

**CRITERIA AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT,
PROMOTION, AND TENURE**

**University of South Alabama
Libraries Faculty**

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1.0 Introduction

This document, "Criteria and Procedures for Appointment, Reappointment, Promotion and Tenure" of faculty members of the University of South Alabama (USA) Libraries is an amplification of the policies for the status of University Libraries Faculty defined within the *Faculty Handbook*. The revised faculty status for Libraries Faculty as it appears in the *Faculty Handbook* was the product of several months of deliberations between the University librarians and the University Administration and was approved by the Board of Trustees on September 9, 1980 (Appendix XVII). Refer to the text of applicable sections of the *Faculty Handbook* (8/98, as amended and approved by the Faculty Senate, August 2005 and also included in Appendix XXI.)

The USA Libraries Faculty "Criteria and Procedures" is based upon similar documents in use at other academic libraries, and incorporates the concepts embodied in the "Joint Statement on Faculty Status of College and University Librarians," (see Appendix XIV) and "A Guideline for the Appointment, Promotion, and Tenure of Academic Librarians" (see Appendix XV). A national committee representing the Association of College and Research Libraries (ACRL), the Association of American Colleges (AAC), and the American Association of University Professors (AAUP) drafted the "Joint Statement". The ACRL, AAUP, the Medical Library Association (MLA), and others have officially endorsed the statement. In addition, the present document includes procedures for screening and appointment that are based upon "A Guideline for the Screening and Appointment of Academic Librarians Using a Search Committee," (see Appendix XVI) approved as policy by the Board of Directors for the Association of Colleges and Research Libraries.

1.1 Definitions

1.1.1 Appointment

Appointment is the act of initiating papers by the Dean of University Libraries or the Director of the Biomedical Library to employ a person in the academic ranks, as defined herein, when the individual's immediately previous status was either of the following:

- (1) Not in the employ of USA; or
- (2) In the employ of USA, but not in one of the defined academic ranks.

Professionals appointed in any USA Library are members of the Libraries Faculty. Rank and tenure are held in the Libraries Faculty as in a college of the University.

1.1.2 Joint Appointment

For the purpose of the appointment to the USA Libraries Faculty, joint appointments may be considered. Individuals receiving such joint appointments must have a continuous responsibility in the academic unit concerned.

Such appointments may be designated on or after initial appointment to the Libraries Faculty and are made by agreement involving the individual, the appropriate library administrator, and the college or school concerned which is also responsible for establishing procedures and requirements germane to its needs. Teaching and other responsibilities to the said school, college, or department in which the joint appointment is held shall be evaluated therein and forwarded to the appropriate Libraries Faculty review committee for consideration. These joint appointments hold the faculty rank of Instructor, Assistant Professor, Associate Professor, or Professor as defined by the *Faculty Handbook*. In all other respects, promotion and tenure review will be conducted under the procedures and criteria outlined herein. (Based on Whiddon memo of November 4, 1980, see Appendix XVIII).

1.1.3 The Library Administration

For the purposes of this document, the Dean of University Libraries and the Director of the Biomedical Library comprise the Library Administration. Members of the Library Administration do not serve on the Tenure Review or Promotion Review Committees. Use of the phrase "Library Administration" in this document most often refers to the office that coordinates the process of annual evaluation and promotion and tenure and archives the supporting documentation.

1.1.4 Medical Library Association Certification

Membership in the Academy of Health Information Professionals is mandatory for Biomedical Library Faculty. The requirements for such membership are stated in the "Code for the Credentialing of Health Informational Professionals," <http://www.mlanet.org/academy/code.html>. An individual may be appointed to any rank in the Biomedical Library prior to the attainment of membership in the Academy of Health Information Professionals. However, membership must be achieved within three (3) years of the initial appointment. For Biomedical Library Faculty, promotion in rank or the awarding of tenure requires membership in the Academy of Health Information Professionals. Therefore, an individual whose initial appointment is at the rank of Senior Librarian must achieve membership within two (2) years in order to be eligible for tenure.

1.1.5 Non-tenure Track Appointments

Librarians may be hired as non-tenure track faculty in temporary positions or for special projects. Refer to the text of applicable sections of the *Faculty Handbook*, as of August 2005, <http://www.southalabama.edu/academicaffairs/handbook.pdf>:

Creation of an approved non-tenure track faculty position requires written justification by the dean and must be approved by the Senior Vice President for Academic Affairs.

Non-tenure track faculty positions may be approved in any of the following instances:

- when the position satisfies a current need but may not be needed in the future
- when a program requires positions to satisfy a current need but the program may not be needed in the future
- when the position is funded with non-state funds, i.e., grants and other temporary funding sources
- when the duties of the position exclude either teaching or research as a major responsibility
- when the position does not require a terminal degree

1.1.5.1 Conditions for Non-Tenure Track Positions

1. With the exception of explicit term contracts, appointments to non-tenure track faculty positions are made on an annual basis and are not automatic. The decision to reappoint, non-reappoint, or non-renew may be based upon an annual performance evaluation of the incumbent, on program needs, or on the financial position of the University. Non-renewal or non-reappointment notification dates and procedures will be the same as those for tenure-track positions.
2. Non-tenure track appointees are eligible for participation in faculty governance activities, including Faculty Senate privileges, committee memberships, and departmental deliberations.
3. Non-tenure track appointees are eligible to participate in faculty development opportunities available to tenure track faculty.
4. Non-tenure track appointees are eligible for benefits comparable to tenure track appointees.
5. Ordinarily, annual performance evaluations will be conducted for non-tenure track faculty positions.
6. Upper limits for the number of non-tenure track positions may be established by the

various colleges.

1.1.5.2. Promotion for Non-Tenure Track Positions

Criteria and minimum time-in-rank before being eligible for promotion, and requirements for promotion in rank for non-tenure track faculty positions are identical to those for tenure track faculty positions. Non-tenure track instructors who acquire the terminal degree may be promoted but the position will remain non-tenure track.

1.1.5.3 Designation of Ranks and Titles for Non-Tenure Track Positions

Non-tenure track faculty appointments are ranked as follows:

Instructor Librarian
Assistant Librarian
Associate Librarian
Senior Librarian

1.1.5.4 Change of Appointment Status for Non-Tenure Track Faculty

Procedures and conditions governing change from non-tenure track faculty appointment status to tenure track faculty appointment status are as follows:

- Persons holding non-tenure track appointments will not be eligible for consideration for tenure track faculty rank, except as successful applicants responding to a normal, advertised search along with other candidates under affirmative action procedures. Change from non-tenure track status to tenure track status is not automatic.

- Appointment to a tenure track position will be treated as a new appointment and the appointee must submit in writing his/her resignation from the non-tenure track appointment. Origination of recommendation and procedures relative to the change in appointment will follow procedures identical to those for appointment of new faculty.

- Probationary periods for both tenure and promotion required for tenure track ranks will apply to individuals who change from non-tenure-track status to tenure track status. A maximum of three year's credit may be applied toward the probationary period time spent in previous non-tenure track status. If credit for prior service is to be applied toward the probationary period(s), the amount of time must be designated in the letter of appointment.

Faculty in tenure track positions are not eligible for non-tenure track appointment.

1.1.6 Promotion

Promotion is the advancement from one position of academic rank to another in the USA Libraries Faculty. When an individual has served the minimum time in a particular academic rank, that individual may be considered for promotion to the next academic rank, and to do so must go through the review process as outlined in section 1.9 of this document. Supervisory or managerial responsibilities are not a requirement for promotion. This process is initiated by a request from either the supervisor or the eligible individual. Because promotions become effective August 15, an individual who will achieve sufficient time in rank by August 14 may be considered for promotion in the cycle immediately preceding achievement of eligibility.

1.1.7 Rank

Libraries Faculty¹ at the University of South Alabama shall have faculty status equivalent in all respects, including eligibility for tenure, to that status enjoyed by those in the departments of instruction, but Libraries Faculty shall not hold professorial rank per se. Although faculty status for Libraries Faculty carries all rights and privileges of the instructional faculty, three aspects of faculty status must not be misunderstood. First, the rank structure of Libraries Faculty and the rank structure for members of the faculty whose primary function is instruction and research shall be denominated differently. Second, although carrying different designations, no differences in rights and privileges are intended nor shall any be made. Third, the ranks of Libraries Faculty differ from that of the instructional staff because of the basic difference in function. Consequently, the criteria for promotion shall be different.

The library ranks and their instructional counterparts are as follows:

<u>Library Rank</u>	<u>Counterpart Rank</u>
Instructor Librarian	Instructor
Assistant Librarian	Assistant Professor
Associate Librarian	Associate Professor
Senior Librarian	Professor

1.1.8 Appointment Rank

Educational credentials and professional experience will determine rank at the time of appointment. In accordance with the policy of the Association of College and Research Libraries, the Master's Degree in Library Science from a program accredited by the American Library Association is considered the appropriate terminal degree for librarians employed in the academic setting. Exceptions may be made in educational requirements for individuals being appointed to library ranks just as they may for other faculty ranks (see "Definition of Academic Ranks" *Faculty Handbook* <http://www.southalabama.edu/academicaffairs/handbook.pdf>). Thus, in exceptional cases, appointment to a rank in the Libraries Faculty may be granted for clearly distinguished achievement to one who has not met the prescribed degree requirements, and has other appropriate credentials for the position to which appointment is being made. The professional duties and responsibilities of persons hired for library positions are initially determined by the position description approved by the appropriate library administrator and the appropriate Vice President.

Instructor Librarian:

This rank constitutes the beginning level of professional librarianship and performance of professional duties. Professional work performed is reviewed by a supervisor for adequacy and compliance with instructions. Some professional functions are performed independently but within a limited scope. Administrative responsibility is not required at this level. A Libraries Faculty member may not be granted tenure while serving in this rank, but may accrue time towards tenure.

Typical of such positions are the performance of some of the following tasks: reference and research assistance, orientation of patrons through instruction in using indexing tools and locating materials, descriptive cataloging of material involving few problems in establishment of entries, revising work performed by paraprofessional employees, subject cataloging with revision of material with no deviations from approved guidelines, computer-based library services, performance of circulation, serials and acquisition tasks involving supervision of paraprofessional employees, with primary responsibility for professional function.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree is required. This is an entry level position; no professional library

¹This paragraph is paraphrased from minutes of the USA Board of Trustees meeting of September 9, 1980.

experience is required. Persons holding this rank may be promoted only after a minimum probationary period of three years and satisfactory performance.

Assistant Librarian:

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

Typical of such positions are the performance of some of the following tasks: in-depth reference and advanced research assistance; supervision of duties performed by lower-ranking professional librarians and paraprofessional employees; unrevised descriptive cataloging of material including scientific, serial, and foreign publications; subject cataloging of difficult materials; initial responsibility for materials selection or processing in a centralized acquisitions organization; performance of circulation, reference, media, acquisitions, or serials tasks of supervisory or administrative nature.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree and at least three years of professional library experience. Persons holding this rank perform professional duties with considerable autonomy and serve their profession, the University, and the community. Promotion to this rank requires evidence of professional contributions to the Library or the institution.

Associate Librarian:

This rank independently performs complex professional duties and supervises the activities of others. It also requires considerable subject expertise or depth in areas of librarianship or related areas with evidence of strong research potential. An additional graduate degree lends evidence of subject knowledge, although other evidence may be acceptable. The person in this rank participates actively in professional contributions to the Libraries and the institution. This person attains a high level of bibliographic activities in research or in other professional endeavors.

Typical of such positions are the performance of some of the following tasks: significant management responsibilities; supervising and coordinating complex cataloging or classification tasks; performance of complex bibliographic, technical, or reference duties, or supervision of less complex work performed by professional or paraprofessional employees; responsibility for a portion of the library budget; depth of knowledge of bibliographic tools; authority in materials selection and collection building; and independent performance of difficult professional duties requiring specialized knowledge or experience.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree, at least seven years of professional library experience or six years of USA service at the rank of Assistant Librarian, and appropriate administrative and supervisory experience. Persons holding this rank perform professional duties with considerable autonomy and serve their profession, the University, and the community. Promotion to this rank requires evidence of significant professional contributions to the Library or the institution.

Senior Librarian:

This rank includes the highest levels of professional responsibility. Typically, in addition to the independent performance of difficult professional duties requiring specialized knowledge or experience, this rank may have responsibility for staffing and assigning duties; for recommending establishment of, or changes in policy; and for establishing procedures within the parameters of library regulations.

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

1.1.9 Reappointment

Reappointment is the annual issuance of a letter of reappointment by the appropriate library administrator and University Administration, which results in a year's appointment for non-tenured faculty. Specifically for Biomedical Librarians, the approval of the Dean of the College of Medicine is required. For the USABC Librarian, the approval of the Director of the Baldwin County program and the Dean of the College of Continuing Education and Special Programs is required. For Archives Librarians, the approval of the Director of Archives is required. For dates, see "The Standards for Notice of Non-Reappointment" in the Faculty Handbook (3.16.2) at <http://www.southalabama.edu/academicaffairs/handbook.pdf>.

1.1.10 Special Service or Assignment

This category of activities should be specified but may include such activities as Chair of the Faculty Senate or acting Dean or Director of University Libraries. This category is intended to include various significant temporary assignments that take a large portion of the individual's time from their normal responsibilities. Weights used with this category are taken from "Job Performance and Effectiveness". (see 1.3.4 B 1)

1.1.11 Tenure

Tenure is a mutual commitment between USA and the individual to a permanent continuing appointment within the USA Libraries Faculty at least at the same academic rank and in accordance with the *Faculty Handbook*. The individual makes a commitment to USA to continue his or her professional growth, achievement, and service to USA and the community. Consideration for tenure is mandatory on fulfillment of the appropriate years of service as defined by this document. Tenure appointments are dated from August 15. Time in rank towards tenure eligibility accrues from the date of first appointment, but only in increments of a full year completed by August 15. A decision not to grant tenure will result in one year's written notice of non-reappointment delivered to the faculty member prior to the time that tenure notice would have been received, generally by March 1. In this case, the period of non-tenured service is extended by an additional year. Because all tenure appointments are made on August 15, an individual who will achieve sufficient years of service by August 14 must be considered for tenure in the cycle immediately preceding achievement of eligibility. Faculty members in the University Libraries Faculty, including those with joint appointment as defined herein, hold tenure as members of the University Libraries Faculty.

1.2 Procedures for Screening and Faculty Appointment

1.2.1 Position Description

At the outset of the search, librarians, in consultation with the appropriate library administrator, develop an announcement of the position vacancy based on the job description. The description will include a reasonable amount of the responsibilities of the position and will describe educational background, experience and competencies desired of the candidates, and the salary range, if required. The announcement will include a statement requiring that names of at least three (3) references be

submitted with applications. Library Administration will submit this position description to University Administration for approval.

1.2.2 Formation of the Search Committee for Faculty Appointments

Within six weeks of approval to fill a faculty vacancy in one of the University Libraries, Library Administration will appoint between three and five members of the University Libraries Faculty to constitute a search committee of which one will be appointed Chair. Library Administration will call its first meeting of this committee within an additional two weeks. A majority of the committee will be from the library in which the vacancy occurs, and if possible, from the area--public or technical services. Library Administration will fill any vacancy that occurs on the committee expeditiously. Persons accepting appointment to a search committee will be disqualified as applicants.

The role of the committee is to conduct an appropriate (usually national) search for candidates, screen applications, interview prospects, and recommend candidate(s) for Library Administration to consider for appointment.

1.2.3 Charge to the Search Committee for Faculty Appointments

The appropriate library administrator calls the first meeting of the Search Committee and:

- Sets approximate date for submission of a list of nominees and proposed date of appointment.
- Clarifies affirmative action/equal opportunity requirements.
- Clarifies requirements for confidentiality and ethical considerations.
- Discusses arrangements for financial resources and/or financial limitations.
- Outlines responsibility for documenting committee actions and for preserving those records.
- Outlines responsibility for using the "University of South Alabama Guidelines for Faculty and Administrative Searches" (see Appendix XX) and any additional guidelines from the College of Medicine.

1.2.4 Advertising the Position

- A. The Search Committee will develop a list of publications and locations wherein the announcement of the vacancy may be made. Ad placement requiring payment may need approval. The committee may arrange for position announcements to be posted in the USA Libraries, placed with appropriate electronic discussion groups and web sites, professional journals, library schools and libraries, etc. The committee will also send announcements of the position to qualified professional librarians with applications in the current job file maintained by Library Administration. Resumes more than one year old are purged from this file. Groups which are protected by equal opportunity/affirmative action legislation are to be made aware of the vacant position.
- B. Correspondence regarding the vacancy will be directed to the Chair of the Search Committee.

1.2.5 Ethical Considerations

- A. Committee members will be receptive to all staff and outside comments, but the Chair will make all written or oral statements emanating from the committee and involving its deliberations. References for the candidate will be held in strict confidence by the committee. Additional professional references (beyond those submitted by applicants) may be requested by the Committee Chair or Library Administration with the permission of the applicant. These may be written or oral. Oral communications will be summarized in writing and provided to the committee. Discretion should be shown when additional references are sought to avoid jeopardizing an applicant's current position. Upon request, a candidate will be given a full list of individuals from whom all references have been solicited, but in no case will the contents of the reference be divulged without the consent of the individual who provided it.

- B. Care must be taken by all those who participate in the interview process, in whatever capacity, to avoid asking questions which may be construed as discriminatory. Such questions would include those of a merely personal nature, such as soliciting information regarding a candidate's age, race, religion, marital status, children, social and political affiliations or persuasions, arrest record, medical condition, sexual orientation, etc., or questions of this nature regarding their spouses, children, or other members of their families.

1.2.6 Initial Communication with Nominees or Applicants

- A. All applications will be promptly acknowledged. It is suggested that where possible, the committee adopt a form letter to communicate with applicants and nominees.
- B. Nominees will be contacted and provided the necessary forms to become candidates should they wish to do so.
- C. A "University of South Alabama Biographical Data" form and an Affirmative Action card from appropriate University administrative office will be sent to each applicant and to the nominees who wish to become official candidates in order to formalize the application.
- D. The Chair will ask each qualified candidate to request at least three official letters of reference. It is the candidate's responsibility to inform each reference of the qualifications for the position and to request an opinion of the candidate's abilities. Responses are to be directed to the Chair. No references are to be contacted directly by the search committee before the closing date. In case of response by phone, a written summary of the conversation shall be prepared by a committee member.

