require significant time both on a regular ongoing basis and, in moments of intense activity (beginning or completing a project, for example), more extensive and concentrated chunks of time.

For Librarian faculty who choose "Research/Creativity" as one of their areas of accomplishment, flexibility is crucial in supporting both regular weekly research time and concentrated time at particularly acute moments in projects. Faculty who undertake research/creativity as an area of accomplishment within the framework of the duties of their position have reasonable weekly time for research (minimum 4 hours/week) as a basic horizon of expectation, requiring no authorization. Limited and infrequent periods of intense research activity of up to 5 days per semester may be negotiated with the faculty member's supervisor, again, within the constraints of the needs of the department.

Intermittent research leave (days per week for a negotiated amount of time) and extended research leave are also possible during periods in which a project needs more periods of intense work, or when a grant or fellowship has been received in support of a project. In these cases, faculty may apply for paid Research or Sabbatical Leave (see Faculty Manual C16.2 as of 1 June 2020).

15.2 Process

Individuals wishing to be considered for paid leave to undertake research and development projects are required to submit the following document(s):

1. Research Leave Statement of Objectives describing the following criteria:
 - a. Project Title

¹⁰⁴ This policy was revised from Appendix D of the previous Bylaws; adopted 23 May 2013 by the Library Faculty Council; revised in its entirety and adopted by unanimous vote by Faculty Council on 20 April, 2020..

- b. Purpose/Significance of project
- c. Method and plan of work
- d. Outcomes / Deliverables
- e. Plan for communicating results of the research to local, regional, or national audience
- f. Timeline
- g. Budget

2. Faculty Leave Request as applicable from the UM Faculty Affairs website

Research leave for Librarian Faculty, in both substance and administration, follows policies and procedures for Disciplinary Faculty, as outlined in the latest version of the Faculty Manual in the section "Academic Matters/Leaves of Absence" adapted to the necessities of the Library faculty member's duties within the Libraries.

Some examples of research and development projects that justify the granting of leave may include but are not limited to the following:

- Research leading to publication of scholarly work (e.g., an article or book), particularly research requiring extensive travel or other field work
- Research and work leading to dissemination of creative work (written, visual, plastic)
- Operational research into library processes, procedures, and needs, in any area of the Libraries' functions, e.g. a white paper on "document delivery to faculty"
- Attaining licensure, certifications, or an advanced degree in the librarian faculty members' discipline
- Creation/development of new software applications
- Internship
- Completion of a degree

While there are no deadlines for applications for research leaves, it is strongly recommended that applicants submit the Research Leave Statement of Objectives at least six weeks prior to the beginning date for the research leave, or as far in advance as possible for the application to be evaluated and processed. When a Library faculty member is applying for external funding, timelines of the research supported by the grant or fellowship should be developed keeping the needs of the Libraries in mind and should be fully disclosed in the Research Leave application. Start and end dates must be included in order to facilitate effective advance planning of budgetary support and of work schedules that may be affected. The supervisor and the faculty member may develop and document workflows for delegated responsibilities for the duration of their absence.

Library Faculty submitting proposals should first submit their Research Leave Statement of Objectives to their supervisor, who will provide feedback in writing; should the supervisor choose, they may consult with local domain experts about the project. The supervisor, in consultation with the Library Administrative Team, will make the final decision and inform the parties concerned. Leave time may vary depending on the scope of the request. Proposals requiring a variance to this guideline will be considered on a case-by-case basis.

15.3 Reporting

Upon completion of research leave, the Library Faculty member will prepare a report which evaluates the objectives that were discussed in the proposal and the outcomes of the research leave project. The report is to be submitted to the Library Faculty member's supervisor, and shared with the Library Administrative Team. The Library Faculty member is encouraged to present the research and its outcomes publicly to the University Libraries and University community.

