PROMOTION GUIDELINES FOR LIBRARIANS

INTRODUCTION

USF librarians are partners with other academic faculty in the pursuit of the university’s goals for teaching, research, and service. This document sets forth the Promotion Guidelines for Librarians in the University of South Florida Library System. These Promotion Guidelines are based on principles, procedures, and criteria that have been developed in order to recognize, reward, and encourage professional growth and development.

This document serves as a guide both for full-time library faculty, holding regular appointments in the USF Libraries, who are eligible for promotion in rank, as well as for the individuals charged with the responsibility of evaluating those candidates. It describes in detail the timetable, the policies, and procedures associated with all aspects of the promotion review process. In addition, it outlines the basic assumptions and criteria that underlie the promotion process. This document reflects the distinct professional responsibilities of librarians and incorporates the University Guidelines for Tenure and Promotion, August 7, 1998, in a manner consistent with the current Collective Bargaining Agreement between the USF Board of Trustees and the United Faculty of Florida.

Values and Assumptions

The common good. Promotion is of vital importance to the USF Libraries. By having high standards in the criteria for promotion, USF librarians seek to uphold the common good. The evaluation process attempts to:

• develop excellent library services for the USF community
• attract and retain highly-qualified librarians
• reinforce professional attitudes and encourage individual achievement
• support librarianship within the USF Libraries

Mutual commitment. The promotion process recognizes the actual and potential worth of the individual to the USF Libraries as well as proven merit and achievement over a period of time. The university supports academic freedom and offers long-term financial commitment. In return the librarian makes an ongoing commitment to the profession of librarianship and to the university. USF librarians have an obligation to remain professionally informed, to disseminate the results of their scholarly work, and to seek opportunities for service in order to provide the university with quality support for its research, teaching, and outreach activities.

Equity. The goal is to establish a system that is equitable in its requirements, that adequately recognizes the differences in individual positions and contributions, and that preserves unity among librarians as a professional group within this academic community.

For the process to work effectively candidates must present themselves well using the guidelines spelled out in this document, and the Promotion Committee, charged with the responsibility of evaluating the candidates, must evaluate them objectively, with the goals of the USF Libraries in mind. Strong candidates and knowledgeable, impartial committee members will ensure that the quality of the USF Libraries’ faculty is always maintained at a high level. The rank one attains applies to the individual and not to the position.
PRINCIPLES

Promotion is based upon a careful evaluation of a librarian’s performance of assigned professional duties. It is expected that librarians will demonstrate significant achievement, commensurate with rank, in the performance of their assigned professional duties, which include: teaching, instructional support, reference assistance, cataloging, collection development, administrative and supervisory duties, database management, (or other comparable activity appropriate for the unit); research/creative activities; and service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. Annual evaluations, which reflect job assignments and merit criteria, will provide guidance to the librarian regarding his/her level of productivity and effectiveness as an academic librarian. The promotion process through the faculty ranks is seen as a natural extension of the job assignment and the performance evaluation processes.

PROMOTION CRITERIA

A. Performance of Assigned Professional Duties

The foundation of any judgment of readiness for promotion to higher academic rank is based upon a careful evaluation of a librarian’s performance of his/her assigned professional duties, which include: teaching, instructional support, reference assistance, cataloging, collection development, administrative and supervisory duties, database management (or other comparable activity appropriate for the unit); research/creative activities; and service. The librarian must establish a record of effectiveness in the performance of his/her assigned professional duties and professional rank that is consistent with the USF Guidelines for Tenure and Promotion. Promotion also requires collegiality and participation as a citizen of the University, as this is an integral part of faculty performance.

The promotion criteria are not checklists to be completed. Instead, they serve as guidelines for evaluating professional performance that has been demonstrated through a pattern of achievement, productivity and enhanced recognition by USF librarians, other USF faculty, and colleagues outside of the University. The strength of a librarian’s performance of assigned professional duties will be addressed in the evaluations from the librarian’s Department Chair/Director, or other appropriate administrative officer, the Library Promotion Committee, and the Dean of USF Libraries. These evaluations will be included in the University of South Florida Librarian Promotion Application and will be measured by the following criteria:

- Demonstrated knowledge of assigned area of library specialization; initiative, resourcefulness, and originality in developing resources, solving problems, and locating information
- Productivity and accuracy;
- Organizational and administrative skills
- Successful interaction with staff and library clientele
- Contributions to improvements in service and efficiency
- Critical perspective and evidence of continuing professional growth
- Understanding and support of the mission, goals, and objectives of the University, the library, and the department/unit.