1.2.7 Selection and Interview Procedures

- A. If a closing date is specified, the Chair will schedule a meeting of the committee, within a week of that date, for the purpose of reviewing all applications. The committee may at this time choose to request references for applicants omitted in the initial screening by the Chair.
- B. All applications will be screened in a fair, objective, and equitable manner using the qualifications and requirements stated on the position description. The Chair promptly will notify the candidates of their status in the search process.
- C. After receiving all of the requested references, the committee will select the candidates to be interviewed. When the candidates to be interviewed have been selected, the Committee Chair will meet with the appropriate library administrator to review the applicants. If one candidate is found to have outstanding qualifications, the committee in consultation with the appropriate library administrator may modify the interview process outlined below.
- D. Interview Process
 - 1. The committee and the appropriate library administrator will determine the nature (viz. breadth, depth, length, number, etc.) of the interview and interview schedule within budgetary constraints.
 - 2. It is the responsibility of the Committee Chair to invite the selected candidates for interviews and to establish dates which are suitable to all parties. Once the date has been established, the committee, in consultation with Library Administration, will set an itinerary for the interview. As appropriate, Deans of Schools or Colleges, the University Administration, and appropriate hospital administrators will be given the opportunity to meet with candidates.
 - 3. The itinerary, together with a copy of this document, will be mailed to the candidate(s) as soon as possible.

4. The Chair will distribute the itineraries to the University Libraries Faculty and others involved in the interview process. The Libraries Faculty will have timely access to the files of all applicants being interviewed and are expected to maintain confidentiality.
5. It is the responsibility of each candidate to make arrangements for travel to and from the Mobile area.
6. It is the responsibility of Library Administration to make local arrangements for lodging, transportation, and meals for the candidates.
7. The University of South Alabama will pay the cost of travel, meals and lodging, if any, for external candidates invited for interviews. Allowable expenses incurred during an interview at conferences at which both the Library representative(s) and the candidates(s) are attendees will be paid by the University of South Alabama. For further details see USA "Travel and Entertainment Regulations." <http://www.southalabama.edu/travel/>
8. The Committee Chair will remind all within the Library who will participate in the interview process of the ethical considerations discussed in Section 1.2.5 of this document.

E. Evaluations

Following the conclusion of the final interview, the committee will meet to evaluate the candidates.

1. Members of the Libraries Faculty may submit their opinions to the committee in writing.
 2. It is appropriate for paraprofessional employees, particularly from the department involved, to be given the opportunity to meet and question the candidates and express their opinions by means of an evaluation sheet.
- F. The recommendations of the committee will be made in writing to the appropriate library administrator. The recommendations will include:
1. A slate of all acceptable candidates in order of preference including a written synopsis of the committee's evaluation of individuals interviewed.
 2. Recommended rank at which the appointment should be made.
 3. Recommended amount of prior experience to be counted toward eligibility for promotion in rank and tenure.
- OR
4. Recommendation that the search be extended or reopened.
- G. Should the appropriate library administrator disagree with the committee's recommendations, the committee will be extended the opportunity to discuss the matter.
- H. After a candidate has been selected, the Dean of University Libraries will recommend the candidate to the appropriate Vice President. In cases of joint appointments in other colleges, the Dean of University Libraries consults with the appropriate Dean and Vice President. The Vice President makes recommendations to the President of the University. After a candidate has been selected, Library Administration will contact the candidate about the recommendation and explain that appointments are official only upon receipt of a letter of appointment from the President.
- I. After the official letter of appointment has been received and accepted, the Chair will notify the remaining candidates of the appointment.
- J. After the official letter of appointment has been received and accepted, the Dean of University Libraries will announce the appointment.
- K. Documentation for each search will be retained in accordance with USA policy.
- L. Announcement of the appointment may be made locally and nationally by Library Administration as appropriate.

- M. The professional members of the search committee will meet with the new faculty member within six months after the appointment to review the promotion and tenure process. Topics discussed would include: documenting one's effectiveness and activities in the area of job performance, research/professional development and service; following the format of the annual faculty report and the Promotion and Tenure Portfolio; and reviewing the intent and importance of the annual reviews and promotion/tenure process. The Chair of the Search Committee will establish the date for this meeting and notify the employee and supervisor.

1.3 Annual Libraries Faculty Evaluation

All Libraries Faculty members will be evaluated annually for the purpose of reappointment, promotion in rank, tenure review, and/or salary merit increments. The annual evaluation of Libraries Faculty is based on each faculty member's job description, goals and the accomplishment of these goals. The Affirmative Action Plan (AAP), Supervisory Evaluation and the Peer Evaluation are components of the annual evaluation. Each member of the University Libraries Faculty participates in this process.

The University Libraries have a mission statement (see Appendix XIII), which sets forth, in general terms, the Libraries' role within the University community and provides a philosophical basis for the Libraries' policies and activities. The objectives serve to articulate and support the mission statement.

By September 1, departments/divisions in turn develop specific goals (see Appendix IV for forms and Appendix I for calendar) which support the Libraries' objectives and which relate, as needed, with the goals of other departments. Each faculty member develops individual goals (see Appendix V for form), based on the departmental goals. Each goal should be accompanied by an action plan, which delineates how and when the goal is to be accomplished. The goal specifies the results desired while the action plan specifies the activities required to achieve these results. Maintenance and/or developmental goals are written for the categories of job performance, research/professional development, university service, and special service or assignment.

The annual evaluation process begins when the faculty member draws up a set of individual goals and action plans for the coming year and meets with his/her supervisor for the purpose of discussing the proposed goals and coming to agreement on them. This meeting should occur by May 14. The initiative for scheduling this meeting rests with the faculty member. Goals and action plans should be completed and forwarded to the appropriate library administrator no later than May 30. The supervisor will schedule a mid-year review to take place in October to review progress and discuss possible modifications in goals and action plans. The supervisor writes a narrative of the meeting and signs and dates it. The evaluated librarian also signs this document and may make written comments. The narrative becomes part F of the annual faculty report for the current evaluation period (see Appendix II). A copy of the narrative, which should include discussion of any agreed upon changes in goals and action plans, is forwarded to the appropriate library administrator. Goals may be modified at any time during the year upon the agreement of the supervisor and the faculty member. All modifications should be documented and dated.

Also by June 1, agreement should be reached on changes in the weights for evaluation for the subsequent year. Petition for acceptance of the changed weights will be filed in accordance with the "University of South Alabama Affirmative Action Plan Evaluation of Faculty." Any provisions for released time or changed weights will be documented in writing and agreed to by the faculty member and supervisor in consultation with the appropriate library administrator. (see Appendix X)

For each faculty member a portfolio is maintained. Each year portfolios are supplemented for the current period, which will be April 1 through March 31. By February 1, the Library Administration will notify all tenured members of the Libraries Faculty to update their portfolios by April 7. By December 5, the Library Administration will notify all non-tenured or those up for promotion members of the Libraries Faculty to update their portfolios by January 15. These supplements to the portfolios are an indispensable part of the evaluation process, which cannot be conducted effectively until they are completed. These supplements are comprised of two parts:

1.3.1 Annual Faculty Report

One copy of the annual faculty report (see Appendix II, A-C) is submitted to the Dean's office by April 7 for use in the Annual Peer Review process (see 1.3.5). Upon completion of this process, the file is returned to the faculty member. For those faculty members up for promotion and/or tenure as well as non-tenured librarians seeking reappointment, the Annual Faculty Report is submitted to the supervisor by January 15. For other relevant dates, see the calendar for specifics (Appendix I).]

1.3.2 Annual Faculty Report with Evaluations Attached

Another copy of the annual faculty report is submitted to the supervisor by April 7. This copy, with evaluations, becomes a part of the faculty member's permanent portfolio. Only that part of the annual faculty report which concerns the year under consideration is used in the AAP and Supervisory Evaluation process.

1.3.3 Faculty Member's Annual Self-Evaluation

All faculty members will prepare their annual faculty reports containing their resumes and annual self-evaluations (see Appendix II, A-C and Appendix III). The Annual Faculty Report should be submitted to the supervisor by April 7, and the complete Annual Report Portfolio, including supervisor's evaluations should be submitted to the Dean of University Libraries by May 7. For those faculty members up for promotion and/or tenure as well as non-tenured librarians seeking reappointment, the Annual Faculty Report should be submitted to the supervisor by January 15, and the complete Annual Report Portfolio, including supervisor's evaluations should be submitted to the Dean of University Libraries by February 1. Files submitted without all required materials will be considered incomplete; therefore, no recommendation will be made.

1.3.4 Supervisory Evaluation

A. Process

Each tenured faculty member will be evaluated between April 7 and April 30 by his or her supervisor using the submitted annual faculty report. Those faculty members up for promotion and/or tenure, as well as non-tenured librarians seeking reappointment, will be evaluated between January 15 and January 25 by his or her supervisor using the submitted annual faculty report. In absence of the annual faculty report the supervisor should submit a statement to administration that no annual faculty report was available for full evaluation. This evaluation is intended to promote understanding of job requirements, work expectations and performance. Consequently, the evaluation process should be an effort to reach mutual agreement on the record of the past achievements and desirable improvements for the future.

The supervisor will read the annual faculty report and make an independent assessment of contents. The supervisor should take into account the criteria for promotion in rank and tenure. The faculty member should be judged accordingly with a rigor relevant to the level of expectations for the rank held. Evaluation criteria for job performance and effectiveness, research/professional development, and university service are listed below.

Those conducting evaluations should employ the following guidelines:

1. Understand the requirements and duties of the particular position held by the Libraries Faculty member. The evaluator should review thoroughly the general criteria for promotion in rank and the criteria applied to specific ranks.
2. Use a process of objective reasoning, eliminating personal prejudice, bias or favoritism. Do not allow personal likes or dislikes to obstruct evaluation on the measures of competency or effectiveness.

3. Do not assume that excellence in one factor implies excellence in all factors.
4. Base judgment on demonstrated performance, not on anticipated performance.
5. Evaluate on the experience of the entire rating period. Isolated instances of faulty or brilliant performance should be considered in context with the total performance for the rating time period.
6. Plan to meet in private; create the correct impression that the evaluation interview is highly important and time is not a pressing matter; be open-minded to the opinions and facts presented by the Libraries Faculty member.
7. Remember everyone has a right to know what their job is and how well they are doing it.

After these preliminary preparations, the supervisor will schedule an interview with the faculty member. This affords both an opportunity to discuss the extent to which annual goals have been achieved. Subsequently, the supervisor will prepare a draft summary of the interview embodying his/her evaluation. The faculty member will be provided an opportunity to read and comment verbally on the draft. Using the form provided in Appendix VI, the supervisor prepares the final evaluation copy, which will become Part D 1 of the annual faculty report (see Appendix II). The faculty member will read and sign the supervisor's evaluation form. If he/she so desires, the faculty member may prepare a written rebuttal of the supervisor's evaluation. This rebuttal is forwarded directly to the appropriate library administrator. It becomes Part D 2 of the annual faculty report (see Appendix II). In cases when a faculty member reports to more than one supervisor, each supervisor will conduct a review of the job performance in the appropriate area. The primary supervisor will review Research/Professional Development and University Service. The completed Supervisory Evaluation narrative is submitted to the appropriate library administrator by April 30. Supervisors in the University Library submit the Supervisory Evaluation to the Dean of University Libraries. Supervisors in the Biomedical Library submit the Supervisory Evaluation to the Director of the Biomedical Library, who submits the completed annual report portfolio to the Dean of University Libraries.

After the Supervisory Evaluation is received, the appropriate library administrator may make exceptions and additions to the evaluation in writing by May 21 (~~February 6~~ for those up for promotion and/or tenure and those seeking reappointment) by completing Part E, of the annual faculty report (see Appendix II). The evaluated and the supervisor will be given access to Part E when it is completed, and this section will become part of the annual report portfolio. The Director of the Biomedical Library will send the completed annual report portfolio to the Dean of University Libraries by May 7.

B. Criteria for evaluation

1. Job Performance and Effectiveness

Job performance and effectiveness includes the successful fulfillment of assigned responsibilities and achievement of goals. This category may include but is not limited to the following items (see guidelines in Appendix XI):

- development of library resources
- use of library resources
- effectiveness in supervision of library personnel
- organizational ability
- knowledge in area of library responsibility
- application of professional knowledge
- willingness to accept the appropriate responsibility
- productive expenditure of time
- rapport with staff, faculty, students
- effectiveness in helping patrons
- objective decision-making
- ability to communicate verbally

ability to communicate in writing
adaptability (adjust to new ideas and changing conditions)
willingness to improve performance
teaching or instructional methods
innovative or creative contributions
timely completion of annual self-evaluation (see 1.3.3)
participation in peer review process (see 1.3.5)
ability and success in integrating new technologies which improve library resources and services
academic courses taught at USA

2. Research/Professional Development

Research/professional development includes activities which promote the professional growth and development of the individual faculty member. This category may include but is not limited to the following:

- A. Advanced Degrees
Advanced degrees are evidence of higher level of preparation and should be given due regard.
- B. Continuing Education
Continuing Education can include formal or informal, professionally oriented or subject specialty, educational opportunities. Likewise additional university level course work and/or certification should be considered. AHIP membership is required for members of the Biomedical Library Faculty.
- C. Participation in Professional Institutes, Workshops, Conferences, etc.
Any participation in professional activities which enhances skills and knowledge in professional areas.
- D. Participation in Professional Organizations
Participation in and contribution to professional organizations on a local, state or national level. Included here are presentations to professional groups, such as, librarians, media specialists, and archivists. Activities which enhance or promote the goals and objectives of the library profession include: service on professional committees, offices held in professional organizations (indicate national, regional, state, or local and dates of service), representation of the profession on committees or boards, speaking engagements or writing assignments; official professional recognition or commendation, and special appointments.
- E. Publications
Includes authorship or editorship of books, journals, or articles of a scholarly or professional nature, or creation of materials in a non-print or electronic format. Includes manuscripts submitted.
- F. Research or Grant Activity
All professionally oriented research activities of the particular faculty member, whether or not they result in publication. Grant activity and operations research should be reflected here.
- G. Honors and Awards
Professional awards and citations.
- H. Creative and Innovative Professional Activities
- I. Teaching Professionally Related Academic Courses at Other Universities

3. University Service

University service includes activities, which are not part of the Libraries Faculty member's job description, but which support the goals and objectives of the Libraries or the University. This category may include but is not limited to the following:

- A. Service on university-level committees, including Faculty Senate
- B. Service on college-level and departmental-level committees
- C. Extracurricular activities, i.e., student organization advisor, counseling, etc.
- D. University-related community service which involves the faculty member's field of expertise, i.e., advisory boards, expert testimony, career guidance, etc.

1.3.5 Annual Peer Review^{*}

The purpose of annual peer review is to document job performance and effectiveness, research/professional development and/or university service from sources other than the supervisory evaluation in order to assess and recommend professional improvement.

The process of peer review, by other members of Libraries faculty, is optional only after tenure is achieved. Peer reviews are strongly recommended thereafter to document job performance, research/professional development, and/or service. For those up for promotion and/or tenure, as well as non-tenured librarians, the dates will be different. For relevant dates, see the calendar for specifics (Appendix I).

- A. By February 1, (December 5 for non-tenured faculty and those up for promotion and/or tenure) all tenured Libraries Faculty who want to be peer reviewed will submit to the Dean of University Libraries either two or three names of members of the Libraries Faculty who have agreed to evaluate them (see Appendix VII.)* Evaluators may be selected from either or both libraries and should be able to evaluate the individual's job performance, research/professional development, and/or service. An option: If a faculty member wishes peer reviewers to observe formally a work activity, names of one or more members of the Libraries Faculty must be submitted by September 1. Observation periods may be random or may be agreed upon between the individual and the peer reviewer in advance.

Peer evaluations are not conducted by any member of the Library Administration. Supervisors will not do peer evaluations for faculty members who report to them.

- B. The Library Administration is responsible for ensuring the two to three limit on the number of evaluators. By February 8, the Library Administration will publish a list of evaluators/evaluates (December 13 for non-tenured and those up for promotion and/or tenure). Librarians may review their individual lists for accuracy and may suggest in writing reasons for changes in the list. An evaluator may petition to be relieved of responsibility for individual evaluations. Such a petition must be submitted by February 12 (December 16 for non-tenured and those up for promotion and/or tenure). The Library Administration will consider the request for changes and will inform the evaluator and the faculty member of the decision. The Dean of University Libraries publishes the final roster by February 18.
- C. Using the Peer Evaluation Form (see Appendix VIII), designated Libraries Faculty members will review colleagues by April 30 (January 25 for non-tenured and those up for promotion and/or tenure). The annual faculty report will provide the basis for the review. The evaluator is selected for his/her knowledge of the person being evaluated for a specific area. However, these selection criteria should not limit the evaluator's comments in the other areas (i.e., job performance and effectiveness, research/professional development, and university service). The faculty member

* Peer reviews are required for non-tenured faculty as of 1999.

should be judged according to the level of expectation for the rank he/she holds. It is important to note that the guidelines required in supervisory evaluations (see 1.3.4) should also characterize peer evaluations. Peer evaluations should be characterized by candor and serious judgment because they provide an important additional perspective in the evaluation process.

- D. The Library Administration is responsible for ensuring the confidentiality of evaluations. The Peer Evaluation Forms will be confidential except to the appropriate library administrator. A summary of the evaluations will be made available to the members of the Promotion and/or Tenure Committees. By June 15 of each year Library Administration will provide for each faculty member a compilation of the narrative comments from his/her peer evaluations without identifying the evaluators.

1.3.6 Additional Evaluations

For Faculty members with other University responsibilities such as teaching, additional evaluations may be included in the portfolios from academic units outside the libraries by February 18 (December 20 for non-tenured and those up for promotion and/or tenure). Evaluations may also be solicited from professionals outside the University who may be in a position to comment on the individual's development activities.

