

Promotion & Tenure Manual

Indiana University Regional Campus Librarians

(IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast campuses)

Revisions to the Indiana University policy “Faculty and Librarian Promotions” to address discrepancies between university policy and the IU Regional Campus Librarians policy for promotion and tenure criteria are still being discussed. These discrepancies are detailed below:

[Section 8a](#)) Promotion from Assistant Librarian to Associate Librarian: General Standards for Promotion: “Professional development/research/creativity and service are secondary criteria. The candidate must be judged at least “satisfactory” in both secondary criteria.

Indiana University’s “Faculty and Librarian Promotions” policy (ACA-38) currently states: “From Assistant Librarian to Associate Librarian...Professional development/research/creative activities and service are secondary criteria. The candidate must demonstrate continued improvement beyond the satisfactory level in one and be satisfactory in the other...”

[Section 9](#) and [Appendix](#)) Balanced Case: “In exceptional cases, a librarian may be tenured and/or promoted based on a presentation of balanced strengths across the three criteria.”

Indiana University’s “Faculty and Librarian Promotions” policy (ACA-38) currently states: “In exceptional cases, a candidate may be promoted based on excellent performance and evidence of balanced strengths across the other two areas of professional development/research/creative activities and service that when considered together show a level of distinction appropriate to the rank under review.”

Indiana University Regional Campus Librarians

(IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast campuses)

IU Regional Campus Promotion & Tenure Committee Organization & Procedures

1. [Committee Name](#)
2. [Responsibilities](#)
3. [Membership](#)
4. [Terms of Membership](#)
5. [Officers](#)
6. [Committee Meetings](#)
7. [Committee Procedures](#)
8. [Committee Funding](#)

Promotion and Tenure Criteria

1. [Principles of Promotion and Tenure of Librarians](#)
2. [Authority for Implementation](#)
3. [Geographic Limitation of Tenure](#)
4. [Criteria for Promotion and Tenure](#)
5. [Categories](#)
6. [Ranks](#)
7. [Tenure](#)
8. [General Standards for Promotion](#)
 - a. Promotion from Assistant Librarian to Associate Librarian
 - b. Promotion from Associate Librarian to Librarian
9. [Balanced Case](#)
10. [Performance Standards and Evidence](#)
 - a. Standards for Assigning Categories for Performance
 - b. Evidence of Quality of Performance
 - c. Examples of Quality of Performance
11. [Professional Development, Research, and/or Creativity Standards and Evidence](#)
 - a. Standards for Assigning Categories for Professional Development, Research, and/or Creativity
 - b. Evidence of Quality of Professional Development, Research, and/or Creativity
 - c. Examples of Quality of Professional Development, Research, and/or Creativity
12. [Service Standards and Evidence](#)
 - a. Standards for Assigning Categories for Service
 - b. Evidence of Quality of Service
 - c. Examples of Quality of Service

Instructions/Guidelines for Promotion & Tenure Dossiers

1. [Advice and Feedback](#)
2. [Dossier Organization](#)
 - a. Online Submission
 - b. Format

- c. Tenure Dossiers: Non-IU Libraries Experience
- 3. [Contents of Dossier](#)
 - a. [General Summary Section](#)
 - i. [Department and School Criteria](#)
 - ii. [Candidate's Curriculum Vitae](#)
 - iii. [Candidate's Statements](#)
 - iv. [Department \(School\) List of Prospective Referees](#)
 - v. [Candidate's List of Prospective Referees](#)
 - vi. [Mission Statement\(s\)](#)
 - b. [Performance](#)
 - i. [Position Description\(s\)](#)
 - ii. [Evidence of Excellence in Performance](#)
 - c. [ProfDev/Research/Creative](#)
 - i. [Copies of Publications and/or Evidence of Creative Work](#)
 - ii. [Reviews of Candidate's Book, Creative Performances and Exhibitions](#)
 - iii. [List of Grants Applied for/Received](#)
 - iv. [Copies of Manuscripts or Creative Works in Progress](#)
 - v. [Evidence for the Impact/Influence of Publications, Papers, Presentations, or Creative Works](#)
 - vi. [Evidence for the Stature/Visibility of Journals, Presses or Artistic Venues](#)
 - vii. [Awards and Honors for Research/Creative Activity](#)
 - viii. [Candidate's Contributions to Collaborative Projects](#)
 - ix. [Continuing Education](#)
 - d. [Teaching \(i.-xiii.\) \(not used for librarians\)](#)
 - e. [Service/Engagement](#)
 - i. [Evidence of Service to the University, School and Department](#)
 - ii. [Evidence of Service to the Profession](#)
 - iii. [Evidence of Engagement with Non-Academic Communities and Agencies](#)
 - f. [Supplemental – Post Submission](#)
 - i. [Supplemental Supporting Items](#)
 - g. [Reconsideration Items](#)
 - i. [Reconsideration Supporting Items](#)