B. Research/Creative Activities

All research/creative activities will be judged on the quality, significance, and impact of these activities in
research librarianship. Research/creative activities, in fields other than librarianship, are acceptable if they relate to subject fields in which library faculty have collection development responsibilities, professional assignments, or subject expertise. Research/creative activities include, but are not limited to, the following:

- Published articles in professional library or information science journals
- Publication of scholarly library or information science books
- Publication of chapters in scholarly library or information science books
- Published book or media reviews
- Success in obtaining grants
- Published reports, such as an ERIC report
- Published audiovisual media
- Published computer software
- Poster sessions at international, national, state, or local levels
- Papers presented at international, national, state, or local levels
- Presentations at international, national, state, or local levels
- Published articles in professional non-library or information science journals
- Publication of book chapters in professional non-library or information science journals
- Publication of scholarly books, locally distributed library or information science textbooks
- Editor or contributing editor of books, journals, or magazines
- Contributions to the educational and administrative functions of the Library and the University through quality in-house documents
- Original uses of technology or media, such as published web pages.

C. Service

All service activities will be evaluated to include the significance and impact they have on the library, the University, the profession, and the external community. Service activities may include, but are not limited, to the following:

1. Service to the Library and/or the University

Service of this type refers to active participation or leadership in the educational and administrative functions of the Library and/or the University through committees, task groups, organizations, etc. which relate to and further the mission of the Library, the University, and/or the State University System.

2. Service to the Profession

Service to the profession refers to active participation in local, state, national, or international professional organizations. Examples are membership, offices held, service on committees, program planning, and appropriate consulting activities.

3. Service to the External Community

Service to the external community must relate to the basic mission of the University and should utilize the librarian’s special professional expertise. The University of South Florida Guidelines for Tenure and Promotion, August 7, 1998, indicate that “the normal service associated with good citizenship are not usually evaluated as part of the . . . promotion process” (page 2). Service to the external community refers to contributions in local, state, and national affairs. Examples include service on local, state, and national boards, agencies, and commissions. Other examples include presentation to civic groups, service to public schools, and appropriate consulting activities.

QUALIFICATIONS FOR PROMOTION IN ACADEMIC RANK
In addition to the following criteria for academic ranks, all candidates for promotion must possess a Master's Degree in Library Science from an American Library Association (ALA) accredited institution. Time in rank, as well as performance and achievement outlined in the criteria, shall determine eligibility for promotion. Therefore, movement through the ranks shall be continuous from Instructor Librarian to University Librarian. Attainment of any one rank, including the highest rank, does not exempt the librarian from continuing his/her growth, productivity, and achievement throughout one’s career.

**Qualifications for promotion** for the ranks of Assistant University Librarian, Associate University Librarian, and University Librarian are as follows:

1. **Assistant University Librarian**
   a. Promise of continued professional growth in the performance of assigned professional duties, as outlined in Section A (Performance of Assigned Professional Duties) of the preceding criteria.
   b. Promise of independent and collaborative research/creative activity, supported by publications or other appropriate evidence as outlined in Section B (Research/Creative Activities) of the preceding criteria.
   c. Promise of substantive contributions in the area of service, as outlined in Section C (Service) of the preceding criteria.
   d. As a general guideline, a librarian normally would not apply for promotion to the rank of Assistant University Librarian without two years full-time equivalent professional experience after receiving the Master's Degree in Library Science. At least one year of the requisite two years of professional experience must be at the rank of Instructor Librarian at the University of South Florida.