- A. All letters of evaluation will be requested by the Library Administration including those which faculty members wish solicited for their portfolios.
- B. All such letters of evaluation shall be available to the Library Administration and to the appropriate review committee but will otherwise be confidential.

1.3.7 AAP (Affirmative Action Program) Rating by the Appropriate Library Administrator

By May 30 each supervisor will meet with the appropriate library administrator and develop a consensus concerning the quantitative scores for the period May 1 through April 30. When there is more than one supervisor, a group meeting will be held for this purpose. In addition, supervisors will be included in all meetings concerning faculty members under their direction. In the event a consensus cannot be reached, the appropriate library administrator will make an independent decision. The preservation of the confidentiality of the proceedings of these deliberations is the obligation of all those involved.

Each individual participating in the assignment of numerical ratings and the faculty member will sign the AAP Numerical Ratings form (see Appendix IX.) The appropriate library administrator will maintain the AAP numerical ratings as a separate file. By June 11 the appropriate library administrator will provide each faculty member with a copy of his/her AAP rating form and the high, low and median scores for that year for each individual library and for the combined University Libraries. Performance evaluations are intended to assess the work of faculty members in relation to the rank they hold and to serve as a basis for merit distribution. Numerical ratings will not be made available to either the Promotion or Tenure Review Committees for use in their deliberations, as they never become part of the annual report portfolio.

Levels of performance are graded on a scale of 0-10 for each of the categories used in the Affirmative Action Plan (AAP). The following definitions describe the interpretation to be used:

- 10 EXCELLENT: Performance is exemplary, exceeds requirements, and obtains the best possible results as measured against national professional standards.
- 7.5 VERY GOOD: Performance consistently fulfills requirements; work is frequently beyond that expected as measured against national professional standards.

- 5 ADEQUATE: Performance is consistently adequate and satisfactory, as measured against national professional standards.
- 2.5 NEEDS IMPROVEMENT: Performance occasionally meets requirements; while work is not totally unacceptable, performance is below that which is expected as measured against national professional standards.
- 1 UNSATISFACTORY: Performance is consistently unacceptable; seldom meets position requirements; exhibits major performance problems as measured against national professional standards.
- 0 NO PERFORMANCE

A. Weights

The AAP Numerical Ratings Form (Appendix IX) weights the three basic divisions of the criteria as follows: Job Performance and Effectiveness, 60 percent; Research/Professional Development, 30 percent; and University Service, 10 percent. These weights are flexible and may be negotiated individually by faculty members by June 1. In such case, the faculty member and supervisor will mutually agree on a statement of activities and weights and the faculty member will prepare a written statement describing his or her planned activities in these areas. The statement should address, as specifically as possible, reasons for desired change (e.g. Special Service or Assignment). In the event agreement cannot be reached, the appropriate library administrator will resolve the differences. Modification of AAP weights during mid-year review may be appropriate due to major changes in assignments or responsibilities.

B. Ratings

The faculty member will be evaluated on each criterion using a scale of 0-10, with 0 the lowest, 5 the average, and 10 the highest value for each. Ratings will be assigned according to expectations for the academic rank.

C. Professional Development and University Service Activities

This list of Professional Development and University Service activities for University of South Alabama Libraries is not intended to be inclusive. Other activities may be added as agreed upon by faculty and the appropriate administrator. Activity levels and points mentioned are suggestions and are not binding. While criteria are not cumulative, additional tasks or substance within an activity may justify a higher level.

Proper documentation in the annual faculty report, showing the level of participation in the activity, is the responsibility of the librarian. Itemizing the activities at the appropriate level would be beneficial to Library Administration. Quantity/quality of work done will determine number of points awarded. The philosophy behind this list is that of professional achievement, as expressed by professional organizations.

Level 1 (1-3 points) Minimal Participation (Attendance, member, participant)

Professional Development Examples

- Author of brief, non-peer reviewed documents
- conference attendee
- member of professional association
- journal club participant

University Service Examples

- member of USA Libraries Committee

involvement in community activities that reflect well on USA

Level 2 (3-5 points) Moderate Participation (Active member)

Professional Development Examples

peer-reviewed journal brief research article, column, review article
workshop presenter at local level
exhibitor at local, state or regional meeting
poster presenter at University Research Forum

University Service Examples

chair of USA Library committee or *active* member of USA campus-wide committee
member Faculty Senate

Level 3 (5-7 points) Advanced Participation (local and state level: leadership role)

Professional Development Examples

conference speaker/presenter at local or state meeting
poster presenter at state meeting
editorship at state level

University Service Examples

Faculty Senate web site manager
Active member of university committee

Level 4 (7-9 points) High Participation (Regional and national level: leadership role)

Professional Development Examples

peer-reviewed journal author research article
academic course instructor semesters
commercially published book author/editor/co-author/co-editor
conference speaker presenter at national meeting
national professional association officer/executive committee/board member (other than chair/president)
overall coordinator of state/regional-level conference
poster presenter at national meeting
editorship at regional level

University Service Examples

secretary of USA Faculty Senate
vice chair of USA Faculty Senate
active chair of USA campus-wide committee, including Faculty Senate Committees

Level 5 (9-10 points) Exceptional participation requiring a significant time commitment

Professional Development Examples

commercially published book single author

national/international newsletter editor/co-editor/associate editor
national journal editor
president national professional association

University Service Examples

chair of USA Faculty Senate, SACS Self-Study, etc.

The faculty member should read and sign the AAP evaluation form. If he/she so desires, the faculty member may prepare a written rebuttal of the AAP evaluation within ten days (see Appendix IX). This rebuttal is forwarded directly to the appropriate library administrator.

1.4 Criteria For Reappointment

These are general criteria, which state potential areas of professional activities, not absolute performance requirements. Specific performance criteria for promotion in rank and tenure are outlined elsewhere.

- A. Effective performance of duties.
- B. Administrative performance, if applicable.
- C. Research and professional development activities.
- D. Continuing education .
- E. Ability to work effectively with Libraries Faculty and staff.
- F. Potential to grow and develop to meet the needs of the institution.
- G. Willingness to assume additional committee and project responsibilities.
- H. Teaching, if applicable.

1.5 Procedure For Reappointment

- A. All non-tenured Libraries Faculty and those not eligible for tenure will be considered for reappointment by the appropriate library administrator. For appropriate dates, see “The Standards for Notice of Non-Reappointment” in the Faculty Handbook (3.16.2) at <http://www.southalabama.edu/academicaffairs/handbook.pdf>.

For non-tenured Libraries Faculty and those not eligible for tenure, documents that may be relevant to reappointment should be in the faculty member's annual report portfolio by February 1. The documents to be used for reappointment are:

- 1. Self evaluation.
 - 2. Peer evaluation.
 - 3. Supervisory evaluation.
 - 4. Supplementary material submitted by the faculty member.
 - 5. Additional evaluations, where applicable.
- B. The appropriate library administrator will review the above documents, and in cases of non-reappointment, the Dean of University Libraries makes a recommendation to the Vice President for Academic Affairs; for Biomedical Librarians, the recommendation is also forwarded to the Vice President for Medical Affairs. The Dean of University Libraries may ask the Tenure Review Committee to make recommendations in cases where non-reappointment is being considered. Formal procedures for non-reappointment are contained in the *Faculty Handbook* <http://www.southalabama.edu/academicaffairs/handbook.pdf>.

1.6 General Criteria For Promotion In Rank

Managerial and specialist responsibilities exist in the University of South Alabama Libraries. An individual with managerial duties does not necessarily merit promotion more than another with specialist responsibilities. An individual may combine specialist and managerial responsibilities.

Promotion evaluations are intended to assess whether the faculty member meets the criteria for the next higher rank. Thus, the objective of the promotion system is to encourage growth and advancement in ranks of the Libraries Faculty. This in turn will strengthen and improve University Libraries. Failure to achieve promotion does not necessarily mean that a faculty member is performing inadequately in the rank they hold or is undeserving of merit raises.

Once an individual is promoted in rank, it is expected that performance will continue on a level at least equivalent to that rank.

The Supervisory Evaluation (see 1.3.4 B) criteria will be used as the basis for evaluating Libraries Faculty for promotion.

1.7 Specific Criteria for Promotion in Rank

Promotion in rank will occur on the basis of performance and merit as determined by the stated criteria for promotion included below. The criteria enumerated here are regarded as minimum requirements to be met in establishing eligibility for consideration for promotion. A qualitative evaluation of the candidate's activities is essential for the granting of a promotion.

1.7.1 Time in Rank Criteria

Time accrued at the University while a professional librarian will be counted toward years of eligibility for consideration in promotion. In those instances in which years of service as a professional librarian at the university have exceeded the number of years of service for eligibility for promotion, promotion to the next higher rank will not be automatic.

Minimum times in rank to establish eligibility for promotion to the next higher rank are as follows:

Assistant Librarian	3 years as Instructor Librarian
Associate Librarian	6 years as Assistant Librarian
Senior Librarian	3 years as Associate Librarian

The time-in-rank requirements refer to service only at the University of South Alabama. For prior relevant professional experience to count toward promotion eligibility, the individual's initial letter of appointment must so specify and indicate the extent to which it will be counted. Lacking this specification, no prior experience can be used to establish eligibility to be considered for promotion.

It must be stressed that these are minimum times in rank. Eligibility for promotion is quite different from qualification for promotion.

1.7.2 Performance Criteria Defined By Ranks

A qualitative evaluation of the candidate's activities is essential for the granting of promotion. The Promotion Review committee should focus on the candidate's record based on his/her performance in the three areas described in the criteria for evaluation (1.3.4 B) for the entire period of service relevant to promotion to the rank under consideration. However, in its deliberations, the Promotion Review Committee takes into consideration the information in the annual faculty reports as a whole, and does not confine its judgment merely to the information in the individual's current or most recent files. Outstanding performance in one category may outweigh weak performance in another. Therefore, the committee should look for consistent quality performance in all three (3) categories over the years of service being considered. Faculty members with either specialist or managerial assignments may be promoted to any rank in the University Libraries Faculty.

A. Promotion from Instructor Librarian To Assistant Librarian

An Instructor Librarian should show steady growth in job performance in order to be promoted. The candidate should demonstrate potential for further growth in job performance, university service and professional development.

B. Promotion from Assistant Librarian to Associate Librarian

An Assistant Librarian who is promoted should demonstrate maturity as a librarian by a quality job performance. He/she should have begun to make noteworthy contributions in the area of professional service. His/her record in research/professional development should show a genuine contribution to the profession and to personal professional growth. He/she should have achieved a level of competence, which gives evidence of maturity, insight, and credibility in all professional endeavors. Positions requiring specialized knowledge or skills may require the librarian to have an additional advanced degree, certification, or course work.

C. Promotion from Associate Librarian to Senior Librarian

An Associate Librarian who is promoted should show a sustained career effort illustrated by a superior performance. He/she should have built on prior activities in the area of job performance, service, and development and may have begun to undertake new initiatives. Promotion from Associate Librarian often is related to significant contributions as a mentor to other librarians and/or leadership in the University Libraries Faculty. Positions requiring specialized knowledge or skills may require the librarian to have an additional advanced degree, certification, or course work.

1.7.3 Academic Credentials Criteria

For promotion to any rank the professional librarian candidate must hold the Master's Degree in Library Science from an institution accredited by the American Library Association. Any other member of the Libraries Faculty must hold a terminal degree in a field of specialization.

1.8 Criteria for Tenure

A tenure-track faculty member who has not achieved at least the rank of Assistant Professor or Assistant Librarian normally shall not serve on the faculty more than six years. Years of service as a faculty member on fractional appointment(s) cannot be accumulated to be counted toward tenure (see 3.12 of the Faculty Handbook). Academic service must be full-time to be counted toward tenure. Full-time academic service is defined as full-time employment as a faculty member for the entire academic year. Academic service includes both administrative and academic activities while holding faculty rank. Time on leave from the University of South Alabama normally may not be counted toward the required probationary period.

Faculty at the rank of Assistant Professor, Assistant Librarian, or above may be granted credit up to a maximum of three years toward tenure for prior full-time academic service at the University of South Alabama or other institutions of higher education. If credit is granted toward tenure, the number of years credit will be stated in the letter of appointment, and the same number of years credit must also be granted toward promotion. In exceptional cases, at the time of appointment, tenure may be granted to persons who are tenured at another university at the rank of Professor. For appointments with tenure, reviews and recommendations shall occur prior to appointment at the departmental level, the collegiate level and the University level.” (From Faculty Handbook at <http://www.southalabama.edu/academicaffairs/handbook.pdf>)

The awarding of tenure is important to both the University and the Libraries Faculty. Tenure is the commitment on the part of the University to permanent and continuous employment of the Libraries Faculty member, to be terminated only after due process and for serious reasons.

With the exception of years in service, criteria for the award of tenure in the Libraries Faculty are to be the same as those criteria cited for promotion in rank as set forth in this document (see 1.6-1.7). The candidate for tenure is to be evaluated based on the criteria for promotion to the rank he/she currently holds.

Tenure consideration is mandatory once sufficient years in service have been achieved. Consideration for promotion in rank and consideration for award of tenure are to be handled separately as provided for in this document.

Tenure track Libraries Faculty at the rank of Assistant Librarian, Associate Librarian, and Senior Librarian hold or have the potential to hold tenure. Instructor librarians may be appointed to tenure-accruing positions and may accrue up to three years in service toward tenure (see USA Faculty Handbook, (3.5.1) online at <http://www.southalabama.edu/academicaffairs/handbook.pdf> and Covey Memo 1998 (see Appendix XIX). Non-tenure track appointments may be made at any rank if it is written into the appointment document. Faculty at the rank of Assistant Librarian or above may be granted credit up to a maximum of three years toward tenure for prior full-time academic service at the University of South Alabama or other institutions of higher education. If credit is granted toward tenure, the number of years credit will be stated in the letter of appointment, and the same number of years credit must also be granted toward promotion.

For any faculty member appointed to a tenure-track position, the non-tenured probationary period to be served before being eligible for tenure consideration is as follows:

Rank	Years of Full-Time Probationary Service Required Before Being Eligible For Tenure
Senior Librarian	2
Associate Librarian	3
Assistant Librarian	6 *
Instructor Librarian	This rank is not eligible

*Will include 3 years at Instructor level if faculty member was Instructor and successfully promoted.

A faculty member who has not achieved at least the rank of Assistant Librarian normally shall not serve on the faculty more than six years.

The mandatory review process for awarding tenure is conducted at the beginning of the faculty member's final year of probationary service. The process begins in the department and includes administrative and peer recommendations.

A decision not to grant tenure will result in one year's written notice of non-reappointment delivered to the faculty member prior to the time he/she would have received tenure. In this case, the period of non-tenured service is extended one year. An individual not being reappointed shall be notified in writing, in accordance with the provisions in the *Faculty Handbook*.

For a more detailed discussion of the University's tenure policy, refer to the *Faculty Handbook*, Section 3.11 <http://www.southalabama.edu/academicaffairs/handbook.pdf>.

1.9 Procedures For Promotion In Rank And Tenure

1.9.1 The Review Process - Overview

- A. There are two Libraries Faculty review committees -- the Tenure Review Committee and the Promotion Review Committee.
 1. Tenure Review Committee

The Tenure Review Committee consists of all tenured members of the Libraries Faculty, whatever their rank excluding members of the Library Administration. The Dean of University Libraries convenes the first meeting of the committee, by November 15 if there are candidates. The committee selects a chair and recorder at this first meeting. Rank is not a consideration in the selection of the chair. A quorum for activity shall consist of one more than half of the tenured members of the Libraries Faculty. The recommendations of the Tenure Review Committee are advisory to the appropriate library administrator. The Tenure Review Committee reviews the candidates' documentation and renders a recommendation for or against the granting of tenure. All voting is by secret ballot.

The Tenure Review Committee is responsible for reviewing and evaluating, in a fair and objective manner, all pertinent records and documents of the candidates under consideration. The preservation of the confidentiality of all records and deliberations of the committee is the obligation of each committee member, but especially the duty of the committee chair. Each member is responsible for having a thorough knowledge of the applicable sections of this document and the *Faculty Handbook*. The chair calls all meetings of the committee and is responsible for ensuring that reports and recommendations are made in accordance with the requirements of this document.

2. Promotion Review Committee

The Promotion Review Committee will be comprised of:

- all tenured Senior Librarians for consideration of promotions to the Senior level
- all tenured Associate and Senior Librarians for consideration of promotions to the Assistant and Associate levels.

Members of the Library Administration are not eligible to serve on the committee. The Dean of University Libraries convenes the first meeting of the committee, by November 15 if there are candidates. The committee will select its chair and recorder from among the members holding the rank of Senior Librarian. A quorum for activity shall consist of one more than half of the committee members. The recommendations of the Promotion Review Committee are advisory to the appropriate library administrator. The Promotion Review Committee reviews the candidates' documentation and renders a recommendation for or against the granting of promotion. All voting is by secret ballot.

The Promotion Review Committee is responsible for reviewing and evaluating, in a fair and objective manner, all pertinent records and documents of the candidates under consideration. The preservation of the confidentiality of all records and deliberations of the committee is the obligation of each committee member, but especially the duty of the committee chair. Each member is responsible for having a thorough knowledge of the applicable sections of this document and the *Faculty Handbook*. The chair calls all meetings of the committee and is responsible for ensuring that reports and recommendations are made in accordance with the requirements of this document.

- B. Documentation to be used for review is prepared during the evaluation process as outlined in the section "Annual Libraries Faculty Evaluation" (see 1.3). The complete set of annual faculty report documents will be made available to the Promotion and Tenure Review Committees and to the Library Administration (see Appendix II). All documentation is retained in the Office of the Dean of University Libraries except when in the possession of the faculty review committees for deliberations. The chair of each committee is responsible for the security of the files during the meetings and for returning them to the Dean's office. Documents that are ambiguous or lacking in detail are to be returned through the Dean of University Libraries for amplification. Items not germane to the consideration of work performance or academic qualifications, such as letters of recommendation that were part of the candidate's pre-employment record, personal financial data,

medical records, police and court records, and records of political activity are to be excluded from the annual report portfolio.