[Calendar for Promotion and Tenure Proceedings for Candidates](#)

[Dossier Routing](#)

[Mid-Tenure Review for Librarians](#)

1. [Summary](#)
2. [Mid-Tenure Review Form](#)
3. [Mid-Tenure Review Checklist](#)

[Appendix: Standards for Balanced Cases](#)

[Revision History](#)

Indiana University Regional Campus Librarians' Promotion & Tenure Committee: Organization & Procedures

1. Committee Name

The name of this committee is the Indiana University Regional Campus Librarians' Promotion and Tenure Committee.

2. Responsibilities

The primary responsibility of the committee is to review each dossier submitted to it through the promotion and tenure process, including those submitted for mid-tenure review. The committee will make recommendations regarding rank and tenure of candidates on the Indiana University East (IUE), Indiana University Kokomo (IUK), Indiana University Northwest (IUN), Indiana University South Bend (IUSB), and Indiana University Southeast (IUS) campuses.

This committee will also be responsible for making recommendations to the regional campus library faculty regarding policies and procedures for promotion and tenure. The committee should conduct an annual seminar or lecture on promotion and tenure guidelines and dossier preparation.

Committee members do not serve as emissaries of their departments, or campus library, though they provide valuable information about and contribute to the understanding of their areas. They are chosen for professional excellence, independence of judgment, and non-parochial outlook.

3. Membership

- a. The committee is composed of five tenured librarians, preferably one from each of the five campuses (IUE, IUK, IUN, IUSB, and IUS). Each campus will elect one alternate tenured librarian, when possible. Members from each campus will be elected by that campus according to their own methods of election. A dean or director of a campus library may serve on the committee, but must excuse them self when a candidate from their campus is being considered for promotion, tenure, or third-year review; no more than one library dean or director may serve on the committee at one time. If a campus does not have any tenured librarians to serve on the committee, then one of the alternates will be chosen at random to serve for the entire year. Administrative support will be provided by the office of a library dean or director on a rotating basis.
- b. For cases in which a librarian is being considered for Librarian rank, all members of the committee need to be Librarian rank librarians. An Ad Hoc Promotion Committee composed of five Librarian rank librarians from the IUE, IUK, IUN, IUSB, and IUS campuses will be chosen to serve (no one on the ad hoc committee should have a procedural conflict of interest). If there are not five Librarian rank librarians from these campuses able to serve, the rest of the committee will include librarians from other IU campuses (IU Bloomington and IUPUI) with no more than two librarians from each of these campuses serving on the committee. The librarians on the Ad Hoc Promotion Committee will be chosen by the chair of the Indiana University Regional Campus Librarians' Promotion & Tenure Committee, with the approval of the other members on the committee. Any Librarian rank librarian on the Indiana University Regional Campus Librarians' Promotion & Tenure Committee will automatically serve on the Ad Hoc Promotion Committee (unless they have a procedural conflict of interest).

c. The committee may recommend the replacement of a voting member who is, or expects to be, absent from two or more consecutive scheduled meetings of the committee.

4. Terms of Membership

Members of the committee, including alternates, serve for a two-year term, and may not succeed themselves unless there is not another tenured librarian on that campus. Each campus will select their member(s) by June 1 each year, for appointments to begin on July 1.

5. Officers

a. The officers are a Chairperson, Vice Chairperson (Chairperson-elect), and a Secretary.

b. Annually, at its first meeting after July 1, the committee elects a Vice Chairperson and a Secretary. The Vice Chairperson must be starting their first year on the committee, and will step in as Chairperson on July 1 of their second year. The Vice Chairperson and Secretary positions should be rotated among representatives from the various campuses.

c. It is the duty of the Chairperson to call and preside at meetings of the committee. It is the duty of the Vice Chairperson to perform these duties in the absence of the Chairperson. The Vice Chairperson also serves as parliamentarian for the committee.

d. It is the duty of the Secretary to record the minutes of the committee and to perform such other duties as designated by the Chairperson.

6. Committee Meetings

Rank and tenure deliberations and voting by the committee are open only to committee members. Alternate(s) only attend that part of a meeting for the discussion, voting, and letter drafting of a case for which they are serving as an alternate.