2. **Associate University Librarian**
   a. Acknowledged record of success in the performance of assigned professional duties, as outlined in Section A (Performance of Assigned Professional Duties) and as reflected in Annual Performance Evaluations that document high achievement level, demonstrated excellence, increasing responsibility, and continued professional growth.
   b. Acknowledged record of independent or collaborative research/creative work, supported by substantial publications or their equivalent as outlined in Section B (Research/Creative Activities) of the preceding criteria.
   c. Substantive contributions in the area of service, as outlined in Section C (Service) of the preceding criteria.
   d. As a general guideline, a librarian normally would not apply for promotion to rank of Associate University Librarian without five years of full-time equivalent professional experience after receiving the Master's Degree in Library Science. At least three years of the requisite five years of professional experience must be at the rank of Assistant University Librarian. Two years at the rank of Assistant University Librarian must be at the University of South Florida.

3. **University Librarian**
   a. Acknowledged record of success in the performance of assigned professional duties, as outlined in Section A (Performance of Assigned Professional Duties) and as reflected in Annual Performance Evaluations that document high achievement level, demonstrated excellence, increasing responsibility, and continued professional growth.
   b. Acknowledged record of independent or collaborative research/creative work, supported by substantial publications or their equivalent as outlined in Section B (Research/Creative Activities) of the preceding criteria.
   c. Substantive contributions in the area of service, as outlined in Section C (Service) of the preceding criteria.
   d. As a general guideline, a librarian normally would not apply for promotion to rank of Associate University Librarian without five years of full-time equivalent professional experience after receiving the Master's Degree in Library Science. At least three years of the requisite five years of professional experience must be at the rank of Assistant University Librarian. Two years at the rank of Assistant University Librarian must be at the University of South Florida.
a. Acknowledged record of success in the performance of assigned professional duties, as outlined in Section A (Performance of Assigned Professional Duties) and as reflected in Annual Performance Evaluations that document high achievement level, demonstrated excellence, increasing responsibility, and continued professional growth.

b. Established record of productive research/creative activity of at least state or national visibility, supported by a record of substantial publications or their equivalent, as outlined in Section B (Research/Creative Activities) of the preceding criteria. The record should predict continuing high productivity in research/creative activity throughout the individual’s career.

c. Substantive contributions in the area of service, as outlined in Section C (Service) of the preceding criteria.

d. Unmistakable evidence of significant achievement among peers at the state, national, or international level. True distinction is expected in at least one of the areas of Assigned Professional Duties (Criteria A), or Research/Creative Activity (Criteria B), or Service (Criteria C).

e. As a general guideline, a librarian normally would not apply for promotion to rank of University Librarian without ten years of full-time equivalent professional experience after receiving the Master’s Degree in Library Science. At least five years of the requisite ten years of professional experience must be at the rank of Associate University Librarian. Three years at the rank of Associate University Librarian must be at the University of South Florida.

PROCEDURES

A. Library Promotion Committee Membership

Charge: To review and make recommendations concerning the promotion of librarians in the University of South Florida Library System.

Composition: The Library Promotion Committee will consist of five members, none of whom supervise a candidate for promotion or is a candidate for promotion. This Committee will be composed of five librarians from the USF Library System. For committee members from the Tampa Library, it would be preferable to have broad representation coming from all units in the library. The Committee should also have at least one member from FMHI, USF Polytechnic, or USF Sarasota-Manatee, if possible.

It will be the responsibility of the outgoing chair of the Library Promotion Committee to: 1) notify all eligible USF librarians of vacancies on the Committee, 2) insure appropriate representation for the succeeding Committee, and 3) conduct a USF Library System-wide election to elect members to the Committee. All librarians in the University of South Florida Library System, covered by the Promotion Guidelines for Librarians, are eligible to vote in the election of Library Promotion Committee members.

Term of Office: The term of office for committee members should be staggered and ordinarily would be for two years in order to assure both continuity and change.

USF Library System
Promotion Guidelines for Librarians
Revised Version, Effective Date - May 2009
Eligibility: The members of the Library Promotion Committee must have been members of the USF library faculty for at least one year and must hold the rank of Associate University Librarian or University Librarian. If a member is unable to complete his or her term, the current chair of the Library Promotion Committee will hold an election after notifying all USF librarians of a vacancy on this Committee. Librarians in the University of South Florida Library System, covered by the Promotion Guidelines for Librarians, are eligible to vote in this election. No member of the Library Promotion Committee who has served a complete term may serve a second consecutive term.