1. Internal and external reviews of the candidate's research/professional development and service contributions are to be included in all applications, per the following guidelines.
 - Internal – (promotion and tenure) Up to three reviews by USA Libraries Faculty members to be chosen by the candidate.
 - University – (promotion and tenure) Up to three reviews from faculty of the university, but outside the libraries, to be chosen by the candidate.
 - External – (tenure) Three to five reviews from outside the university are required. External reviewers are to be selected by this process: the candidate, the chair of the Tenure Review Committee and tenured faculty of the library will each have the opportunity to submit a list of potential reviewers who will be asked to comment on the candidate's research/professional development and service contributions. Potential reviewers, including title, address and phone number, are due to the chair of the Tenure Review Committee by December 5. The chair of the Tenure Review Committee will select, by December 10, at least one name from each of these lists and will provide Library Administration and the candidate the final list.
 - External -- (promotion) External reviews may be used for promotion.
 2. All letters of recommendation, both from within and without the University, and external reviews will be requested by Library Administration. The requests will be mailed with curriculum vita, relevant documentation, i.e. published articles, etc. and Promotion & Tenure criteria (see 1.3.4 B) prior to December 20. This will allow timely response in order that such letters may be included in the promotion and/or tenure review process.
 3. All such letters of recommendation shall be available to Library Administration and the appropriate review committee, but will otherwise be confidential.
- C. The Dean of University Libraries will notify the members of the faculty review committees by February 7 that the documentation for the review process has been compiled. By February 8, the P & T Committee Chair(s) will establish dates and locations for the committee meetings. The chair(s) will notify committee members that the documentation is ready and the date of the scheduled meeting. The committees will convene by February 22.
- For Biomedical librarians, the Dean of University Libraries will also notify the Director of the Biomedical Library of the availability of the documentation. The Biomedical Library Director will submit his/her recommendation, with rationale, as well as request a recommendation from the Vice President for Medical Affairs/Dean of the College of Medicine.
- For USABC and Archives, the respective unit director will be considered the department head in consideration of promotion and tenure recommendations.
- These recommendations will be submitted to the Dean of University Libraries by February 24.
- D. The faculty review committees will meet and review each case sent to their committee. The committees may consult with the Dean of University Libraries and/or the Director of the Biomedical Library.
 - E. A separate report for each request for promotion and/or tenure will be prepared stating the recommendations of the committees. The reports of the faculty review committees may be drafted in the form of a memo. The following items are to be included (per USA 1998 Faculty

1. The name of the person reviewed.
 2. The recommendation, with rationale, for the committee's action on each recommendation.
 3. The count of the committee's vote on each recommendation.
 4. The names and signatures of the committee members will be shown as the last item of the report, with the chair so designated.
- F. Recommendations and documentation of these committees, including the Faculty Promotion and Tenure Recommendation Summary Form (see Appendix XII), will be forwarded by the Chair to the Dean of University Libraries no later than February 24. For Biomedical librarians, the Dean of University Libraries consults with the Director of the Biomedical Library concerning those recommendations. The Dean of University Libraries submits his/her recommendations for University Librarians to the Vice President for Academic Affairs no later than March 1. Recommendations concerning Biomedical librarians will be submitted to the VP for Medical Affairs/Dean of the College of Medicine. In cases of joint appointments in other colleges (as defined in 1.1.2) the Dean of University Libraries consults with the appropriate Dean.
- G. After the decision of the Board of Trustees has been released, the candidate whose promotion request was denied, may request from the Dean an oral summary of reasons for both the committee's and the Dean's recommendations.

1.9.2 Tenure Review Process

1.9.2.1 Pre-Tenure Review

Tenure-track faculty will be formally reviewed mid-way through the probationary period by the Tenure Review Committee (see 1.9.1 A1). This review is meant to assist the candidate by focusing on issues and criteria related to the candidate's progress toward tenure. A written evaluation will be submitted to the Supervisor and the Dean of University Libraries and placed in the annual report portfolio. The candidate's supervisor and appropriate library administrator will be responsible for ongoing counseling. The candidate will receive a copy during consultation with the appropriate library administrator.

1.9.2.2 Initiation of the Tenure Review Process

Faculty members are automatically considered for tenure when they have fulfilled the required time in service. By November 3 Library Administration will publish a list of those eligible for tenure consideration and will request names for internal and external professional references which will be due by December 5. The candidate for tenure consideration prepares a written statement outlining his/her fulfillment of the 'Criteria for Tenure' (see 1.8). The candidate's statement documents that he/she has continued to meet the general criteria for promotion (see 1.6) and the specific criteria defined for promotion to the rank he/she currently holds (see 1.7). The due date for this written statement is December 12. The candidate should use the "Guidelines for Promotion/Tenure Portfolio Presentations as adapted for Libraries Faculty" (see Appendix XI). For those up for tenure, the Annual Faculty Report is submitted to the supervisor by January 15. The complete Annual Report Portfolio, including supervisor's evaluations, should be submitted to the Dean of University Libraries by February 1. Library Administration may make optional response to supervisory evaluations for those up for tenure by Feb. 6.

1.9.3 Promotion Review Process

When time in service for promotion to the next rank is fulfilled, the faculty member may be nominated by the supervisor or may petition for consideration. By October 1, the Dean of University Libraries will send out an intent statement to those faculty members eligible for promotion. By November 3 Library Administration will publish a list of individuals who are eligible for the first time for promotion consideration. Eligible individuals will indicate their plans to pursue promotion [by returning the intent form to Library Administration by Nov. 1] The candidate's list of names, internal (required) and external (optional), for professional references is due to Library Administration by December 5. In either case, the faculty member prepares a written statement outlining his/her fulfillment of the 'General Criteria for Promotion in Rank' (see 1.6) and 'Specific Criteria for Promotion in Rank' (see 1.7). The due date for this written statement is December 12. The candidate should use the "Guidelines for Promotion/Tenure Portfolio Presentations adapted for Libraries Faculty" (see Appendix XI). For those up for promotion, the Annual Faculty Report is submitted to the supervisor by January 15. The complete Annual Report Portfolio, including supervisor's evaluations, should be submitted to the Dean of University Libraries by February 1. Library Administration may make optional response to supervisory evaluations for those up for promotion by Feb. 6.

1.10 Periodic Review of This Document

In March of every fourth year, the Dean of University Libraries will name the Promotion and Tenure Document Review Committee. At least one member from the previous committee shall be re-appointed. The committee will meet to review and make any recommendations for changes in this set of criteria. The following October, the committee's recommendations will be presented to the University Libraries Faculty and Library Administration. The assembled Libraries Faculty and Library Administration review the recommendations and accept, reject, or modify them by majority vote. The document is then forwarded to the VPAA for official approval. Until official approval is received, the revised document will be considered the working document. The Promotion and Tenure Document Review Committee will insure that this document and the *Faculty Handbook* are in accordance with each other. During the interim, the Promotion and Tenure Document Review Committee serves as a resource for the ongoing interpretation of the document and for major revisions as needed. (see Appendix XXII).

APPENDIX I
FACULTY EVALUATION CALENDAR

Deadline	Faculty Goals and Annual Report	AAP	Promotion and Tenure
August			P.A. forms due to payroll on individuals promoted
Aug. 15			Promotion/ tenure appointments (from previous year's cycle) are effective (see 1.1.6)
Sept. 1	Latest day for faculty to submit names of observers (see 1.3.5 A)		
October	Midyear review of individual goals (see 1.3)		
Oct. 1			Dean of University Libraries sends intent form to those eligible for promotion (see 1.9.3)
Nov. 1			Intent forms due to Library Administration (see 1.9.3)
Nov. 3			Library Administration will publish list of those eligible for tenure consideration (see 1.9.2.2)
Nov. 3			Library Administration will publish list of those eligible for promotion consideration for the first time (see 1.9.3)
Nov. 15	Latest date for Dean of University Libraries to send peer evaluator request form to non-tenured Libraries Faculty (see Appendix VII)		Dean of University Libraries calls 1 st meeting of P & T committees. Charges committees to perform pre-tenure, tenure, & promotion reviews. Gives list of candidates in each category. Chair(s) elected (see 1.9.1 A 1 and 1.9.1 A 2)
Dec. 5	Latest date for Dean of University Libraries to notify non-tenured Libraries Faculty to update their Annual Report Portfolio by Jan 15 th (see 1.3)		
Dec. 5	For non-tenured Libraries Faculty, latest date to submit names for peer review to Dean of University Libraries (see 1.3.5 A)		For those up for promotion and/or tenure, latest date to submit names for peer review to Dean of University Libraries (see 1.9.2.2 and 1.9.3)
Dec. 5			Potential external reviewers are due to Tenure Committee chair (see 1.9.1 B and 1.9.2.2)
Dec. 10			Chair of the Tenure Committee selects external reviewers from the candidate's list and provides this to Library Administration
Dec. 12			Faculty member submits written statement for tenure and/or promotion consideration (see 1.9.2.2 and 1.9.3)

Deadline	Faculty Goals and Annual Report	AAP	Promotion and Tenure
Dec. 13	For non-tenured Libraries Faculty, latest date for Dean of University Libraries to publish preliminary roster of peer reviewers (see 1.3.5 B)		For those up for promotion and/or tenure, latest date for Dean of University Libraries to publish preliminary roster of peer reviewers (see 1.3.5 B)
Dec. 16	Latest date to petition the Dean of University Libraries to be relieved of responsibility for preparing individual peer evaluations for non-tenured faculty (see 1.3.5 B)		Latest date to petition the Dean of Univ. Libraries to be relieved of responsibility for preparing individual peer evaluations for those up for promotion and/or tenure (see 1.3.5 B)
Dec. 20	Latest date for Dean of University Libraries to request additional evaluations as requested by non-tenured faculty member for their annual reports (see 1.3.6)		Library Administration will request recommendation letters for promotion/tenure (see 1.9.1 B 2)
Jan. 15	For non-tenured librarians, Annual Report is submitted to supervisor (see 1.3.1 and 1.3.4 A)		For those up for promotion and/or tenure, Annual Report is submitted to supervisor (see 1.3.1, 1.3.4 A, 1.9.2.2 and 1.9.3)
Jan. 15	Latest date for Dean of University Libraries to send peer evaluator request form to tenured Libraries Faculty (see Appendix VII)		
Jan. 25	For non-tenured Library Faculty, Supervisor's evaluation is completed and discussed (see 1.3.4 A)		Supervisor's evaluation for those up for promotion and/or tenure is completed.(see 1.3.4 A)
Jan. 25	Completed peer reviews for non-tenured Library Faculty are submitted to Library Administration (see 1.3.5 C)		Completed peer reviews for those up for promotion and/or tenure are submitted to Library Administration (see 1.3.5 C)
Feb. 1	Latest date for Dean of University Libraries to notify tenured Libraries Faculty to update the Annual Report Portfolio by April 7 th (see 1.3)		
Feb. 1	Latest date for tenured Library Faculty to submit names for peer review to Dean of University Libraries (see 1.3.5 A)		
Feb. 1	For non-tenured librarians, the complete Annual Report Portfolio is submitted to the Dean of University Libraries (see 1.3.3)		For those up for promotion and tenure, the complete Annual Report Portfolio is submitted to the Dean of University Libraries (see 1.9.2.2 and 1.9.3)
Feb. 6	Library Administration makes optional response to supervisory evaluations for non-tenured librarians (see 1.3.4 A)		Library Admin makes optional response to supervisory evaluations for those up for promotion and/or tenure. (see 1.9.2.2 and 1.9.3)

Deadline	Faculty Goals and Annual Report	AAP	Promotion and Tenure
Feb. 7			Dean of University Libraries adds transmittal form and notifies P & T committee chair(s) that documentation is ready (see 1.9.1 C)
Feb. 8	Latest date for Dean of University Libraries to publish preliminary roster of peer reviewers for tenured Libraries Faculty member (see 1.3.5 B)		P & T Committee Chair(s) will establish dates and locations for the committee meetings. The chair(s) will notify committee members that the documentation is ready and the date of the scheduled meeting. (see 1.9.1 C)
Feb. 12	Latest date to petition the Dean of University Libraries to be relieved of responsibility for preparing individual peer evaluations for tenured faculty (see 1.3.5 B)		
Feb. 18	Latest date for Dean of University Libraries to publish final roster of optional peer review evaluators for tenured Library Faculty member (see 1.3.5 B)		
Feb. 18	Latest date for Dean of University Libraries to request additional evaluations as requested by individual tenured faculty member for their annual reports (see 1.3.6)		
Feb. 22			Latest date to convene P & T Committees (see 1.9.1 C)
Feb. 24			P & T Committees' recommendations made to the Dean of University Libraries (see 1.9.1 C and 1.9.1 F)
Mar. 1	Dean of University Libraries gives recommendations for reappointment or non-reappointment of non-tenured faculty to Vice President for Academic Affairs (see 1.9.1 F)		Dean of University Libraries gives recommendations for promotion and/or tenure to Vice President for Academic Affairs. (see 1.9.1 F)
April			Recommendations due to University President
April 7	Annual Report (April – March) for tenured Library Faculty is submitted to supervisor (see 1.3.4 A)		
April 30	Supervisor's evaluation completed and discussed with tenured faculty member (see 1.3.4 A)		

Deadline	Faculty Goals and Annual Report	AAP	Promotion and Tenure
April 30	Completed peer reviews for tenured Library Faculty are submitted to Library Administration (see 1.3.5 C)		
May 7	For tenured librarians, the complete Annual Report Portfolio submitted to Dean of University Libraries (see 1.3.3 and 1.3.4 A)		
May 14	Agree on next year's goals with supervisor (see 1.3)		
May 21	Library Administration makes optional response to supervisory evaluations (see 1.3.4 A)		
May 30	Faculty goals for next year submitted to Library Administration (see 1.3)	Appropriate library administrator and supervisor meet to develop consensus concerning AAP scores (see 1.3.7)	
May/June			Promotion/tenure recipients notified
June 1		Latest date for agreement on changes in evaluation weights for next year (see 1.3.7 A)	
June 11		Library Administration provides faculty member with a copy of his/her AAP rating form and the high, low, and median scores for the year (see 1.3.7)	
June 15	Faculty receive compilation of comments from peer evaluations (see 1.3.5 D)		

APPENDIX II

Refer to Section 1.3

Annual Report Portfolio Outline

Annual Report Portfolio Outline

- A. Curriculum Vita
- B. Faculty Member's Annual Self-Evaluation (see 1.3.3)
 - Professional Responsibilities
 - Formal job description
 - Special assignments or projects (if designated with supervisor, see 1.1.10)
 - Describe any changes in responsibilities during the year
 - Annual goals and any action plans (agreed on May 20) (see 1.3)
 - Self Evaluation
 - Job performance and effectiveness (see 1.3.4 B 1)
 - Research/professional development (see 1.3.4 B 2)
 - University service (1.3. 4 B 3)
- C. Any other item, which the candidate deems of sufficient importance to be brought to the attention of the committee(s).
- D. Supervisory Evaluation (see 1.3.4)
 - 1. Supervisor's Evaluation
 - 2. Faculty member's Rebuttal (Optional)
- E. Review by the appropriate library administrator (Optional) (see 1.3.4 A)
- F. Midyear Review (see 1.3)
- G. Peer Evaluations (see 1.3.5)
- H. Formal letter petitioning for promotion consideration. The letter should be accompanied by the candidate's defense of his/her fulfillment of the pertinent criteria (see 1.3.4 B and 1.7).
- I. Additional Evaluations (see 1.3.6)
 - Sections A – C constitute the Annual Faculty Report.
 - Sections D – I constitute the evaluations.
 - Sections A – I constitute the Annual Report Portfolio.

APPENDIX III

Refer to Section 1.3.3

Annual Faculty Report Cover Sheet

Annual Faculty Report Cover Sheet

NAME _____

RANK _____

DEPT _____

TITLE _____

REPORT FOR (Year) _____

DATE SUBMITTED _____

APPENDIX IV

Refer to Section 1.3

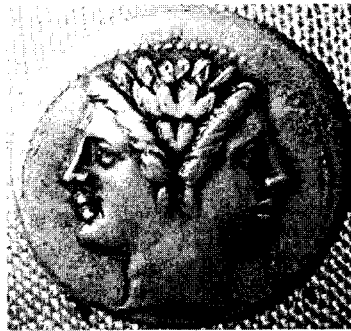
Departmental Goals Forms

{The University Libraries use the TracDat software for departmental goals:
<http://www.southalabama.edu/institres/pdf/tracdat.pdf>}

University of South Alabama

ANNUAL REVIEW & PROJECTIONS PROGRAM

**Instructions for Using TracDat Software
with the
USA Annual Review & Projections Program**



Annual Review & Projections Program

<<Review of | Projections for>>
Year Past | Year Ahead

*Years: 2005-06 (year past)
 2006-07 (year ahead)*

APPENDIX V
Refer to Section 1.3

GOAL STATEMENT

APPENDIX VI
Refer to Section 1.3.4

SUPERVISOR'S EVALUATION OUTLINE

SUPERVISOR'S EVALUATION OUTLINE

Faculty Member Being Evaluated: _____

Supervisor's Evaluation

- Job performance and effectiveness (see 1.3.4 B 1)
- Research/professional development (see 1.3.4 B 2)
- University service (see 1.3.4 B 3)

Signed: _____
Supervisor

Date: _____

I acknowledge by my signature that I have read this evaluation and have discussed it with my supervisor. I reserve the right to submit a rebuttal to the appropriate library administrator within ten (10) days. My signature implies neither agreement nor disagreement with the evaluation.

Signed: _____
Faculty Member

Date: _____

APPENDIX VII

Refer to Section 1.3.5 A

PEER EVALUATOR REQUEST

PEER EVALUATOR REQUEST

Name _____

Library: University _____ Biomedical _____

Department _____

Peer Evaluators Annual Faculty Report Section G

Submit the names of no fewer than two (2) and no more than three (3) members of Libraries Faculty by whom you wish to be evaluated (see 1.3.5)

1. _____

2. _____

3. _____

Additional Evaluators Annual Faculty Report Section I

For Faculty members with other University responsibilities such as teaching, additional evaluations may be included in the portfolios from academic units outside the libraries.