15.4 Resources

The Office of the Vice Provost for Research is a resource available to librarians considering research support. Visit: <https://www.uresearch.miami.edu/index.html>

16. Termination & Dismissal

16.1 Termination of Probationary Appointment¹⁰⁵

Librarian Assistant Professors who fail to receive a favorable decision for promotion to the rank of Librarian Associate Professor and award of a five-year appointment will receive notification in writing in accordance with Section C5.3(c) of the Faculty Government Charter:

C5.3 Notice of Termination of Appointment or Intention not to Reappoint for RESEARCH FACULTY, EDUCATOR FACULTY, and LIBRARIAN FACULTY.

(c) EDUCATOR FACULTY or the LIBRARIAN FACULTY members shall be given written notice by the University of its intention not to reappoint in accordance with the following standards:

(1) No less than ninety (90) calendar days' notice in the first year of academic service, if the appointment is to expire at the end of that year.

(2) No less than one hundred and eighty (180) calendar days' notice in the second year of academic service, if the appointment is to expire at the end of that year.

(3) After two or more years of academic service, at least twelve calendar months' notice before the expiration of the appointment.

¹⁰⁵ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014 to reflect changes in the Faculty Manual.

16.2 Termination of Appointment¹⁰⁶

Librarian Associate Professors and Librarian Professors who fail to receive a favorable decision for renewal of a five-year appointment will receive notification in writing. Written notification shall serve as one year's notice.

16.3 Dismissal

All Library Faculty are subject to dismissal for adequate cause. Written notification shall serve as immediate dismissal. The University of Miami *Faculty Manual* Section C serves as the source document for cause (see Definition of Cause; C15.1).

17. Grievances

“It is illegal to discriminate, harass or retaliate against individuals in educational programs/activities, employment opportunities, or conditions of employment including hiring, promoting, demoting and firing persons who filed a complaint or participated in an investigation.”¹⁰⁷ Policies related to Faculty grievances are found in the *Faculty Manual* under the heading “Ethical Matters”. All complaints should be referred to Faculty Affairs.

¹⁰⁶ Revised and adopted by unanimous vote by the Faculty Council on 17 June 2014.

¹⁰⁷ University of Miami Office of Equality Administration, see http://www.miami.edu/index.php/equality_administration/

Appendix A: Letter of External Review Template

UNIVERSITY OF MIAMI
LIBRARIES



Charles D. Eckman, PhD
Dean and University Librarian
Otto G. Richter Library

University of Miami
1300 Memorial Drive
Coral Gables, FL 33146
P: 305-284-3551
F: 305-284-4027

Date

Professor John Smith Address

Institution

City, ST ZIP

Dear **Professor Smith**:

I am writing to ask if you would be willing to write a confidential peer evaluation for one of our librarian faculty members, **Name**. Professor **Last Name** is being reviewed for promotion from Librarian Associate Professor to the rank of Librarian Professor during the **YYYY - YYYY** academic year. We have identified you as a possible external reviewer who could provide an objective assessment of the candidate's suitability for promotion.

Professor **Last Name**, **Brief description of role**

The rank of Librarian Professor is the highest rank in the Librarian Faculty at the University of Miami. According to the Library Faculty Council Bylaws that govern this review:

"promotion to this rank requires demonstrated evidence of outstanding & distinctive professional contributions to the Library and the University, significant professional involvement, and national recognition in the profession and the area of specialization...Appointment or promotion to this rank should be reserved as a mark of distinction and should never be granted as a reward for seniority."

If you are willing to complete the peer evaluation, we will send you Professor **Last Name** e-portfolio (including CV, personal statement, and samples of the candidate's work) to inform your evaluation of the case. In addition, we will provide copies of the Libraries' promotion and reappointment criteria outlined in the Library Faculty Council Bylaws and relevant Faculty Senate policies. The evaluation letter would be due no later than **date**. The letter will become part of the candidate's promotion dossier and will be treated as confidential by the University to the extent we are permitted to do so by law.