B. External Review of Research and Creative Activity

Excerpt from the University of South Florida Librarian Promotion Application that is available on the USF Office of the Provost and Senior Vice President’s webpage under Tenure and Promotion at http://www.acad.usf.edu/Faculty/Development/tenure-promotion.htm Latest revision 07/08

Note: Letters from faculty, staff, and/or administrators, who are employees of the University of South Florida, are not considered to be “external reviewers” and will not be considered in evaluating the applicant.

External reviewers should be selected so as to minimize the possibility of conflicts of interest, actual, potential, or apparent. Generally, outside reviewers should not be selected from among those with whom the candidate has had familial, or close personal relationships, who have been current or past colleagues, major professors, co-authors, etc. Reviewers should be highly regarded and recognized scholars in the candidate’s field and able to evaluate the quality, productivity, and significance of his/her research/scholarly/creative activity.

Candidates should recommend at least five reviewers to their Department Chair, or other equivalent administrative officer. Recommendations should be accompanied by brief statements supporting the choices and stating any current or previous relationship. The statements should include brief bios of the proposed reviewers including their academic credentials, most recent academic appointments, and a summary of their research and creative activities, publications and/or grants. If reviewers have had significant previous contact with the candidate are recommended, reasons for that choice should be presented in sufficient detail to facilitate a reasonable and fair decision about the approval of the reviewer. The Chair, in consultation with the Dean, will select a minimum of three (but not exceeding six) from whom reviews will be solicited. In choosing reviewers it is recommended that the chair seek the counsel of the department tenure and promotion committee. All contact with reviewers should be by the Department Chair/Director/Dean or the Dean’s designee only.

In the event the chair believes additional recommendations are desirable or necessary, then (1) the candidate should be requested to make supplementary recommendations, and (2) the chair may suggest additional reviewers to the candidate. Ordinarily this process should result in a list of reviewers acceptable to the candidate and the chair. Should agreements not be reached in this fashion, the candidate will select two preferred reviewers and the chair will select two. A minimum of three (3) external letters, but not exceeding six (6), is required.

The final list of reviewers, however it is reached, will be submitted to the dean of the college for review and acceptance.

The candidate will provide copies of a current vita and other materials he/she chooses as appropriate for an external review of research/scholarly/creative activity. The chair will forward these materials with an invitation to the reviewers. The process should be scheduled to ensure...
adequate time for the reviews to be returned and considered by the departmental and colleague committee.

An example of an illustrative letter that can be used as the Invitation to External Reviewers follows.

This example is adapted from the Illustrative Letter that is available on the USF Office of the Provost and Senior Vice President’s webpage under Tenure and Promotion http://www.acad.usf.edu/Faculty/Development/tenure-promotion.htm

Illustrative Letter

Invitation to External Reviewers

____________________(DEPARTMENTAL LETTERHEAD)

____________________(DATE)

Dear____________________

____________________(NAME) is being considered for promotion in the _______________ Library at the University of South Florida. You have been recommended as a person highly qualified to review and evaluate ______________ (HIS/HER) research/scholarly/creative contributions. We believe external evaluations contribute substantially to the academic review process, and we would greatly appreciate your willingness to serve in this capacity. If the faculty member is applying “early,” please insert the following sentence here: Please be advised that __________________(NAME) is applying for “early” consideration and that the University of South Florida has stringent performance expectations for awarding a favorable “early” decision.

Under existing agreements and regulations, your written comments would become part of __________’s file and be available for Mr./Ms. __________’s review. If you are willing to accept our invitation, we solicit your comments regarding the depth, originality, importance, significance, visibility, productivity, and independent scholarship of (his/her) contributions. We do not, of course, expect you to make a promotion recommendation as such. Your evaluative comments, however, based upon your knowledge and appreciation of the field and its standards, will be a significant contribution to our review. Please keep in mind that your comments should reflect appropriate norms, as you see them, for a candidate for Assistant Librarian / Associate Librarian / University Librarian (See enclosed Qualifications for Promotion and Promotion Criteria for Research/Creative Activity for Assistant Librarian / Associate Librarian / University Librarian)). Also, if you have had any relationship with________________ in the past, please so indicate.

In order to complete our review I hope we might have your response by __________(DATE). Should you decide not to accept our invitation to serve as an external reviewer for __________(NAME), we would appreciate learning of that decision at your earliest convenience. A telephone call to me at (813) 974-xxxx would facilitate our selection of another reviewer if you cannot accept our invitation. In either case, please be assured that we are very grateful for your consideration of our request.