All letters of evaluation will be requested by Library Administration including those which faculty members wish solicited for their portfolios (see 1.3.6)

Name: _____

Address: _____

Reason(s) you wish this person to evaluate you: _____

Additional Evaluations: (con't)

Name: _____

Address: _____

Reason(s) you wish this person to evaluate you: _____

APPENDIX VIII
Refer to Section 1.3.5 C

UNIVERSITY OF SOUTH ALABAMA LIBRARIES
PEER EVALUATION

UNIVERSITY OF SOUTH ALABAMA LIBRARIES
PEER EVALUATION

Name _____ Department _____

Rank _____ Title _____

Evaluator's Name _____

Directions: Based on the annual faculty report and your knowledge of the individual's work, comment on any or all of the categories below. Make constructive comments on any or all of these categories.

Job Performance and Effectiveness

Research/professional development

University service

Special Service or Assignment

Evaluator's signature

Date

APPENDIX IX

Refer to Section 1.3.7

UNIVERSITY OF SOUTH ALABAMA LIBRARIES
AAP NUMERICAL RATINGS

UNIVERSITY OF SOUTH ALABAMA LIBRARIES
AAP NUMERICAL RATINGS

Name _____ Department _____

Rank _____ Title _____

Directions: Based on the written supervisory evaluation (see 1.3.4), rate the faculty member on the following aspects of his/her work, using a scale of 0-10 (see 1.3.7).
Multiply the rating by the indicated weighting factor; then add the results to obtain the overall rating.

		Score	Weight	Weighted Score
1.	Job Performance and Effectiveness		x 6 =	
2.	Research/professional development		x 3 =	
3.	University service		x 1 =	
4.	Special Service or Assignment		x =	
			Total	

Signature

Title

Date

_____ (Supervisor) _____

As Appropriate:

_____ Dean of University Libraries

OR

_____ Director of Biomedical Library

I acknowledge by my signature that I have examined this numerical rating and have discussed it with the appropriate library administrator. I reserve the right to submit a rebuttal to the appropriate library director within ten (10) days. My signature implies neither agreement nor disagreement with the numerical rating.

Faculty Member

Date

APPENDIX X

Refer to Section 1.3.7 A

REQUEST FOR CHANGE OF AAP WEIGHTS

REQUEST FOR CHANGE OF AAP WEIGHTS

I request that the weights for my _____ year evaluation be changed accordingly:

		From	To
1.	Job performance and effectiveness		
2.	Research/professional development		
3.	University service		
4.	Special service or assignment		
	Total		

Requesting Faculty Member: _____
Signature

Approval Signatures:

Supervisor: _____

As Appropriate:

Director of Biomedical Library: _____

OR

Dean of University Libraries: _____

APPENDIX XI

Refer to Section 1.9.2.2 and 1.9.3

GUIDELINES FOR PROMOTION/TENURE PORTFOLIO PRESENTATIONS
as Adapted for Libraries Faculty (8/98)
(Amended January 2006)

GUIDELINES FOR PROMOTION/TENURE PORTFOLIO PRESENTATIONS

As Adapted for Libraries Faculty (8/98)(amended January 2006)

Each faculty member eligible for consideration for promotion and/or tenure shall prepare a portfolio for review by the departmental promotion/tenure committee, the departmental chair, college promotion/tenure committee, college dean, Senior Vice President for Academic Affairs, and the President.

The portfolio should be submitted in a three-ring binder and should be organized by sections in the format that follows. Supporting documentation, i.e. books, photographs, etc. should not be forwarded with the portfolio; such documentation should be referenced in the appropriate sections of the portfolio and made available only upon request by the reviewers.

The portfolio begins with a letter of request for consideration for promotion and/or tenure and written statement of college/department criteria and standards for promotion and tenure. These will be followed by the sections given below. (See new procedures – 1994-95)

Section I: Recommendations

- A. Recommendations as available; i.e. colleagues, etc.
- B. External reviewer(s), if any

Section II: Curriculum Vita/Biographical Data

- A. Name
- B. Academic rank with chronology of academic appointments at all institutions of higher learning beginning with current academic appointment.
- C. Department
- D. Data of initial appointment to the University of South Alabama to current rank
- E. Educational credentials
 - 1. Baccalaureate degree earned, date conferred, granting institution, with area of specialization
 - 2. Masters degree earned, date conferred, granting institution, with area of specialization
 - 3. Doctorate degree earned, date conferred, granting institution, with area of specialization
- F. Professional designations/licenses
- G. Other credit-earning higher education courses completed
- H. Other courses attended for professional development, including course title, date completed, organization/institution conducting course

Section III: Job Performance and Effectiveness

- A. Job Performance and Effectiveness
 - 1. Development of library resources
 - 2. Use of library resources
 - 3. Effectiveness in supervision of library personnel
 - 4. Organizational ability
 - 5. Knowledge in area of library responsibility
 - 6. Application of professional knowledge
 - 7. Willingness to accept the appropriate responsibility
 - 8. Productive expenditure of time
 - 9. Rapport with staff, faculty, students
 - 10. Effectiveness in helping patrons
 - 11. Objective decision-making
 - 12. Ability to communicate verbally
 - 13. Ability to communicate in writing
 - 14. Adaptability (adjust to new ideas and changing conditions)
 - 15. Willingness to improve performance
 - 16. Teaching or instructional methods
 - 17. Innovative or creative contributions
 - 18. Timely completion of annual self-evaluation
 - 19. Participation in peer review process

- B. Librarians who also teach academic courses at USA would expand this section to include outline for the “Teaching” section of the Guidelines for Promotion/Tenure Portfolio Presentations.

Section IV: Research/Professional Development

- A. Publications and manuscripts accepted for publication (include full bibliographic citations.)
- B. Manuscripts submitted for publication (copies attached.)
- C. Grant and contract awards; grant and contract submission
- D. Research activities
- E. Paper presentations
- F. Concerts, recitals, art shows, design displays, performances, productions, etc.
- G. Participation in professional organizations (offices held, sessions chaired, etc.) – indicate national, regional, state or local organizations and dates of service.
- H. Activities as professional advisor, consultant, clinician, workshop leaders, editor, etc.
- I. Honors and awards earned for professional publications, performances, etc.
- J. Participation in short courses, workshops, etc.
- K. Courses taught (both credit and non-credit) for other institutions, indicating title, academic level and year taught.

Section V: University Service

- A. Service on university-level committees, including Faculty Senate
- B. Service on college-level and department-level committees
- C. Extracurricular activities, i.e., student organization advisor, counseling, etc.
- D. University-related community services which involve field of expertise, i.e., advisory boards, expert testimony, career guidance, etc.

APPENDIX XII

Refer to Section 1.91. F

Faculty Promotion and Tenure Recommendation Summary Forms
(Transmittal Forms)

APPENDIX XIII

UNIVERSITY OF SOUTH ALABAMA LIBRARIES
MISSION STATEMENT

APPENDIX XIII

UNIVERSITY LIBRARIES MISSION STATEMENT

To support the present and anticipated teaching, research and service goals of the University of South Alabama, the mission of the University Libraries is to select, acquire, organize, promote and provide timely and efficient access to information resources, regardless of format or location. This includes instruction on access to and critical evaluation of those resources. As faculty members, all librarians are encouraged to contribute to the profession and to the University of South Alabama through professional research, development and service activities on the library, the university, and the professional association levels, as well as by assisting users with their own professional research and service.

- The University Library primarily supports the missions of the Colleges of Arts and Sciences, Education, Mitchell College of Business, Engineering, Computer and Information Science, and School of Continuing Education, as well as administrative and other service offices of the University by providing faculty, staff, and students with access to information in the areas of research, teaching, and service. The Library also serves as a resource library for the surrounding Gulf Coast area.
- The Biomedical Libraries primarily support the missions of the Colleges of Medicine, Nursing, and Allied Health Professions, the USA Medical Center (USAMC), and USA Children's and Women's Hospital by providing faculty, staff and students with access to information in the areas of research, teaching and patient care. The Library also serves as a health science resource library for the surrounding Gulf Coast area.

Support the philosophies embodied in the American Library Association "Library Bill of Rights," the American Library Association "Code of Ethics," and the "Joint Statement of the American Library Association and the Association of American Publishers on Freedom to Read," in order to safeguard the values of intellectual freedom and free access to information.

Participate in cooperative programs with other Libraries to provide access to collections and services beyond those available at the University of South Alabama.

Establish and maintain outreach services to the community as appropriate.

Provide services for interpreting the Libraries' collections to patrons and assisting them in locating, evaluating and utilizing the resources required to meet their informational needs.

Establish and maintain a comprehensive collection development program which supports the teaching and scholarship of the University of South Alabama.

Develop effective means of communication with the Libraries' public to inform them of resources, services and policies, and to promote sustained development of the Libraries in support of the University's mission.

Utilize innovations in library technology and automation to provide efficient library services and access to the Libraries' collections and to regional and national information resources.

Provide bibliographic identification of materials by applying national standards to facilitate bibliographic control and to contribute to the sharing of knowledge.

Establish and maintain special collections of materials which are distinctive to the region, provide archival support to the University, or fulfill the obligation of the University Libraries to preserve rare and special materials.

Maintain a flexible, well-articulated organizational structure based on the best practices of academic library administration and management which ensures the collegial role of the Libraries Faculty in governance and encourages the participation by staff in decision making.

Develop organizational and management mechanisms which ensure an effective systematic approach to planning library operations.

Secure adequate financial support and provide effective budgeting to ensure that the Libraries fulfill their mission.

Recruit, develop, and support the personnel needed to fulfill the Libraries' mission and objectives.

Provide sufficient facilities, space, and equipment in order to assure access to library resources; provide adequate study areas; promote efficient library operations; and ensure the safety and security of library patrons, personnel, and resources.

Encourage and support the professional development and service activities of the University Libraries Faculty.

APPENDIX XIV

Refer to Section 1.0

"Joint Statement on Faculty Status
of College and University Librarians"

{Original February 1974; reaffirmed June 2001 }

<http://www.ala.org/ala/acrl/acrlstandards/jointstatementfaculty.htm>



Association of College and Research Libraries Joint Statement on Faculty Status of College and University Librarians

Drafted by a committee of the Association of College and Research Libraries (ACRL), the Association of American Colleges (AAC), and the American Association of University Professors (AAUP). Approved by the membership of the Association of College and Research Libraries, a division of the American Library Association, June 26, 1972. Reprinted from the February 1974 issue of College & Research Libraries News, a publication of the Association of College and Research Libraries. Reaffirmed by the ACRL Board, June, 2001

As the primary means through which students and faculty gain access to the storehouse of organized knowledge, the college and university library performs a unique and indispensable function in the educational process. This function will grow in importance as students assume greater responsibility for their own intellectual and social development. Indeed, all members of the academic community are likely to become increasingly dependent on skilled professional guidance in the acquisition and use of library resources as the forms and numbers of these resources multiply, scholarly materials appear in more languages, bibliographical systems become more complicated, and library technology grows increasingly sophisticated. The librarian who provides such guidance plays a major role in the learning process.

The character and quality of an institution of higher learning are shaped in large measure by the nature of its library holdings and the ease and imagination with which those resources are made accessible to members of the academic community. Consequently, all members of the faculty should take an active interest in the operation and development of the library. Because the scope and character of library resources should be taken into account in such important academic decisions as curricular planning and faculty appointments, librarians should have a voice in the development of the institution's educational policy.

Librarians perform a teaching and research role inasmuch as they instruct students formally and informally and advise and assist faculty in their scholarly pursuits. Librarians are also themselves involved in the research function; many conduct research in their own professional interests and in the discharge of their duties.

Where the role of college and university librarians, as described in the preceding paragraphs, requires them to function essentially as part of the faculty, this functional identity should be recognized by granting of faculty status. Neither administrative responsibilities nor professional degrees, titles, or skills, per se, qualify members of the academic community for faculty status. The function of the librarian as participant in the processes of teaching and research is the essential criterion of faculty status.

College and university librarians share the professional concerns of faculty members. Academic freedom, for example, is indispensable to librarians, because they are trustees of knowledge with the responsibility of insuring the availability of information and ideas, no matter how controversial, so that teachers may freely teach and students may freely learn. Moreover, as members of the academic community, librarians should have latitude in the exercise of their professional judgment within the library, a share in shaping policy within the institution, and adequate opportunities for professional development and appropriate reward.

Faculty status entails for librarians the same rights and responsibilities as for other members of the faculty. They should have corresponding entitlement to rank, promotion, tenure, compensation, leaves, and research funds. They must go through the same process of evaluation and meet the same standards as other faculty members.¹

On some campuses, adequate procedures for extending faculty status to librarians have already been worked out. These procedures vary from campus to campus because of institutional differences. In the development of such procedures, it is essential that the general faculty or its delegated agent determine the specific steps by which any professional position is to be accorded faculty rank and status. In any case, academic positions which are to be accorded faculty rank and status should be approved by the senate or the faculty at large before submission to the president and to the governing board for approval.

With respect to library governance, it is to be presumed that the governing board, the administrative officers, the library faculty, and representatives of the general faculty, will share in the determination of library policies that affect the general interests of the institution and its educational program. In matters of internal governance, the library will operate like other academic units with respect to decisions relating to appointments, promotions, tenure, and conditions of service.²

Notes

1. Cf. 1940 *Statement of Principles on Academic Freedom and Tenure*; 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings*; 1972 *Statement on Leaves of Absence*.
2. Cf. 1966 *Statement on Government of Colleges and Universities*, formulated by the American Council on Education, American Association of University Professors, and Association of Governing Boards of Universities and Colleges.

APPENDIX XV
Refer to Section 1.0

" A Guideline for the Appointment, Promotion and Tenure for Academic Librarians"

{Current edition is June 2005}

<http://www.ala.org/ala/acrl/acrlstandards/promotiontenure.htm>



A Guideline for the Appointment, Promotion and Tenure of Academic Librarians

Approved at ALA Annual Conference, June 2005.

Introduction

I. Appointment

II. Promotion in academic rank

III. Tenure (Continuous Appointment)

IV. Termination of appointments

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Notes

Introduction

This Guideline for Appointment, Promotion, and Tenure is intended for use where librarians have faculty status. It is intended for application within the context of two ACRL policy statements on faculty status for academic librarians,¹ as well as related statements issued by the American Association of University Professors.² The objective of this Guideline is to propose criteria and procedures for appointment, promotion in academic rank, and tenure (continuous appointment) for use in academic libraries. Utilizing these criteria and procedures will insure that the library faculty and, therefore, library services will be of the highest quality possible. These criteria are intended to be minimal only. These procedures may need to be adjusted in minor detail to conform with existing institutional procedures for other faculty. Any contractual procedures must be observed.

I. Appointment

A. General Policies

1. Appointment of librarians shall follow the same procedures that are established for appointing all institutional faculty members. Any librarian appointed to a college or university library faculty shall have the appropriate terminal professional degree.³ Appointment to any rank shall meet the criteria appropriate to that rank.
2. To insure that only candidates of the highest quality are appointed to the library faculty, there shall be a committee representative of the library faculty selected to review and screen all candidates, participate in the interview process, and make recommendations for appointment.
3. The terms and conditions of every appointment to the library faculty shall be stated and confirmed in writing, and copies of all relevant documents, including the official document

of appointment, shall be given to the faculty member. Subsequent extensions or modifications of an appointment shall be stated and confirmed in writing.

B. Probationary Appointments

1. Probationary appointments may be for no less than one year, or for other stated periods longer than a year, subject to renewal. The total period of full-time service prior to acquiring tenure shall not exceed seven years, and may include previous full-time service with the rank of instructor or higher in other institutions of higher learning (except that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension shall be stated in writing at the time of initial appointment). Scholarly leave of absence for one year or less shall count as part of the probationary period as if it were prior service at another institution, unless the individual and the institution agree in writing to an exception to this provision at the time the leave is granted.
2. The faculty member shall be advised at the time of initial appointment of the substantive standards and procedures employed in decisions affecting renewal and tenure. Institutional standards should be clearly identified, as well as any special standards adopted by the library. The faculty member shall be advised of the time when decisions affecting renewal or tenure are made.
3. The institution shall normally notify faculty members of the terms and conditions of their renewals by March 15 or three months before the new contract begins.
4. Written notice that probationary appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, as follows:

Length of Probationary Appointment	Written Notice Given
One year	March 1st or at least 3 months before end of first year of probationary service
Initial two year appointment	December 15th or at least six months in advance of termination
Two or more years of service	At least one year in advance of termination

5. When a faculty recommendation or a decision not to renew an appointment has first been reached, the faculty member involved shall be informed of that recommendation or decision in writing by the body or individual making the initial recommendation or decision; the faculty member shall be advised upon request of the reasons which contributed to that decision. The faculty member may request reconsideration by the recommending or deciding body.
6. If the faculty member so requests, the reasons given in explanation of the non-renewal shall be confirmed in writing.
7. Should the faculty member allege that the decision against renewal was based on unfairness, the committee which reviews the faculty member's allegation shall determine whether the decision was fair in terms of the relevant standards of the institution. The review committee shall not substitute its judgment on the merits for that of the faculty body. If the review committee determines that adequate consideration was not given, it shall request reconsideration by the faculty body, indicating the respects in which it believes the consideration may have been inadequate. It shall provide copies of its findings to the faculty member, the faculty body, and the chief executive officer or other appropriate administrative officer.

II. Promotion in academic rank

A. General Professional and Scholarly Qualifications of the Library Faculty

All activities shall be judged by professional colleagues on and/or off the campus on the basis of their contribution to scholarship, the profession of librarianship, and library service. The basic criterion for promotion in academic rank is to perform professional level tasks that contribute to the educational and research mission of the institution.

Evidence of this level of performance may be judged by colleagues on the library faculty, members of the academic community outside the library, and/or professional colleagues outside the academic institution.

Additional evidence for promotion in rank may include:

1. Contributions to the educational mission of the institution: for example, teaching (not necessarily in a classroom); organization of workshops, institutes or similar meetings; public appearances in the interest of librarianship or information transfer. Assessment by students and professional colleagues may contribute to this evaluation.
2. Contributions to the advancement of the profession: for example, active participation in professional and learned societies as a member.
3. Activities related to inquiry and research: for example, scholarly publication, presentation of papers, reviews of books and other literature, grants, consulting, service as a member of a team of experts, or other means of disseminating professional expertise.