7. Committee Procedures

a. Parliamentary authority is *Robert's Rules of Order* (latest edition), except as otherwise specified.

b. Three voting members constitute a quorum.

c. All voting members, including the Chairperson, vote on recommendations related to tenure and rank. Decisions on recommendations for tenure and rank require the concurrence of a majority of the voting membership (i.e. three members). Any recommendations may be reconsidered at the request of any member before the close of the voting sessions.

d. Members of the committee will excuse themselves from deliberations and voting on individual cases, if, in their judgment or the judgment of the committee, they cannot render an impartial judgment.

e. Committee members will excuse themselves from discussion and voting on a candidate for whom they will cast a vote at any other level.

f. The committee examines and reviews only the dossier of each librarian under consideration which contains all recommendations and relevant materials to be considered by the committee. The committee appraises each dossier relative to the approved criteria and prepares a detailed statement justifying its recommendations. The committee chairperson records the committee vote on the appropriate forms for each dossier and signs both the forms and the recommendation statements. The chairperson serves as the contact between the committee and the candidate and may request additional information, clarifications, etc.

g. In a timely manner, the chairperson will furnish the librarians with a calendar including the deadlines for dossier materials. The committee may make exceptions for the inclusion of materials that are unavailable to the candidate by the announced deadline, such as important letters of recommendation or publications.

h. When a negative committee recommendation is made, the chairperson will, within five working days after the committee completes its deliberations, give written notification with useful feedback and offer the opportunity for the candidate to submit additional material. The candidate has five working days from receipt of notification to respond and submit additional materials, if desired. The promotion and tenure committee will reconvene to reconsider the dossier.

When a negative committee recommendation is made on an early tenure and/or promotion case, the chairperson will, within five working days after the committee completes its deliberations, give written notification with useful feedback. At this point the candidate may (1) withdraw the dossier from the process, (2) add material to the dossier, or (3) allow the dossier to proceed through the process. If the candidate elects option 2, the additional material should be submitted within five working days from receipt of notification. The promotion and tenure committee will reconvene to reconsider the dossier.

i. The committee members treat as confidential all information acquired during consideration of an individual's rank and/or tenure status.

8. Committee Funding

Travel and lodging required for this committee will be reimbursed by the librarian's library administration.

9. Selection of an Alternate

If there is no conflict of interest, such as voting on the given case at another level or writing a solicited letter specifically for the dossier, then the alternate from the same campus, as the excused committee member, shall be named as the alternate for a given case. Otherwise, the alternate should be chosen by the committee at random. If the randomly chosen alternate has a conflict of interest, then another alternate will be chosen by the committee at random.

Promotion and Tenure Criteria for IU Regional Campus Librarians

1. Principles for Promotion and Tenure of Librarians

“The principle of tenure imposes reciprocal responsibilities on the University as a body politic and on the faculty member and librarian. In order to meet its responsibilities to its students and to society, the University must attract and retain faculty and librarians of outstanding quality. To that end the University provides academic freedom and economic security, which are implicit in the principle of faculty and librarian tenure....Librarians, on their part, are obligated to maintain high standards of performance in librarianship, professional development/research/creative activities, service, and professional conduct” ([Indiana University's "Faculty and Librarian Tenure" policy \(ACA-37\)](#)).

“A librarian in the academic community is responsible for the collection, dissemination and preservation of information and source materials and for services in support of the teaching, research and general learning functions of the University. A librarian instructs and assists in finding and evaluating information, wherever it may be located. A librarian is entrusted with the responsibility of ensuring the availability of information and ideas, no matter how controversial, so that teachers may freely teach and students may freely learn. A librarian is a member of a profession explicitly committed to intellectual freedom and the freedom of access to information for present and future generations, following the [Code of Ethics of the American Library Association](#) and its [Library Bill of Rights](#)” ([Indiana University's "Code of Academic Ethics" \(ACA-33\)](#)). A librarian must have a master's degree from an American Library Association accredited library school or the equivalent professional credentials, or a graduate degree in other professional or scholarly fields where appropriate.

Indiana University expects that a librarian will, first and foremost, excel in the position held at Indiana University. Librarians who excel will want to share their accomplishments with others through professional activities. The primary indicator of excellence is impact. What impact does the librarian have on the library, the university, and the profession as a whole? How has the librarian enhanced the reputation of Indiana University? As a librarian approaches full rank, demonstrated impact beyond the institution is expected.

2. Authority for Implementation

The implementation for tenure for librarians is based upon the following statement adopted by the Board of Trustees at its meeting of June 30, 1972, and codified in [Indiana University's "Faculty and Librarian Tenure" policy \(ACA-37\)](#) : Subject to the provisions which follow, an individual appointed...as a librarian for full-time service shall have tenure after a probationary period. At the time of initial appointment, a probationary period shall be stated.