Sincerely,

_____________________________

(DEPARTMENT CHAIR/DIRECTOR)
C. Early Promotion Consideration

Decisions on promotion prior to the time recognized as normal should be considered "early decisions." Early decisions should be identified and justified as such at every review level. Truly exceptional performance should be required for a favorable early decision. Further, external reviewers should be advised of the University's expectations for a favorable early decision.

D. Review of Progress/Timetable

1. Review of Progress Towards Promotion

As stated in the Collective Bargaining Agreement, Article 14.1 (B), “After completing one year of employment, employees eligible for consideration for promotion shall receive, if annually requested, an appraisal regarding their progress toward promotion. The appraisal shall be included as a separate component of the annual evaluation and is intended to provide assistance and counseling to candidates to help them to qualify themselves for promotion. The employee may request, in writing, a meeting with an administrator at the next higher level to discuss concerns regarding the promotion appraisal which were not resolved in previous discussions with the evaluator. The appraisals are not binding upon the University.”

2. Timetable

On the first day working day in July ----- All candidates who are considering promotion in academic rank should go to the Office of the Provost and Senior Vice President’s web site under Tenure and Promotion at http://www.acad.usf.edu/Faculty/Development/tenure-promotion.htm and download the latest version of the University of South Florida Librarian Promotion Application and the latest Tenure and Promotion Application Memorandum.

Before July 15th ----- All candidates for promotion should meet with their direct supervisor for a review of the candidate’s readiness for ascension to the next academic rank. At this time, it would be appropriate to discuss the candidate’s research and creative activities and to begin discussing the names of potential external reviewers.

On or before August 1st ----- All candidates and their direct supervisors should begin the process of finalizing the list of external reviewers for research and creative activities. This process includes compiling brief biographies of the proposed reviewers, which would include their academic credentials, most recent academic appointments, and a summary of their research and creative activities, publications and /or grants.

On or before September 1st ----- As outlined under Procedures, Section B, candidates must submit a list of external reviewers for Research and Creative Activities to their Department Chair/Director*, or other appropriate administrative officer, as outlined in Criteria, Section B. See External Reviews of Research and Creative Activities, in the University of South Florida Librarian Promotion Application.

On or before October 1st ----- It is the responsibility of the candidate to complete the University of South Florida Librarian Promotion Application. The application is submitted to the candidate’s direct supervisor, for an evaluation for promotion. Candidate submits letters of intent requesting promotion to the appropriate library Dean and to the outgoing Chair of the Library Promotion Committee.
On or before the first week of October----- Appointment of the Library Promotion Committee. The Outgoing Chair of the Library Promotion Committee conducts a USF Library System-wide election to elect members to the next Library Promotion Committee.

On or before October 15----- The Department Chair/Director*, or other appropriate administrative officer, completes the candidate’s evaluation, numbers it appropriately and inserts it in the University of South Florida Librarian Promotion Application under Evaluations, Section B, Department Chair/Director’s* Evaluation. The Department Chair/Director*, or other appropriate administrative officer, signs and dates the application on the appropriate page. The University of South Florida Librarian Promotion Application is returned to the candidate who submits the completed application to the Outgoing Chair of the Library Promotion Committee. The Outgoing Chair of the Library Promotion Committee will notify promotion candidates of the current membership of the Library Promotion Committee.

Upon receipt of all University of South Florida Librarian Promotion Applications - The Outgoing Chair of the Library Promotion Committee will convene the first meeting of the Library Promotion Committee. At its first meeting the Committee will elect a new chair and will initiate the promotion evaluation process.

The Library Promotion Committee may ask the promotion candidate or the candidate’s Department Chair/ Director*, or other appropriate administrative officer, for further clarification or documentation regarding the promotion application at any point during the review process.