B. Criteria for Promotion to Specific Ranks

Promotion to the ranks of assistant professor, associate professor, and professor requires a record of successful fulfillment of criteria at the lower level.

Instructor—Appointments at this rank shall require expectation of successful overall performance and the potential for a promising career in librarianship. Institutional practice for faculty appointments varies. Specialized skills or expertise may justify appointment at a higher rank.

Assistant professor—Promotion to this rank shall require evidence of significant professional contributions to the library or to the institution.

Associate professor—Promotion to this rank shall require evidence of substantial professional contributions to the library and to the institution as well as attainment of a high level in research or other professional endeavors.

Professor—Promotion to this rank shall require outstanding achievements in librarianship, research, and other professional endeavors.

C. Procedures for Promotion to Specific Ranks

1. Candidates for promotion in academic rank shall be considered by a peer review committee formed in accordance with appropriate institutional regulations.
2. Recommendations for promotion in academic rank may be made by the appropriate administrator, or a member of the library faculty, who shall give the candidate copies of any recommendations or evaluations. These statements shall be retained.

3. Documentation in support of candidates for promotion in rank shall include evaluations from the appropriate administrator. Additional documentation may include letters from colleagues, copies and reviews of publications, records of committee activity, etc.
4. The peer review committee (see C-1) shall transmit its recommendations, with all supporting documentation, to the chief administrative officer of the library.
5. The chief administrative officer of the library will receive the recommendations of the committee, make a decision, and so notify the committee. If the chief administrative officer of the library does not concur in any particular recommendation, after consultation with the committee, he/she may note such disagreement before notifying the candidate of the recommendations. The chief administrative officer of the library shall inform the committee and the candidate in writing of the recommendations before transmitting the recommendations of the committee and the chief administrative officer of the library to the appropriate institutional officer. The candidate then will have the opportunity to respond in writing to the recommendations. After this, the chief administrative officer of the library will submit his/her recommendation, the recommendation of the committee, and any responses from these parties or from the candidate, to the appropriate institutional officer.
6. If the candidate for promotion believes there are substantial grounds for disagreement with a denial of promotion, appropriate institutional regulations shall be provided so that the case may be properly reviewed. The unsuccessful candidate may file a grievance as specified in Section V.

III. Tenure (Continuous Appointment)

- A. Tenure, or continuous appointment, is defined as an institutional commitment to permanent employment to be terminated only for adequate cause (for example, incompetence, malfeasance, mental or physical disability, bona fide financial exigency) and only after due process. Tenure (continuous appointment) shall be available to librarians in accordance with provisions for all faculty of the institution.
- B. The criteria for tenure are closely allied to the criteria for promotion in academic rank. The relationship between tenure and rank shall be the same for library faculty as for other faculty in the institution. These criteria include performance, scholarship, and service.
- C. A candidate for tenure shall be reviewed according to established institutional regulations, which shall be similar to those described above for promotion in academic rank.

IV. Termination of appointments

A. Termination of Appointment by the Individual

Faculty members may terminate their appointments, provided they give notice in writing at the earliest possible opportunity, or within 30 days of receiving notification of the terms of appointment for the coming year. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement.

B. Termination of Appointment by the Institution

1. Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may be effected by the institution only for adequate cause.
2. If termination takes the form of a dismissal for cause, it shall be pursuant to the procedure specified in section VI below.
3. Financial Exigency

- a. Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency (an imminent financial crisis that threatens the survival of the institution as a whole and cannot be alleviated by less drastic means).

When adopting regulations on financial exigency, each institution will need to decide how to allocate the necessary hard decisions. The institution shall appoint a representative faculty body to participate in determining that a condition of financial exigency exists or is imminent, and that all feasible alternatives to termination of appointments have been pursued.

The termination of appointments involves consideration of all educational programs and policy, including affirmative action and faculty status. These determinations should be the primary responsibility of an appropriate faculty body. The faculty or an appropriate faculty body shall also exercise primary responsibility in determining the criteria for identifying the individuals whose appointments are to be terminated. The criteria may appropriately include considerations of age and of length service.

The faculty should designate or approve the group or person who is responsible for selecting the individuals whose appointments are to be terminated. The allocation of this responsibility may vary according to the size and character of the institution, the extent of the terminations to be made, or other considerations. The case of a faculty member given notice of proposed termination of appointment will be governed by the following procedure.

- b. If the administration issues notice of an intention to terminate the appointment of a particular faculty member because of financial exigency, the faculty member shall have the right to a full hearing before a faculty committee. The hearing need not conform in all respects with a proceeding conducted pursuant to Section VI, but the essentials of an on-the-record adjudicative hearing shall be observed. The issues in this hearing may include:
 - i. The existence and extent of the condition of financial exigency (The burden will rest on the administration to prove the existence and extent of the condition. The findings of a faculty committee in a previous proceeding on this issue may be introduced.);
 - ii. The validity of the educational judgments and the criteria for identification for termination (The recommendations of the faculty body should be accepted.);
 - iii. Whether the criteria are being properly applied in the individual case.
 - c. If the institution terminates appointments because of financial exigency, it shall not make new appointments at the same time except in extraordinary circumstances. The appointment of a faculty member with tenure should not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances.
 - d. Before terminating an appointment because of financial exigency, the institution, with faculty participation, shall make every effort to place the faculty member concerned in another suitable position within the institution.
 - e. In all cases of termination of appointment because of financial exigency, the faculty member concerned shall be given notice or severance salary not less than as prescribed in Section IX.
 - f. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned shall not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement.
4. Discontinuation of a Program or Department Not Mandated by Financial Exigency

Termination of an appointment with continuous tenure, or a probationary or special appointment before the end of the specified term, may occur as a result of bona fide formal discontinuance of a program or department of instruction. The following standards and procedures shall apply:

- a. The decision to discontinue formally a library unit, department, or function shall be based essentially upon educational considerations as determined primarily by the faculty as a whole or an appropriate committee thereof. NOTE: "Educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.]

- b. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a library unit, department, or function, the institution shall make every effort to place the faculty member in another suitable position and offer a reasonable period of training at the institution's expense. If no position is available within the institution the faculty member's appointment then may be terminated, but only with provision for severance salary equitably adjusted to the faculty member's length of past and potential service.
 - c. A faculty member may appeal a proposed relocation or termination resulting from discontinuance and has a right to a full hearing before a faculty committee. In such a hearing a faculty determination that a program or department is to be discontinued should be accepted, but the burden of proof on other issues shall rest on the administration.
- 5. Termination for Medical Reasons
Termination of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, for medical reasons, shall be based upon medical evidence that the faculty member cannot continue to fulfill the terms of the appointment. Sick leave or disability status should be used whenever possible. The decision to terminate shall be reached only after there has been appropriate consultation and after the faculty member, or someone representing the faculty member, has been informed of the proposed action and has an opportunity to respond to the evidence. If the faculty member so requests, the appropriate committee shall review the evidence before the institutional governing board makes a final decision on the recommendation of the administration. The faculty member shall be given severance salary not less than that prescribed in Section IX.
- 6. Review
In case of termination of appointment, the governing board shall be available for ultimate review.

V. Grievance

In the event that an amicable solution cannot be reached between the two parties, a grievance procedure shall be provided by the institution. The general criteria for a grievance procedure include:

- A. The procedure shall be equitable to both parties.
- B. The procedure shall state clearly what is to be done, when, and by whom.
- C. The term "grievance", as well as any other terms which could be misunderstood, shall be clearly defined.
- D. The procedures should be accessible to and easy to initiate by all members of the library faculty.
- E. Steps in the procedure shall be completed within specified time limits. Additional time shall be allowed as the grievance moves to higher levels.
- F. There shall be effective safeguards against reprisal for initiating or participating in a grievance proceeding and against abuse of the procedures.
- G. Any procedure must be consistent with applicable institutional regulations and contracts.

VI. Dismissal procedures

- A. Adequate cause for a dismissal shall be related, directly and substantially, to the fitness of faculty members in their professional capacities as librarians. Dismissal shall not be used to restrain faculty members in their exercise of academic freedom.
- B. Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, shall be preceded by:
 - 1. Discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement;
 - 2. Inquiry by the duly elected faculty committee that will make a non-binding recommendation to continue or cancel dismissal proceedings; and

3. A statement of charges, framed by the chief executive officer or the CEO's delegate.
- C. A dismissal procedure should include a written statement of adequate cause. The individual concerned shall have the right to address the elected faculty hearing committee.
1. Pending a final decision by the hearing committee, the faculty member shall be assigned to other duties in lieu of suspension, and suspended only if his/her continued presence poses a significant danger.
 2. The hearing committee may, with the consent of the parties concerned, hold joint prehearing meetings with the parties to stipulate the facts, provide for the exchange of documentary or other information, and achieve other appropriate prehearing objectives to make the hearing fair, effective, and expeditious.
 3. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, the committee shall evaluate all available evidence and submit its recommendation upon the evidence in the record.
 4. The committee, in consultation with the chief executive officer and the faculty member, shall determine whether the hearing shall be public or private.
 5. During the proceedings the faculty member shall be permitted to have an academic advisor and counsel of the faculty member's choice.
 6. At the request of either party or the hearing committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
 7. A verbatim record of all hearings shall be taken and a copy made available to the faculty member without cost, on request.
 8. The burden of proving adequate cause rests with the institution and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
 9. The faculty member shall have the opportunity to obtain necessary witnesses, documentation, or other evidence. The administration shall cooperate with the hearing committee in securing witnesses, documentation and other evidence.
 10. The faculty member and the administration shall have the right to confront and cross-examine all witnesses. When the witnesses cannot or shall not appear, but the committee determines that the interests of justice require admission of their statements, the committee shall identify the witnesses, disclose their statements, and, if possible, provide for interrogatories.
 11. In the hearing of charges of incompetence, the testimony shall include that of qualified librarians.
 12. The hearing committee shall not be bound by strict rules of legal evidence. It may admit any evidence which is of probative value in determining the issues. Every possible effort shall be made to obtain the most reliable evidence.
 13. The findings of fact and the decision shall be based solely on the hearing record.
 14. Except for simple necessary announcements that cover the time of the hearing and similar matters, all parties shall avoid public statements and publicity about the case until the proceedings have been completed.
 15. If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it shall so report to the president. If the president rejects the report, the president shall state the reasons for doing so, in writing, to the hearing committee and to the faculty member, and shall provide an opportunity for response before transmitting the case to the governing board. If the hearing committee concludes that an academic penalty less than dismissal is more appropriate, it shall so recommend with supporting reasons.

VII. Action by the institutional governing board

If dismissal or other severe sanction is recommended, the president shall, on request of the faculty member, transmit the record of the case to the governing board. The governing board's review shall be based on the record of the committee hearing. This review shall provide opportunity for the principals or their representatives to make oral and/or written argument. The governing boards shall either sustain the decision of the hearing committee, or return the findings to the committee with specific objections. The committee shall then reconsider, taking into account these objections, and receiving new evidence if necessary. The governing board shall make a final decision only after study of the committee's reconsideration.

VIII. Procedures for imposition of sanctions other than dismissal

- A. If the administration believes that the conduct of a faculty member does not constitute adequate cause for dismissal, but is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction. The procedures outlined in Section VI shall govern such a proceeding.
- B. If the administration believes that the conduct of a faculty member justifies the imposition of a minor sanction, such as a reprimand, it shall notify the faculty member of the basis of the proposed sanction. The faculty member shall have an opportunity to persuade the administration that the proposed sanction not be imposed. A faculty member who believes that a major or minor sanction has been incorrectly imposed, may, pursuant to Section V, petition the faculty grievance committee for such action as may be appropriate.

IX. Terminal salary or notice

If the appointment is terminated, the faculty member shall receive salary or notice in accordance with the following schedule:

Length of Probationary Service	Final Decision Reached By	Notice Given
Less than 9 months	March 1st	3 months before end of first year of probationary service
Between 9 and 18 months	December 15th	At least six months
Over 18 months or Member has tenure	After 18 months of service	At least one year

This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved malfeasance. On the recommendation of the faculty hearing committee or the chief executive officer, the governing board may take into account the length and quality of service of the faculty member in determining what, if any, payments shall be made beyond the effective date of dismissal.

X. Academic freedom and protection against discrimination

- A. All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 "Statement of Principles on Academic Freedom and Tenure," formulated by the Association of American Colleges and the American Association of University Professors.
- B. All members of the faculty, whether tenured or not, are entitled to protection against illegal or unconstitutional discrimination by the institution, or discrimination on a basis not demonstrably related to the faculty member's professional performance, including but not limited to race, sex, religion, national origin, age, physical handicap, marital status, or sexual preference.

XI. Complaints of violation of academic freedom or of discrimination in non-reappointment

If a faculty member on probationary or other non-tenured appointment alleges that a decision against reappointment was based significantly on considerations which violate either academic freedom or policies of nondiscrimination with respect to race, sex, religion, national origin, age, physical handicap, marital status, or sexual preference, the allegation shall be first considered by the appropriate committee. This committee shall try to settle the matter by informal methods. The allegation of violation shall be accompanied by the faculty member's statement consenting to the institution's presentation of supporting evidence to the committee. An unresolved matter shall be heard in the manner set forth in Sections VI and VII, except that the faculty member making the complaint is responsible for stating the grounds upon which the allegations of violation are based, and the burden of proof shall rest upon the faculty member. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision against reappointment to present evidence in support of the decision. Statistical evidence of improper discrimination may be used in establishing a prima facie case.

XII. Administrative personnel

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. The procedures set forth in Section XI apply to termination or non-reappointment to an administrative post. Administrators who allege a violation of academic freedom or of governing policies against improper discrimination are entitled to these procedures.

Notes

1. "Standards for Faculty Status for College and University Librarians," approved by ACRL and ALA, January 2001 (<http://www.ala.org/ala/acrl/acrlstandards/standardsfaculty.htm>) ; "Joint Statement on Faculty Status of College and University Librarians," drafted by a committee of the Association of American Colleges (AAC), the American Association of University Professors (AAUP) and the Association of College and Research Libraries (ACRL); endorsed by ACRL, June 1972, and by AAUP, April 1973. Reaffirmed by ACRL, June 2001. (<http://www.ala.org/ala/acrl/acrlstandards/jointstatementfaculty.htm>)
2. "Recommended Institutional Regulations on Academic Freedom and Tenure," (<http://www.aaup.org/statements/Redbook/RBfir.htm>). Much of the original *Model Statement* was drawn from earlier versions of this statement.
3. See the ACRL "Statement on the Terminal Professional Degree for Academic Librarians" (<http://www.ala.org/ala/acrl/acrlstandards/statementterminal.htm>).

About the Guidelines

These Guidelines are a revision of the Model Statement of Criteria and Procedures for Appointment, Promotion in Academic Rank and Tenure for College and University Librarians first issued by ACRL in 1973 and revised in 1987. The ACRL Board charged the Committee on the Status of Academic Librarians with the task of revising this document. The revision process began in January 2003 under the chairmanship of Bill Nelson, Augusta State University. The final revision was completed under the chairmanship of Sharon McCaslin, Fontbonne University, with a draft published in the April 2005 College & Research Libraries News. Following the recommendation of the ACRL Standards and Accreditation Committee (SAC), the title was changed to Guidelines rather than Model Statement. The Guidelines were approved by SAC and subsequently approved by the ACRL Board in June 2005. The previous Model Statement was rescinded. Members of the ACRL Committee on the Status of Academic Librarians who conducted this revision were: Carolyn Allen, University of Arkansas;

Navjit Brar, California Polytechnic State University; Theresa Byrd, Ohio Wesleyan University; Jim Chervinko, Southern Illinois University-Carbondale; Betina Gardner, Eastern Kentucky University; Todd Gilman, Yale University; Suzanne Graham, University of Southern Mississippi; Phillip Jones, University of Arkansas; Sharon McCaslin, Fontbonne University; Bill Nelson, Augusta State University; Samson Soong, Hong Kong University of Science and Technology; Sr. Anita Talar, Seton Hall University; Leanne VandeCreek, Northern Illinois University; Ravil Veli, Plattsburgh State University of New York; Joleen Westerdale, Washington University; Lisa Williams, University of North Carolina at Wilmington; Corey Williams-Green, University of Maryland-Baltimore County; Rebecca Ziegler, Georgia Southern University.

APPENDIX XVI

Refer to Section 1.0

"A Guideline for the Screening and Appointment of Academic Librarians Using a Search Committee"

{Approved 2004}

<http://www.ala.org/ala/acrl/acrlstandards/screenapguide.htm>



A Guideline for the Screening and Appointment of Academic Librarians Using a Search Committee

I. Personnel Officer

The role of the personnel officer, if there is one, is to administer the search for the search committee. The personnel officer may serve as a regular or ex-officio member of all search committees.

II. Formation of search committees

The primary goal in the formation of a search committee, elected or appointed, should be to create a body representative of the constituencies affected by the position. Persons accepting appointment to the committee disqualify themselves as candidates for the position.

The administrator to whom the committee reports should give the following written information at the first meeting:

1. Approximate date for submission of a list of nominees and proposed date of appointment;
2. Number of finalists to be recommended;
3. Affirmative action/equal opportunity requirements;
4. Arrangements for payments, reimbursements, and clerical assistance;
5. Standards for documenting committee actions and preserving those records;
6. Importance of confidentiality and discretion;
7. Concerns specific to the position; and
8. Copy of the position description.

III. Development and use of the position description or position announcement

At the outset of the search, the supervisor of the position should write (or approve) a position description with equal opportunity and affirmative action considerations in mind. The description should serve as the standard against which the candidates are judged. It should list the responsibilities of the position in detail and describe the education, experience, and competencies that are required, preferred, and desired of candidates.