In general the same procedures which govern faculty tenure determinations (i.e., probationary period, termination of probationary service, non-reappointment, appeal procedures, etc.) for members of the teaching faculty shall be applicable to professional librarians.

3. Geographic Limitation of Tenure

“All of the foregoing principles, policies, and procedures relating to tenure are applicable in all [libraries on the IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast campus units]. The tenure of

any faculty member, however, is specific to the campus in which [they are] serving at the time of acquisition of tenure” ([Indiana University’s “Faculty and Librarian Tenure” policy \(ACA-37\)](#)). Any subsequent changes affecting the geographic location of one’s tenured appointment must be agreed to in writing by the campus involved and the tenured librarian.

“In any case in which the position of a...librarian with tenure has been eliminated or has been removed from the jurisdiction of the University, the University will make every reasonable effort to place the librarian in a comparable position elsewhere in the University. If no such comparable position is available, the University will make every reasonable effort to assist the faculty member in securing a comparable position at another institution” ([Indiana University’s “Faculty and Librarian Tenure” policy \(ACA-37\)](#)).

4. Criteria for Promotion and Tenure

Performance of Librarianship duties, professional development/research/creative activities, and service to the profession, university, and community are long standing University promotion criteria for librarians...In all cases, the candidate’s total record should be assessed by comprehensive and rigorous peer review ([Indiana University’s Faculty and Librarian Promotions policy \(ACA-38\)](#)).

Librarians who were hired prior to the implementation of these promotion and tenure criteria may choose to use the criteria in effect during the time of their appointment in a tenure-track position but must follow the new procedures.

5. Categories

In the promotion and/or tenure process, each of the three criteria will be evaluated using one of the following categories:

- Unsatisfactory
- Satisfactory
- Excellent

For balanced cases only, the category of Very Good is used.

6. Ranks

Librarians in tenure-track appointments on the IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast campuses will be in one of three ranks:

- Assistant Librarian
- Associate Librarian
- Librarian

7. Tenure

After a probationary period, not to exceed seven years, tenure shall be granted to those librarians whose professional characteristics indicate, based on comprehensive and rigorous peer review, that

they will continue to serve with distinction in their appointed roles. (See [Indiana University's "Faculty and Librarian Tenure" policy \(ACA-37\) for additional information](#) regarding the probationary period.)

A candidate for promotion must be judged "excellent" in performance and be satisfactory in the areas of professional development, research, and/or creativity, and service. Criteria for the assessment of each area are found in sections 10, 11 and 12 of this document. Tenure considerations must take into account the mission of the particular unit and the individual librarian's contributions to that mission.

8. General Standards for Promotion

"Promotion to any rank is a recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments" ([Indiana University's "Faculty and Librarian Promotions" policy \(ACA-38\)](#)). "In all cases the candidate's total record should be assessed by comprehensive and rigorous peer review" ([Indiana University's "Faculty and Librarian Promotions" policy \(ACA-38\)](#)). When considered for promotion the individual will be assessed in regard to all three criteria. Criteria for the assessment of each area are found in sections 10, 11 and 12 of this document. The criteria for tenure and the criteria for promotion are similar, but not identical. Tenure will generally be conferred to those who have achieved promotion in rank according to the criteria set forth in this document.

"Promotion considerations must take into account...differences in mission among campuses, and among library units within some campuses, as well as the individual librarian's contribution to the library/campus mission. The relative weight attached to the criteria above should and must vary accordingly" ([Indiana University's "Faculty and Librarian Promotions" policy \(ACA-38\)](#))

a. Promotion from Assistant Librarian to Associate Librarian

Performance is the primary criterion. A librarian must be judged to be "excellent" in performance in order to be promoted to Associate Librarian.

Professional development/research/creativity and service are secondary criteria. The candidate must be judged at least "satisfactory" in both secondary criteria.

b. Promotion from Associate Librarian to Librarian

Promotion is based upon achievement beyond the level required for Associate Librarian.

Performance is the primary criterion. A librarian must be judged to be "excellent" in performance in order to be promoted to Librarian.

Professional development/research/creativity and service are secondary criteria. The candidate must be judged at least "satisfactory" in both secondary criteria.

9. Balanced Case

In exceptional cases, a librarian may be tenured and/or promoted based on a presentation of balanced strengths across the three criteria. In such cases the consideration of the three criteria together shows a

level of distinction appropriate to achieve tenure and/or promotion. The balanced case may be particularly suitable for librarians whose performance, professional development, research and/or creativity and service activities are very closely intertwined. (See [UFC Circular U13-94](#)) A successful balanced case requires the assignment of the category “Very Good” to all three criteria. See [Appendix A](#) for standards for “Very Good.”