On or before November 15------ The Library Promotion Committee completes the candidate’s promotion evaluation, numbers it appropriately, and inserts it in the University of South Florida Librarian Promotion Application under Evaluations by Department, College, Campus Academic Officer, and Dean. The Chair of the Library Promotion Committee signs and dates the Application on the appropriate page. Written recommendations of the Library Promotion Committee are sent to the librarian’s Department Chair/ Director*, or other appropriate administrative officer, with a copy to the candidate. The USF Librarian Promotion Application is then forwarded to the Dean of USF Libraries. For candidates from other libraries within the University of South Florida Library System (USF Polytechnic and USF Sarasota/Manatee), the application is then forwarded to the appropriate Campus Academic Officer.

As stated in the Collective Bargaining Agreement, Article 14, Section 14.3, "If any material is added to the file after the commencement of consideration, a copy shall be sent within five (5) days to the employee, who may attach, within five (5) days thereafter, a brief and concise response thereto".

On or before December 15------ Review of the packet by the Dean or Campus Academic Officer is completed. Copies of written recommendations are forwarded to promotion candidates. The appropriate form is completed by the Dean or Campus Academic Officer.

In January (See Tenure and Promotion Time Table for Provost’s Office for exact date)------ Tenure/Promotion Applications are forwarded to the Provost.

As stated in the Collective Bargaining Agreement, Article 14, Section 4, “If any employee is denied promotion, the employee shall be notified in writing by the appropriate administrative official within ten (10) days, or as soon as possible thereafter, of that decision. Upon written request by an employee within twenty (20) days of the employee’s receipt of such decision, the university shall provide the employee with a written statement of the reasons why the promotion was denied.”

The effective date of promotion shall be the beginning of the next contractual year

*The USF Tampa Library consists of three units, Academic Resources, Academic Services, and Digital and Special Collections, each headed by a Director. Other libraries within the USF Library System will
have different names or titles for the direct supervisor of the librarian who is a candidate for promotion. Whoever is the direct supervisor would be considered the “other appropriate administrative officer” who would function as the Department Chair/Director When a candidate for promotion reports directly to the Dean of Libraries, the Dean will fulfill the obligations of Department Chair/Director.

E. Documentation/Completion of the University Tenure/Promotion Packet

All promotion candidates must use the current University of South Florida Librarian Promotion Application. The candidate will complete the Librarian Promotion Application and submit the original document, and a copy of the original document, to the Outgoing Chair of the Library Promotion Committee. Both the original document and the copy of the original document must have index tabs that clearly identify each section of the University of South Florida Librarian Promotion Application. The copy of the original Librarian Promotion Application will be returned to the librarian’s dean. Signatures are required only on the original Librarian Promotion Application, which will become part of the faculty member’s permanent university file. Candidates are urged to make a copy of the original Librarian Promotion Application for their own personal records. All Applications must be complete and must contain the following:

1. The Department Chair/Director, or other appropriate administrative officer, completed candidate evaluation should be numbered appropriately and inserted in the USF Librarian Promotion Application in the appropriate section. In the case of a promotion candidate with more than one supervisor, both evaluations should be included and numbered appropriately. The Department Chair/Director evaluation is an important element in the promotion process and the Department Chair/Director should prepare a thoughtful and reasoned analysis addressing the candidate’s success in meeting the criteria outlined in the Promotion Guidelines for Librarians. The Department Chair/Director must sign and date the application on the appropriate signature page. In the case of more than one Department Chair/Director, all should sign the page.

2. All job assignments for time in present rank are included in the University of South Florida Librarian Promotion Application. Job assignments are inserted in the section labeled "Assigned Duties of Candidate", and numbered accordingly.

3. All annual performance evaluations for the last five years are inserted in the University of South Florida Librarian Promotion Application under “Evaluations by Department, College, Campus Academic Officer, and Dean” after the Department Chair/Director candidate evaluations and are numbered accordingly. The order is chronological with the most current performance evaluation placed first.

4. Copies of candidate’s current curriculum vita and other materials he or she chooses for each external reviewer.

5. Selection of outstanding publications and/or letters of acceptance from publishers for publications as outlined in Criteria, Section B. Research and Creative Activities are not to be included in the University of South Florida Librarian Promotion Application, but may be submitted as an Addendum to the application.

Prospective candidates for promotion should consult the Provost’s Office’s website at http://www.acad.usf/Faculty/Development/tenure-promotion.htm for the current University of South Florida Librarian Promotion Application, the latest memorandums, and the current guidelines pertaining to the promotion process.