IV. Posting the position

The library should advertise the position within the campus community and in appropriate regional and national publications, taking care to notify all potential groups of candidates protected by equal opportunity/affirmative action legislation. The advertisement should include a brief description of the responsibilities, qualifications, salary, and other benefits. It should also specify the date the position is available, application deadline, name of the person to whom to submit applications, and a list of items each candidate must submit. The library should advertise in print publications, on electronic discussion lists, and on the Web; it may consider using placement centers.

V. References

The search committee should solicit references only for qualified candidates under active consideration and from the list supplied by the candidate. The search committee may only contact additional referees with a candidate's permission. The search committee must hold all references in strict confidence and should advise each referee what information will be made available to the candidate in accordance with local practice. Each candidate should list only referees who can provide substantive information about his or her professional qualifications and should also list an administrator in the direct reporting line.

VI. Selection, Interview, and administrative Procedures

A. Selection Procedures

Each committee should screen and evaluate applicants according to library and institution-wide policies. All applications will undergo an initial screening for compliance with the qualifications and requirements stated in the position description. Unqualified candidates will not receive further consideration.

Fair, objective, and consistent procedures should be used to narrow the field of candidates to the desired number of finalists, whom the committee will invite for interviews. The search committee should be aware of institutional guidelines and all applicable laws when developing questions to ask the candidates selected for interviews.

B. Interview Procedures

The committee and the appropriate administrative officer shall determine the interview agenda. All parties should adhere to this schedule in the interest of time and fairness.

Candidates invited for an interview should receive a copy of the interview schedule and information about the library and its parent organization in advance of the interview. Such information could include guides to the library, promotion and tenure guidelines, organizational charts, and by-laws.

The expenses of travel, meals, and lodging for the candidates should be borne by the inviting institution whether the interviews are held on or off campus. When this is not the practice, the candidate should be so apprised when an invitation is issued.

If a presentation is required of the candidates, that requirement should be clearly communicated to each candidate when the interview is first scheduled.

C. Administrative Procedures

The responsible administrator should instruct the committee chairperson in the prompt and accurate completion of all search-related reports. Sensitive files relating to the search should be treated in accordance with laws, regulations, and local practices.

VII. Communications with Candidates

A. Successful Candidate

Only the proper administrator should contact the successful candidate after the interview. The initial notification of selection may be oral, but the official offer should be in writing and should include the specific terms of employment.

B. Unsuccessful Candidates

A letter should be sent to all unsuccessful applicants thanking them for their interest and indicating that the search has concluded. Special acknowledgement should be accorded all interviewees.

C. Miscellaneous

All active candidates should be notified if the decision is made to close or extend the search.

APPENDIX XVII

Minutes of the University Board of Trustees, September 9, 1980
(regarding Faculty Status for Librarians)

MINUTES
OF THE
BOARD OF TRUSTEES
UNIVERSITY OF SOUTH ALABAMA

A meeting of the Board of Trustees of the University of South Alabama was held Tuesday, September 9, 1980, in Room 222 of the University Center on campus, commencing at 10:00 a.m.

There were present: Messrs. L. W. Brannan, Jr., E. G. Cleverdon, John Counts, Ed Dannelly, Aubrey Green, Gillis Griffin, Mayer Mitchell, Arthur Tonsmeire, Jr., Sam Sawyer, Mrs. Earl Goodwin and President Frederick P. Whiddon. Also present: Drs. Ralph Jones, James Bobo, Charles Baugh, Clyde Huggins, Malcolm Howell, Glenn Sebastian, Messrs. William Pipas, Doyle Dillard, Gordon Moulton, Rick Trethaway, Rusty Harper and Miss Maxey Roberts.

Absent: Messrs. Otha L. Biggs, Hubert Bruister, W. M. Collins, Charles Woods, Drs. John M. Bell, Jr., Wayne Teague and Governor Fob James.

Mr. Brannan delivered an appropriate invocation for Divine guidance.

Mr. Cleverdon called the meeting to order and presented for approval the minutes of the Board of Trustees meeting of June 19, 1980, copies of which were mailed to the Trustees prior to the meeting. Upon the motion of Mr. Brannan, seconded by Mr. Sawyer, the minutes were unanimously approved.

Mr. Cleverdon reviewed briefly the next item, Financial Statements of the University as of June 30 and July 31, 1980, mailed to the Trustees prior to the meeting. Mr. Dillard commented on various items in the Statements.

Dr. Whiddon requested that tenure for faculty member, Dr. Pierre Titard, be granted, and upon the motion of Mr. Mitchell, seconded by Mr. Griffin, it was unanimously approved to grant tenure to Dr. Pierre Titard.

Because of a necessity to proceed without delay, several requests for Board approval were forwarded to the Trustees prior to this meeting and the responses to the requests were affirmative. The following proposals were presented for ratification at this meeting and are attached to these minutes as Addenda 1 through 3:

1. Upon the motion of Mr. Tonsmeire, seconded by Mrs. Goodwin, it was unanimously approved to ratify the proposal to increase tuition from \$17 to \$19 per quarter hour for undergraduate students and from \$23 to \$25 per quarter hour for graduate students of the University of South Alabama, effective Fall Quarter, 1980.
2. Upon the motion of Mr. Sawyer, seconded by Mr. Dannelly, the following revised Faculty Status Policy for Professional Librarians

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at the University of South Alabama was unanimously approved:

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

The library ranks and their suggested instructional counterparts are as follows:

<u>Library Rank</u>	<u>Counterpart Rank</u>
Junior Librarian	Instructor
Assistant Librarian	Assistant Professor
Associate Librarian	Associate Professor
Senior Librarian	Professor

Rank at the time of appointment will be determined by educational credentials and professional experience. Only those with terminal degrees are eligible for library rank; in accordance with the policy of the Association of College and Research Libraries, the Master's Degree in Library Science from an institution accredited by the American Library Association is considered the appropriate terminal degree for librarians employed in the academic setting. For purposes of the conversion to the new rank system, time accrued at the University while a professional librarian will be counted toward years of eligibility for consideration for tenure. However, tenure is never automatic regardless of the number of years in service, and in those instances in which years of service as a professional librarian at the University have exceeded the number of years of service for eligibility for tenure a tenured appointment will not be automatic. From thenceforth, tenure determinations will be made for professional librarians in accordance with the policies in effect for the instructional ranks on an exactly equivalent basis.

Promotion in rank will occur on the basis of performance and merit as determined by the stated criteria for promotion, both general and specific, included below. For purposes of the conversion to the new rank system, time accrued at the University while a professional librarian will be counted toward years of eligibility for consideration in promotion. In those instances

in which years of service as a professional librarian at the University have exceeded the number of years of service for eligibility for promotion, promotion to the next highest rank will not be automatic. Minimum times in rank to establish eligibility for promotion to the next higher rank are as follows: *

For promotion to:

Assistant Librarian	3 years as Junior Librarian
Associate Librarian	4 years as Assistant Librarian
Senior Librarian	5 years as Associate Librarian

It must be stressed that these are minimum times in rank; eligibility for promotion is quite different from qualification for promotion. The following general criteria will be used in evaluating professional librarians for promotion:

A. Professional Competency and Activity

1. Effectiveness in the development and use of Library resources for undergraduate and graduate instructional and research programs.
2. Advanced degrees held (both professional and subject matter).
3. Efforts for professional growth through further study.
4. Effectiveness in supervision of Library personnel.

B. Research or Creative Work

1. Publication of books, articles, reviews, and reports of scholarly or creative nature.

C. Service to the University

1. Service and leadership including committee and administrative activity in the internal affairs of the University.

D. University-Related Public Service

1. Including participation in local, state, and national projects, committees and organizations, consultation, and community service.

The specific criteria and expectations for each rank are included below.

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Junior Librarian

This rank constitutes the beginning level of professional librarianship and performance of professional duties. It may include the following assignments: reference, cataloging and classification work, or performance of circulation, serials, media, or government-documents tasks requiring the application of professional knowledge. Professional work performed is reviewed by a supervisor for adequacy and compliance with instructions. Some professional functions are performed independently but within a limited scope.

Typical of such positions are performance of some of the following tasks: reference and research assistance, orientation of patrons through instruction in using indexing tools and locating materials, descriptive cataloging of material involving few problems in establishment of entries, revising work performed by clerical workers, subject cataloging with revision of material in a limited subject-matter field with no deviations from approved guidelines, computer-based library services, performance of circulation, serials, and acquisition tasks involving supervision of clerical workers, with primary responsibility for professional functions. Administrative responsibility is not required at this level.

Minimum qualifications: A Master's Degree in Library Science from an institution accredited by the American Library Association is required. Persons holding this rank may be promoted only after a minimum probationary period of three years and satisfactory performance. Appointments at this rank require expectation of successful overall performance and the potential for a promising career in librarianship.

Assistant Librarian

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

Typical of such positions are the following tasks: supervision of duties performed by lower-ranking professional librarians and paraprofessional employees; unrevised descriptive cataloging of material including scientific, serial, and foreign publications; subject cataloging of difficult material; initial responsibility for materials selection or processing in a centralized acquisitions organization; performance of circulation, reference, media, acquisitions, or serials tasks of a supervisory or administrative nature.

Minimum qualifications: A Master's Degree in Library Science from an ALA-accredited institution and at least three years of professional library experience. Persons holding this rank perform professional duties with competence and considerable autonomy and serve their profession, the

University, and the community. Promotion to this rank requires evidence of significant professional contributions to the library or the institution.

Associate Librarian

This rank independently performs complex professional duties and supervises the activities of others. Typical of such positions are the following: significant management responsibilities; supervising and coordinating complex cataloging or classification tasks, performance of complex bibliographical, technical, or reference duties, or supervision of less complex work performed by professional or clerical personnel; responsibility for a portion of the library budget; depth of knowledge of bibliographic tools; authority in book selection and collection building; and independent performance of difficult professional duties requiring specialized knowledge or experience.

Minimum qualifications: A Master's Degree in Library Science from an ALA-accredited institution, at least seven years of professional library experience or four years of USA service at the rank of Assistant Librarian, and appropriate administrative and supervisory experience. This rank requires considerable subject expertise or depth in areas of librarianship or related areas of automation and technology with evidence of strong research potential. An additional graduate degree lends evidence of subject knowledge, although other evidence may be acceptable. The person in this rank participates actively in professional organizations and in University and community activities. Promotion to this rank requires evidence of substantial professional contributions to the Library and the institution as well as attainment of a high level of bibliographical activities, in research, or in other professional endeavors.

Senior Librarian

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

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

APPENDIX XVIII

Refer to Section 1.1.2

"Whiddon Memo of November 4, 1980"
(regarding Joint Appointments)

November 4, 1980

MEMORANDUM

TO: Vice President James Bobo
Vice President Stanley Crawford
Dean G. R. Wilson, Jr.
Dean Charles Baugh
Dr. Charles Lowry

FROM: Frederick P. Whiddon

SUBJECT: Medical Library



F. P. Whiddon

Understanding that the University libraries will be under the direction of one library administrator, the Director of University Libraries, I wish to make the following delineations:

1. The Medical Library is an entity within the University library system; the title of the administrator for the Medical Library will identify him/her with that Library.
2. Personnel appointed to the Medical Library may receive joint faculty appointments in the College of Medicine, School of Nursing or College of Allied Health Professions. Teaching or other duties resulting from the faculty appointment will be under the direction of the appropriate academic administrator.
3. The development of the Medical Library budget will be the responsibility of the Director of the Libraries in full consultation with the Administrator for the Medical Library, the Dean of the College of Medicine, the Dean of the School of Nursing, the Dean of the College of Allied Health Professions, and the Administrator of the University of South Alabama Medical Center.
4. The development of policy for the operation of the Medical Library will be the responsibility of the Director of the Libraries in full consultation with the Administrator for the Medical Library, the Dean of the College of Medicine, the Dean of the School of Nursing, the Dean of the College of Allied Health Professions, and the Administrator of the University of South Alabama Medical Center.

Medical Library
November 4, 1980
Page 2

5. Prospective librarians considered for appointments in the Medical Library will be interviewed by the Director of the Libraries, the Administrator for the Medical Library, the Dean of the College of Medicine, the Dean of the School of Nursing, the Dean of the College of Allied Health Professions, and the Administrator of the University of South Alabama Medical Center.
6. Personnel Action Forms for the staff in the Medical Library will be signed by the Medical Library Administrator prior to final signature by the Director of Libraries.
7. This memorandum is an amplification of my memorandum of August 1, 1980.

FPW/ag

APPENDIX XIX

Refer to Section 1.8

Covey Memos of November 6, 1998 and May 23, 2008
(Regarding Clarification of Credit for Years of Service as an Instructor)



MEMORANDUM

UNIVERSITY OF SOUTH ALABAMA

November 6, 1998

TO: Mr. Eugene Sullivan
Interim Director of University Libraries

FROM: Pat C. Covey *PCC*
Interim Senior Vice President for Academic Affairs

SUBJECT: Your Memo of September 18: Clarification of Credit for Years of Service as an Instructor

I apologize for the lengthy delay in responding to your request for clarification concerning the statement in the *Faculty Handbook* concerning three (3) years credit toward the tenure probationary period for service as an Instructor where there is a tenure-track appointment in a discipline in which the Master's degree is the terminal degree.

I have studied this matter and have concluded that the policy is applicable to tenure-track Instructor Librarians.

dh



MEMORANDUM


UNIVERSITY OF SOUTH ALABAMA

OFFICE OF ACADEMIC AFFAIRS

May 23, 2008

TO: Richard Wood
Dean, University Libraries

Vicky Tate

FROM: Pat Covey 
Senior Vice President for Academic Affairs

SUBJECT: Clarification

This will serve as confirmation that the statement in the *Faculty Handbook* concerning three (3) years credit toward the tenure probationary period for service as an Instructor, where there is a tenure-track appointment in a discipline in which the Master's degree is the terminal degree, is applicable to tenure-track Instructor Librarians.

PCC:njc

APPENDIX XX
Refer to Section 1.2.3

UNIVERSITY OF SOUTH ALABAMA
GUIDELINES FOR FACULTY AND ADMINISTRATIVE SEARCHES

3.19.1 Guidelines for Faculty and Administrative Searches

Introduction

Special Considerations

University policy and accreditation standards:

- each faculty member be proficient in spoken and written English. Certification of such proficiency must be provided by the Departmental Chair and Dean prior to the appointment.
- each full- or part-time faculty member has completed AT LEAST 18 graduate semester hours in the teaching discipline, and
- hold AT LEAST a Master's degree, or holds the minimum of a Master's degree with a major in the teaching discipline,
- or justify, in exceptional cases, outstanding professional experience.

All faculty search committees are asked to assure compliance with these minimum requirements during the applicant screening process BEFORE interviews are requested. Official transcripts must be a part of the completed file which is forwarded to the President when the candidate is recommended for appointment, so requiring them early saves time in the final appointing process and enables the Committee to ensure compliance with minimum requirements. Also, spoken and written English proficiency should be critically evaluated through written evaluation materials and through telephone interviews of those applicants making the short list. No full-time or part-time faculty will be appointed who do not meet these criteria.

This document is meant to serve as a guideline for deans, department chairs, and search committees involved in filling vacant or new faculty and administrative positions within the Academic Affairs division. A separate policy governs searches for endowed chairs. In the following step-by-step procedures, items marked with "REQUIRED" are actions mandated by the University Affirmative Action Plan, by consent decrees, and by federal, state, and immigration laws. All correspondence, including advertisements, brochures, and flyers must include the Affirmative Action/Equal Opportunity/M/F/D statement.

All efforts to fill academic positions will be directed toward choosing the most qualified individual based on professional qualifications, personal integrity, and affirmative action/equal opportunity considerations. These procedures are designed to assist academic personnel in completing the search process in an efficient and effective manner.

While affirmative action and consent decree requirements have been incorporated into the following procedures, this does NOT replace the need for all persons concerned to be familiar with the University Affirmative Action Plan, consent decree requirements, and state and federal laws. Deans, department chairs and their representatives are responsible for implementation of the University Affirmative Action Plan, compliance with federal and state laws, and consent decrees.

3.19.2 Searches for Tenure Track Faculty

1. Responsibilities of Department Chair

- Analyze departmental needs, with input from faculty, to determine the type of individual needed.

REQUIRED Complete *Academic Affairs Form #1: Request Authority to Fill Existing Faculty Vacancy/Request for New Faculty Position* and forward it through administrative channels, i.e., chair to dean, dean to Senior Vice President for Academic Affairs.

REQUIRED All search committees must have at least 25% female representation. If it is not possible to meet the 25% female requirement within a department, faculty members from another department should be included.

2. Responsibilities of Search Committee and Department Chair

REQUIRED Use the *Search Committee Checklist* form as a guide throughout the search process.

- Determine and specify in writing the minimal qualifications, as well as any specific requirements, for an acceptable applicant. Usually, the qualifications are those that would suggest a reasonable expectation that the applicant could achieve tenure in his/her discipline.
- Set up a tentative schedule for the screening process.

REQUIRED Prepare an announcement/advertisement for the position to include:

position, rank, discipline
starting date
minimal credentials required
application materials required (letter of interest, vita, transcripts, etc.)
closing date for applications
AA/EEO/M/F/D statement

REQUIRED Advertise the position in the *Chronicle of Higher Education* and the *Affirmative Action Register*.

- Forward requisitions for each advertising source, with attached advertisement, through the administrative channels.
- Notify other universities/agencies of the vacancy.
- Circulate position announcement on campus, if applicable.

REQUIRED Check the *Directory of Minority PhD and MFA Candidates and Recipients* (also referred to as *CIC Directory*) and the *Minority and Women Doctoral Directory*, which are available in the Office of Academic Affairs for doctorally-prepared minority candidates.

- Begin preparing for arrival of applications.

REQUIRED Start a list of all applicants/nominees received with name, address, and telephone number. This information is required for the *Affirmative Action Report*, which is filled-out at the conclusion of the search.

REQUIRED Create a file immediately upon receipt of each application/nomination. These files must be retained for at least three years.

REQUIRED Send an acknowledgment letter citing the requirements for a completed file, i.e., *Biographical Data Form*, three letters of reference, curriculum vitae, and official transcripts (cannot be “issued to student”) from degree awarding institutions of higher learning. Enclose the *Biographical Data Form* and an Affirmative Action Card. The letter should also include the statement “Proof of U.S. citizenship or other authorization to work in the United States will be required within three (3) days after employment”.