10. Performance Standards and Evidence

“The prime requisites of an effective librarian are intellectual competence, integrity, proficiency and a willingness to cooperate with others in carrying out the responsibilities of [their] position in the library. Evidence must show that the librarian uses professional experience, knowledge of appropriate research and creativity to solve problems, improve services, innovate, and lead. Recommendations for an individual’s promotion should include evidence drawn from such sources as the collective judgment of peers, faculty and colleagues, who have been closely associated with or have some knowledge of the candidate’s work.” ([Indiana University’s “Faculty and Librarian Promotions” policy \(ACA-38\)](#)).

A librarian must, first and foremost, be excellent in the position held at Indiana University. Assessment of the quality of a performance is based on the collective judgment of peers, faculty, and colleagues, who have been closely associated with or have knowledge of the candidate’s work.

a. Standards for Assigning Categories for Performance

Unsatisfactory (all ranks): The librarian judged to be “unsatisfactory” fails to achieve the category of “satisfactory.” The category of “unsatisfactory” for the criterion of performance is unacceptable for promotion to any rank and/or tenure.

Satisfactory: The librarian judged to be “satisfactory” demonstrates some knowledge and skills required for the position(s) under consideration. The category of “satisfactory” for the criterion of performance is unacceptable for promotion to any rank and/or tenure.

Excellent: The librarian judged to be “excellent” is greatly accomplished in the performance of professional responsibilities. There is evidence that the librarian thinks critically about his or her area of responsibility. The librarian uses professional experience, knowledge of appropriate research, and creativity to solve problems, improve services, and innovate. There is evidence of demonstrated impact on identified constituencies, the libraries, the campus, or the university.

For tenure and/or promotion to Associate Librarian, the candidate must demonstrate continued growth and the development of expertise in the knowledge and skills required for the position(s) during the time period under consideration. For tenure, the candidate must demonstrate likelihood that they will continue to develop in their appointed position.

For promotion to Librarian, the candidate must demonstrate continued growth and exceptional achievements in performance. The candidate must demonstrate mastery of the knowledge and skills required by the position(s) during time period under consideration. It is expected that they are a proven leader locally and beyond in the area(s) of librarianship represented by their position(s).

b. Evidence of Quality of Performance

The assessment of quality of performance is based on the merits of each case as documented by the dossier. The list below provides some indicators by which to judge the quality of performance. The list is not exhaustive, nor are the indicators meant to be equally weighted for each librarian. Not all indicators will apply to every librarian.

- Demonstrated impact
 - on identified constituencies
 - on furthering the goals of the library, campus, and/or the University
- Quality and quantity of work performed
- Evidence of initiative, collaboration and teamwork
- Evidence of critical thinking about the librarian's area of responsibility
- Evidence of using professional experience, knowledge of appropriate research, and creativity to solve problems, improve services, and innovate
- Level of intellectual work involved
- Development of leadership skills

c. Examples of Quality of Performance

Unsatisfactory	Satisfactory	Excellent (for Associate Librarian and tenure)	Excellent (for Librarian)
<p>Examples of unsatisfactory performance include but are not limited to:</p> <ul style="list-style-type: none"> • Lack of continued contributions toward the library's mission and/or goals • Lack of meaningful documentation of the contributions of the individual librarian • Lack of meaningful documentation of impact made by the librarians' contributions • Lack of evidence of effective accomplishment of professional responsibilities outlined in the individual librarian's position description 	<p>Examples of satisfactory performance include but are not limited to:</p> <ul style="list-style-type: none"> • Meeting the responsibilities, as defined by one's position description 	<p>Examples of excellent performance for Associate rank and tenure include, but are not limited to:</p> <ul style="list-style-type: none"> • Increasing either the quality or efficiency of a library service, program, product, technology, or project • Implementing a new service, program, product, technology, or project (with supervisory approval) • Mastering important new responsibilities (beyond those assigned at time of appointment) 	<p>Examples of excellent performance for Librarian rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Alteration of library, campus, or university practices • Adoption of a service, program, or product by other libraries • Acknowledgment of a service, program, or product in the professional literature • Receipt of an award at the school, campus, community, or professional level

Examples of ways in which some of these indicators can be documented in a dossier:

- Innovative and effective workflows developed in whole or in part by the candidate
- Results from instruction assessment surveys, peer-review of teaching, and/or student evaluations
- Creation/maintenance of outstanding internal or external websites
- Award of grants/contracts aimed at improving individual, group, or library services
- Unsolicited letters or e-mail from patrons
- Colleagues' unsolicited assessment of excellent performance and its impact
- E-mails, letters, etc. indicating that candidate has:
 - created outstanding instructional materials or has participated in a group that created them
 - shared expert skills with colleagues and others
 - demonstrated superior relations with faculty and other patrons
 - helped acquire materials necessary for teaching, student learning, or research

11. Professional Development, Research and/or Creativity Standards and Evidence

“A librarian who is responsive to the demands of the profession keeps abreast of the latest developments in Librarianship and makes original contributions through professional development/research/creative activities” ([Indiana University’s “Faculty and Librarian Promotions” policy \(ACA-38\)](#)). Activities in this criterion fall into two general types: those focused on advancing the education and knowledge of the individual librarian (e.g., academic coursework, workshops, etc.) and those focused on the sharing of research and expertise (e.g., publication, participation on panels, etc.).

“Assessment of the quality of professional development/research/creative activities is based on evidence of the impact of such work on the development of the librarian and the advancement of the profession, among other factors” ([Indiana University’s “Faculty and Librarian Promotions” policy \(ACA-38\)](#)).

a. Standards for Assigning Categories for Professional Development, Research and/or Creativity

Unsatisfactory (all ranks): The librarian judged to be “unsatisfactory” fails to achieve the category of “satisfactory” and, therefore, fails to meet the minimal requirement for promotion and/or tenure.

Satisfactory: The librarian judged to be “satisfactory” demonstrates a definite continuing program of relevant professional development. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates continued growth and accomplishment in professional development, research, and/or creativity. For tenure the candidate must demonstrate that they will continue to develop an even stronger record in this criterion.

For promotion to Librarian, the candidate demonstrates a record of significant accomplishment in professional development, research, and/or creativity.

Excellent: The librarian judged to be “excellent” demonstrates a definite continuing program of relevant professional development, marked by focused pursuit of professional expertise and significant scholarly contributions. The librarian must demonstrate evidence of distinguished contributions to the university, profession, or community. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates a record of sustained significant accomplishment in professional development, research and/or creativity, resulting in a reputation for expertise in the area(s). For tenure the candidate must demonstrate that they will continue to develop in this criterion.

For promotion to Librarian, continued growth, resulting in a state, regional, or national reputation, must be demonstrated.

b. Evidence of Quality of Professional Development, Research and/or Creativity

The assessment of quality of professional development, research, and/or creativity is based on the merits of each case as documented by the dossier. The list below provides some indicators by which to judge the quality of professional development, research, and/or creativity. The list is not exhaustive, nor are the indicators meant to be equally weighted for each librarian. Not all indicators will apply to every librarian.

- Focused pursuit of professional expertise and significant scholarly contributions
- Quality and quantity of activities
- Impact on the development of the librarian
- Impact on the advancement of the profession
- Level of intellectual work involved
- Demonstration of creativity, innovation, and initiative

c. Examples of Quality of Professional Development, Research and/or Creativity

Unsatisfactory	Satisfactory	Excellent
<p>Examples of unsatisfactory professional development, research and/or creativity include, but are not limited to:</p> <ul style="list-style-type: none"> • Librarian did not regularly engage in activities that advance their education or knowledge 	<p>For tenure and/or promotion to Associate Librarian, the candidate demonstrates continued growth and accomplishment in professional development, research, and/or creativity. For tenure the candidate must demonstrate that they will continue to develop an even stronger record in this criterion.</p> <p>For promotion to Librarian, the candidate demonstrates a record of significant accomplishment in professional development, research, and/or creativity.</p> <p>Examples of activities that advance the education or knowledge of the candidate include, but are not limited to:</p> <ul style="list-style-type: none"> • Attend a professional conference, meeting, or institute, or continuing education workshops • Take a for-credit academic course relevant to the librarian’s professional responsibilities <p>Examples of activities that disseminate research or expertise and have passed a formal professional evaluation process include, but are not limited to:</p> <ul style="list-style-type: none"> • Peer reviewed article, book chapter, or book review essay • Invited book chapter or encyclopedia article • Invited/peer reviewed presentation at a professional conference • Favorably reviewed research grant or project grant • For-credit course development <p>Examples of activities that share research and/or expertise and have not passed a formal professional evaluation process include, but are not limited to:</p> <ul style="list-style-type: none"> • Newsletter article • A review of a book, database, or exhibit • Panel discussion at a conference • Course presentation development • Exhibit preparation and mounting • Substantial contribution to professional discourse regardless of media 	<p>Examples of indicators of distinguished contributions include, but are not limited to:</p> <ul style="list-style-type: none"> • Products of expertise or research recognized by a state, regional, or national professional organization -- such as an award, invitation to give the keynote address, invitation to develop a course for the organization • Products of expertise or research cited or acknowledged by others in their scholarly and/or professional activity • Book that is well received (in reviews or by placement in collections) • Original methodology adopted by others