- Letters of reference must be signed by the referee. Take care to ensure that all information provided by referees is kept confidential.
- The Biographical Data Form must be signed by the applicant and must contain information concerning his or her eligibility to work in the United States.
- Select two (2) or three (3) candidates to recommend to the dean for a campus interview after the screening and evaluation process is completed.
- Contact candidates, who have been approved by the dean, and invite them to campus. Make arrangements for lodging, interview schedule, meals, escorts, etc., and distribute the information to all interested parties.
- Schedule interviews with the following individuals:
 - Search/Screening Committee
 - department faculty
 - department chair
 - college dean
 - Senior Vice President for Academic Affairs (for Department Chair and others as deemed appropriate)
 - President (for department chair and others as deemed appropriate)
- Schedule a scholarly presentation and teaching demonstration to be made by the candidate where appropriate.
- Conduct interviews. A specific interview process must be determined prior to the actual visit. A paper trail is always advisable.
- Note: University policy and accreditation standards require that all persons appointed to the faculty must be proficient in spoken and written English. Search Committees should attempt to do as much as possible to determine such proficiency through careful evaluation of written application materials. Also, English proficiency should be critically evaluated through telephone interviews of those applicants making the short list.

- Solicit reactions from those people who meet with the candidate(s) during the interview process.
- Evaluate candidates, including the solicited responses.
- Prepare a report to submit to the department chair listing the strengths and weaknesses of each interviewed candidate, along with the recommendation to appoint or not to appoint.

REQUIRED Complete the *Affirmative Action Report* and forward it to the department chair who will forward it through administrative channels to the Office of Academic Affairs. Supporting documentation should be attached to the report: the listing of names, addresses and telephone numbers of all applicants, advertisement copy, recommendations, evaluations, and any other pertinent information relating to the search/screening.

REQUIRED The department chair will forward all the materials from the Search Committee as well as his/her own recommendation for appointment to the dean of the college.

- The Search Committee and chair recommendations, which are sent to the dean, will be used for recommending candidates for appointment to the Senior Vice President for Academic Affairs and should include completed files of interviewed candidates, and perceived strengths and weaknesses of each candidate, stating whether or not the candidate is acceptable with justification for the preferred candidate(s).
- When/if a candidate is recommended for appointment, and after the appointment letter has been issued and the appointment accepted by the candidate, the Search Committee should notify all other applicants that the search has been successfully completed.

3.19.3 Searches for Non-Tenure Faculty

Searches for non-tenure track full-time and part-time faculty are the same as for tenure-track with the exception that advertising may be done on a local or regional basis rather than a national basis. If the search is confined to the local/regional area, advertisement **must** be done in the *Mobile Register* **and** in the *Mobile Beacon* (or similar publication that reaches a predominantly African-American audience). If the search for a non-tenure track position is advertised nationally, then it **must** be advertised in the *Chronicle of Higher Education* **and** in the *Affirmative Action Register*. Also see Chapter 3 Section 3.19.2 (full-time) and Chapter 3, Section 3.8.2 (part-time) for more detail.

3.19.4 Unsolicited Applications for Faculty Positions

Each department/academic unit should have established a policy for dealing with unsolicited applications and faculty position inquiries. Several possible options are suggested below:

1. If an unsolicited application is received and no suitable position exists, the inquiry should be acknowledged by the department accordingly.
2. All unsolicited applications should be kept on file for 90 days. Applicants should be informed that materials are retained for a 90-day period and after 90 days, a new application is required if the applicant wishes to be considered for future vacancies.

3.19.5 Searches for Departmental Chairs

Searches for department chairs should follow the same procedures as specified for tenure-track faculty positions with the following exceptions:

REQUIRED The dean will submit the initial request for a search (*Academic Affairs Form #1*) and will recommend names for the search committee on that form. The committee should include a chair from another department as a member of the committee. As with all committees, the composition must be 25% female.

- Interviews with other department chairs in the college and with the deans (or their representative) from other colleges served by the department concerned should be included.
- The recommendation for appointment should include the recommendation for faculty rank as well as the recommendation for appointment to chair. An appointment letter will be issued identifying separate aspects of faculty and chair positions.

3.19.6 Academic Administrative Searches

Searches for administrators should follow the same procedures as specified for tenure-track faculty and chair searches with the following exceptions:

- The President will appoint the search committee for vice presidents, deans, and directors. The appropriate dean/director will appoint for assistant/associate deans/ directors.
- Membership of the committee should include a dean/associate dean from another college and a representative from the Faculty Senate. Normally, a dean/associate dean will chair the committee.
- The interview process should include the opportunity for the following individuals to meet with the candidate(s):

- Search Committee
- Faculty of appropriate academic unit(s)
- Graduate Dean
- President
- Faculty Senate
- Deans and Associate Deans
- Vice Presidents

- Candidates will normally be asked to give a presentation (scholarly/philosophical) which should be open to all interested persons, especially the faculty members of the candidate's discipline.
- The department in which the candidate would hold faculty rank will be asked to submit a written recommendation to the Search Committee concerning the tenurability of the candidate.
- The Search Committee will make recommendation to the appointing authority.

- The finalist (for positions of vice president, dean, director) may be invited to visit the campus for a second time. The candidate's spouse may be included in the second visit with prior approval.

3.19.7 Internal Administrative and Department Chair Searches

Normally, all faculty and academic administrative positions are filled following both a nationally and internally advertised search process. In certain instances, however, the University may elect to limit the search process for a dean, assistant/associate dean, department chair, or director to internal applicants. An internal search could be justified in any of the following circumstances:

- when there is consensus that a qualified individual is already with the University's employ and there is urgency to fill the position in order to prevent prolonged disruption of University services;
- when there is evidence that an internal search would provide an opportunity to comply with the University Affirmative Action Plan by appointing a qualified minority and/or female who is already within the University's employ;
- when there are fiscal constraints.

In such cases, the appropriate vice president, in consultation with the dean or other appropriate administrative head, may declare an internal search to fill a vacancy. Internal searches should be conducted in the same manner as externally advertised searches with the exceptions of (1) limiting the position announcement to the University community, and (2) the Search Committee for internal departmental chair searches will be chaired by a departmental chair from another department.

REQUIRED Final reporting must be made on ALL search activities using the *Affirmative Action Report Form*.

The deans and department chairs are responsible for assuring that each full- and part-time faculty member meets these criteria.

The following statement is to be used on all University literature and informational brochures used in student recruitment:

The University of South Alabama provides equal educational opportunities to and is open and accessible to all qualified students without regard to race, color, creed, national origin, sex, or disability with respect to all of its programs and activities.

1.5.3 Affirmative Action/Equal Opportunity

Introduction

The University of South Alabama's Affirmative Action Plan, implemented in September of 1973 and revised in March 1975, June 1982, and March 1993 is a detailed program designed to ensure the University's compliance with the Civil Rights Act of 1964 and the subsequent Executive Orders governing employment practices in various University programs. The University, from its inception, has been a signatory to the compliance provisions of the Civil Rights Act of 1964. All contractual relationships involving use of federal funds and stipulatory conditions under the Civil Rights Law of 1964 and subsequent Executive orders, including the Vietnam Era Veterans Readjustment Assistance Act of 1974, have been extended to and observed in all phases of the University's activities. The policies and processes to be used by the University of South Alabama in action-oriented programs designed to insure Equal Employment Opportunity/Affirmative Action are delineated in the succeeding sections of this policy.

Equal Opportunity and Affirmative Action Policy

The University of South Alabama is an Equal Employment Opportunity/Affirmative Action Employer. The policy of the University is to affirm and dedicate itself to a primary principle of affirmative action and non-discrimination. To this end, Equal Employment Opportunity/Affirmative Action shall be practiced in such actions as recruitment, employment, transfers, promotions, compensation, benefits, and other terms and conditions of employment. The University does not discriminate on the basis of race, sex, religion, color, national origin, age, disability, disabled veteran or Vietnam Era veteran status.

The University will enter building and purchasing contracts only with firms or contractors subscribing to Equal Employment Opportunity/Affirmative Action Regulations.

It is the intent of the University of South Alabama in consonance with this policy of Equal Employment Opportunity/Affirmative Action, to be fair and impartial in all of its relations with employees and to recognize and respect the dignity of the individual. In furtherance of this policy, the University, in general, maintains an environment insuring full utilization and adequate reward of the individual employee's effort, achievement, and cooperation.

The University will afford each and every employee a fair opportunity, impartial treatment and will grant advancement without prejudice in the organization as the employee's ability warrants and as vacancies occur.

All administrative, management, and supervisory personnel will provide leadership in support of this policy.

It is the responsibility of each member of the University community to implement the Equal Opportunity/Affirmative Action Policy. However, those individuals who participate actively in recruitment, placement, promotion, and other crucial employment decisions have the primary responsibility for assuring non-discrimination in employment practices in the University. Individual initiative and leadership is encouraged as the best means for attaining the goals of the Affirmative Action Plan.

The University will work cooperatively with other educational institutions, with community organizations, with its contractors and suppliers, and with appropriate governmental agencies to promote equal employment opportunity and affirmative action in the University and in organizations doing business with the University.

Dissemination of Equal Employment Opportunity/Affirmative Action Policies

The University of South Alabama will continue to make its Equal Employment Opportunity/Affirmative Action policies known widely within the institution and in the surrounding community. To accomplish this goal, the following actions will be undertaken:

1. The University will continue to make its Equal Employment Opportunity policy known internally by:
 - including the policy in the Faculty Handbook, the Staff Handbook, and the Academic Administrative Operating Manual
 - publicizing the policy in the University newspaper and other media
 - conducting special meetings with executive, management, and supervisory personnel to explain the intent of the policy, the President's commitment to the Affirmative Action Plan, and individual responsibilities for effective implementation
 - disseminating to all non-management and supervisory employees the policy explaining individual employee responsibilities
 - explaining the policy in employee orientation and management training programs
 - posting the policy on University bulletin boards
 - picturing both minority and non-minority men and women in publications in which employees are featured
 - making current employees aware of the existence of the University Affirmative Action program and the benefits available to them
 - maintaining copies of the Affirmative Action Plan available for review in the University Libraries and in the Offices of Human Resources located on the main campus and at each hospital.

2. The University will continue to disseminate its policy externally by:
 - informing all recruiting sources, verbally and in writing, of University policy, stipulating that these sources actively recruit and refer minorities and women for all positions listed
 - incorporating the University Equal Opportunity policy in all purchase orders, leases, and contracts covered by Executive Order 11246 as amended
 - notifying, in writing, minority and women's organizations, community agencies, and other appropriate entities on the University policy

Search Committee Checklist

This form is available in the office of the Dean of the University Libraries

Request Authority to Fill Existing Faculty Vacancy

Request For New Faculty Position

Dept: _____ College: _____ BPN: _____

Fund: _____ Organization: _____ Program _____

Vacated by: _____ Date: _____ Rank: _____

Requested Rank: _____ Requested Salary _____ Effective Date: _____

Justification for Filling Position: _____

Role & Responsibility of Appointee: _____

Impact on Program if not Filled: _____

Funding (if not covered by existing salary in vacated position): _____

Requested Search Committee Composition (25% Female):

Chair: _____

Members: _____

Recommended by: _____
Department Chair Date

Dean Date

Approved by: _____
Senior Vice President for Academic Affairs Date

AFFIRMATIVE ACTION REPORT

This report is to be completed at the conclusion of each search process. A list of names, addresses, and telephone numbers of all applicants should be attached to this report, along with any other documentation pertaining to the search, i.e., copies of the advertisement, phone call records, correspondence, etc.

SEARCH COMMITTEE COMPOSITION: Total # _____ Males _____ Females _____

TENURE _____ NON-TENURE _____
SEARCH BEGAN _____ TRACK _____ TRACK _____

BPN _____ DEPARTMENT _____ RANK _____

ADVERTISEMENT/ANNOUNCEMENT (copies attached) SUBMITTED TO:

CHRONICLE OF HIGHER EDUCATION – ISSUE DATE: _____

AFFIRMATIVE ACTION REGISTER – ISSUE DATE: _____

OTHER SOURCES: _____

NUMBER OF INQUIRIES (attach list of applicants, including complete contact information) _____

NUMBER OF COMPLETED APPLICATIONS _____

NUMBER OF INTERVIEWS _____

DATES OF CAMPUS INTERVIEWS _____

RECOMMENDATIONS FORWARDED _____

SEARCH RESULTS

NAME OF APPOINTEE _____

RANK _____

EFFECTIVE DATE _____

RACE:	
Select One	

APPLICANT PROFILE

The information below will be completed by the Office of Academic Affairs from the returned Affirmative Action Postcards:

Cards Returned _____ % of Return _____ Males _____ Females _____

Black _____ White _____ Hispanic _____ Asian _____ Indian _____

Section 504 _____ Vietnam Era Veteran _____ US Citizen _____ Other _____

UNIVERSITY OF SOUTH ALABAMA ACADEMIC APPOINTMENT REQUEST FORM

Print Form

This appointment request form should be forwarded with the **completed applicant file**. A complete applicant file includes: recommendations of the Chair and Dean, official transcripts for all **DEGREES conferred** (Associate Degree transcripts are not necessary) from institutions of higher learning, three letters of reference, curriculum vita, signed Biographical Data Form, and completed Affirmative action Report.

POSITION INFORMATION

BPN _____	FUND _____	ORGANIZATION _____	PROGRAM _____	FTE: _____	DATE POSITION APPROVED: _____ (Attach AA Form #1)
DEPARTMENT _____				COLLEGE/SCHOOL _____	

APPLICANT NAME AND EDUCATIONAL INFORMATION

APPLICANT NAME: _____ SSN: _____

INSTITUTION(S) OF HIGHER EDUCATION ATTENDED:

<u>NAME OF INSTITUION</u>	<u>DEGREE</u>	<u>YEAR AWARDED</u>	<u>MAJOR</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

RECOMMENDED TERMS OF APPOINTMENT

RANK: _____ SALARY: _____ EFFECTIVE DATE OF APPOINTMENT: _____

TENURE TRACK <input type="checkbox"/>	9 MONTHS <input type="checkbox"/>	YEAR(S) CREDIT TOWARD PROMOTION _____
NON-TENURE TRACK <input type="checkbox"/>	12 MONTHS <input type="checkbox"/>	YEAR(S) CREDIT TOWARD TENURE _____

<u>COMPLETED FILE CHECKLIST (TO BE COMPLETED BY DEAN'S OFFICE)</u>		
BIOGRAPHICAL DATA FORM <input type="checkbox"/>	VITA <input type="checkbox"/>	THREE LETTERS OF REFERENCE <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
OFFICIAL TRANSCRIPTS: BACHELORS <input type="checkbox"/>	MASTERS <input type="checkbox"/>	DOCTORATE <input type="checkbox"/>
RECOMMENDATION OF CHAIR: <input type="checkbox"/>	AUTHORIZATION FOR DEGREE VERIFICATION: <input type="checkbox"/>	
DEAN'S LETTER OF RECOMMENDATION, INCLUDING TERMS OF APPOINTMENT: <input type="checkbox"/>		
COMPLETED AFFIRMATIVE ACTION REPORT: <input type="checkbox"/>	File Checked by: _____	Date: _____

ENGLISH LANGUAGE PROFICIENCY CERTIFIED

CHAIR _____ DATE _____ DEAN _____ DATE _____

AA/EEO/M/F/D COMPLIANCE CERTIFIED

CHAIR _____ DATE _____ DEAN _____ DATE _____

SR. VICE PRESIDENT FOR ACADEMIC AFFAIRS _____ DATE _____ PRESIDENT _____ DATE _____

APPENDIX XXI

LIBRARY RANKING FROM FACULTY HANDBOOK
(see Section 3.4)

3.4 Librarian Ranking

3.4.1 Professional Librarians

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

The library ranks and their instructional counterparts are as follows:

Library Rank	Counterpart Rank
Instructor Librarian	Instructor
Assistant Librarian	Assistant Professor
Associate Librarian	Associate Professor
Senior Librarian	Professor

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

3.4.2 Instructor Librarian

This rank constitutes the beginning level of professional librarianship and performance of professional duties. Professional work performed is reviewed by a supervisor for adequacy and compliance with instructions. Some professional functions are performed independently but within a limited scope.

Administrative responsibility is not required at this level.

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree is required. This is an entry level position; no professional library experience is required. Persons holding this rank may be promoted only after a minimum probationary period of three years and satisfactory performance.

3.4.3 Assistant Librarian

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

Minimum Qualifications: A Master's Degree in Library Science from an ALA-accredited program or an equivalent terminal degree and at least three years of professional library experience. Persons holding this

rank perform professional duties with considerable autonomy and serve their profession, the University, and the community. Promotion to this rank requires evidence of significant professional contributions to the Library or the institution.

3.4.4 Associate Librarian

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

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

3.4.5 Senior Librarian

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

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

APPENDIX XXII
PROMOTION AND TENURE DOCUMENT REVIEW COMMITTEE MEMBERS

1988 Committee
Sister Mary Peresich, Chair
Joaquin Holloway
Barbara Shearer
Jerry Wright

1990 Committee
Mary Engebretson, Chair
Eugene Sullivan
Pat Rodgers
Sister Mary Peresich

1992 Committee
Joaquin Holloway, Chair
Judy Burnham
Mary Engebretson
Vera Finley

1994 Committee
Vera Finley, Chair
Ann Taylor Blauer
Geneva Bush
Pat Ramage
Jan Sauer

1998 Committee
Ann Taylor Blauer, Chair
Geneva Bush
Vera Finley
Sally Murray
Vicki Tate

1999-2000 Committee (Ad Hoc, Appointed by VP Covey)
Geneva Bush Staggs, Chair
Anne Taylor Blauer
Mary Engebretson
Tom Williams
Richard Wood

2001 Committee
Sally Murray, Chair
Judy Burnham
Hannelore DuBose
Vicki Tate
Kathy Wheeler

2005 Committee
Vicki Tate, Chair
Kathy Wheeler, Secretary
Judy Burnham
Dennis Guion
Jie Li