Examples of ways in which some of these indicators can be documented in a dossier:

- Presentations before professional meetings, learned societies, or other audiences
- Award of grants/contracts to finance the development of research or other creative activity
- Work on grants/contracts even if they were not funded
- Book, book chapter, or database*
- Research article in a journal*
- Editorial contributions to a refereed or peer reviewed journal
- Substantive, significant analytical or comparative reviews of the literature or bibliographical essays
- Course work, additional degrees, continuing education, etc.
- Creative and artistic contributions
- Improving instruction, learning or course administration, new course development, or course revision

*Candidates should indicate the status of the publication (e.g. in print, in press, under contract, submitted, etc. for books and in print, accepted for publication, submitted, etc. for journal articles). For journal articles, note whether or not the journal is refereed or peer reviewed. The candidate should also supply information about the circulation and readership of all journals in which they published.

12. Service

“Service is the application of a librarian’s knowledge, skills, and expertise to benefit the institution, the discipline, the profession, or the community in a manner consistent with the missions of the university and the specific campus” ([Indiana University’s “Faculty and Librarian Promotions” policy \(ACA-38\)](#)). Service activities may be rendered to the department, to the University, to professional organizations, to community or governmental bodies, or to other similar institutions. Service may occur at local, state, regional, or national levels.

“Assessment of the quality of service is based on evidence of its impact on furthering the goals of the library, the specific campus, the university, the community and the advancement of the profession, and its effect on the development of the individual, among other factors.” ([Indiana University’s “Faculty and Librarian Promotions” policy \(ACA-38\)](#))

a. Standards for Assigning Categories for Service

Unsatisfactory (all ranks): The librarian judged to be “unsatisfactory” fails to achieve the category of “satisfactory” and, therefore, fails to meet the minimal requirement for promotion and/or tenure.

Satisfactory: The librarian judged to be “satisfactory” demonstrates a definite continuing commitment to service that reflects favorably on the university and the libraries. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates continued growth and accomplishment in service. For tenure the candidate must demonstrate that they will continue to develop an even stronger record in this criterion.

For promotion to Librarian, the candidate demonstrates a record of significant service, a substantial part of which is beyond the local level.

Excellent: The librarian judged to be “excellent” demonstrates a definite continuing commitment to service that reflects favorably on the university and the libraries, marked by a high level of responsibility and significant impact. The librarian must demonstrate evidence of distinguished contributions to the university, profession, or community. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates a record of sustained significant accomplishment in service, resulting in a reputation for expertise in one or more service areas. For tenure the candidate must demonstrate that they will continue to develop in this criterion.

For promotion to Librarian, continued growth, resulting in a state, regional, or national reputation, must be demonstrated.

b. Evidence of Quality of Service

The assessment of quality of service is based on the merits of each case as documented by the dossier. The list below provides some indicators by which to judge the quality of service. The list is not exhaustive, nor are the indicators meant to be equally weighted for each librarian. Not all indicators will apply to every librarian.

- Evidence of distinguished contributions to the university, profession, or community
- Impact on furthering the goals of the libraries, campus, and/or the university
- Impact on the advancement of the profession
- Significance of the individual’s contribution
- Level of intellectual work involved
- Leadership demonstrated
- Demonstration of creativity and initiative
- Evidence of collaboration and teamwork
- Quality and quantity of activities
- Professional reputation

c. Examples of Quality of Service

Unsatisfactory	Satisfactory (for Associate rank)	Satisfactory (for Full rank)	Excellent
<p>Examples of unsatisfactory service to the university include but are not limited to:</p> <ul style="list-style-type: none"> • Activities which are appropriately part of a librarian's performance. • No evidence of nature of activities or contributions <p>Examples of unsatisfactory service to the profession include but are not limited to:</p> <ul style="list-style-type: none"> • Activities which are appropriately part of a librarian's performance. • No evidence of nature of activities or contributions 	<p>Examples of satisfactory service to the University for Associate rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Serve on a faculty governance organization at the library, campus, or university level • Serve on an administrative search and screen committee or system-wide task force. • Serve as student organization sponsor • Serve as academic adviser, internship supervisor, thesis/dissertation committee member, or student mentor <p>Examples of satisfactory service to the discipline or profession for Associate rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Active membership in one or more professional organizations as an officer, candidate for office, committee member, electronic mailing list moderator, mentor in a formal mentoring program, webmaster or some other role that requires professional expertise <p>(Continued below)</p>	<p>Examples of satisfactory service to the University for Full rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Create or revitalize a student organization • Teach a college-level credit-bearing course outside of the librarian's duties with demonstrated positive impact upon the students • Serve as a vital member (not necessarily an officer) of a campus committee that makes an important contribution <p>Examples of satisfactory service to the discipline or profession for Full rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Serve as a vital member (not necessarily an officer) of a professional committee that makes an important contribution • Make an important contribution to a professional organization while in a leadership role 	<p>Examples of excellent service to the University include, but are not limited to:</p> <ul style="list-style-type: none"> • Serve in a leadership role in a campus or university-wide faculty governance organization <p>Examples of excellent service to the discipline or profession include, but are not limited to:</p> <ul style="list-style-type: none"> • Influence the adoption/modification of standards of a profession or discipline • Develop an instrument/methodology which changes professional practice • Create or revitalize a significant professional organization • Influence the passage of legislation related to the profession or discipline • Awards and/or prizes that reflect on the significance and impact of the librarian's service • Appointment as editor of a selective scholarly peer-reviewed publication or law review • Election as an officer or board member of a professional organization, or the leading organization for a library specialty

	Satisfactory (for Associate rank)		
	<p>Examples of satisfactory service to the community for Associate rank include, but are not limited to:</p> <ul style="list-style-type: none"> • Presentations to local non-library organizations • Consultations • Serving as a board member for a local organization 		

Examples of ways in which some of these indicators can be documented in a dossier:

- Serving as editor or member of the editorial board of a professional journal, newsletter, or service publication
- Holding a leadership position in a professional organization
- Chairing or serving on a committee or task force for a professional organization
- Serving as the moderator of an electronic bulletin board or website manager for an external professional organization
- Program participation as an introducer, moderator, or recorder
- Program planning
- Serving on committee or task force on campus or within the Libraries
- Election to campus or university faculty governance bodies
- Teaching and/or instruction that is not performed as part of the librarian's position description
- E-mails, letters, etc. indicating service to the department, to the university, to professional organizations, to community or governmental bodies, or to other similar institutions outside of the academy

Instructions/Guidelines for Promotion & Tenure Dossiers

1. [Advice and Feedback](#)
2. [Dossier Organization](#)
 - a. Online Submission
 - b. Format
 - c. Tenure Dossiers: Non-IU Libraries Experience
3. [Contents of Dossier](#)
 - a. [General Summary Section](#)
 - ii. [Department and School Criteria](#)
 - iii. [Candidate's Curriculum Vitae](#)
 - iv. [Candidate's Statements](#)
 - v. [Department \(School\) List of Prospective Referees](#)
 - vi. [Candidate's List of Prospective Referees](#)
 - vii. [Mission Statement\(s\)](#)
 - b. [Performance](#)
 - i. [Position Description\(s\)](#)
 - ii. [Evidence of Excellence in Performance](#)
 - c. [ProfDev/Research/Creative](#)
 - i. [Copies of Publications and/or Evidence of Creative Work](#)
 - ii. [Reviews of Candidate's Book, Creative Performances and Exhibitions](#)
 - iii. [List of Grants Applied for/Received](#)
 - iv. [Copies of Manuscripts or Creative Works in Progress](#)
 - v. [Evidence for the Impact/Influence of Publications, Papers, Presentations, or Creative Works](#)
 - vi. [Evidence for the Stature/Visibility of Journals, Presses or Artistic Venues](#)
 - vii. [Awards and Honors for Research/Creative Activity](#)
 - viii. [Candidate's Contributions to Collaborative Projects](#)
 - ix. [Continuing Education](#)
 - d. [Teaching \(i.-xiii.\) \(not used for librarians\)](#)
 - e. [Service/Engagement](#)
 - i. [Evidence of Service to the University, School and Department](#)
 - ii. [Evidence of Service to the Profession](#)
 - iii. [Evidence of Engagement with Non-Academic Communities and Agencies](#)
 - f. [Supplemental – Post Submission](#)
 - i. [Supplemental Supporting Items](#)
 - g. [Reconsideration Items](#)
 - i. [Reconsideration Supporting Items](#)

Instructions/Guidelines for Promotion & Tenure Dossiers

1. Advice and Feedback Concerning Preparing a Dossier

- Consult your supervisor and/or mentor frequently to determine the types of activities that are appropriate for each area.
- Attend promotion and tenure seminars prior to submitting your case.
- Review sample dossiers and other documentation examples. Ask librarians on your campus for their dossier. (View-only or “guest” access can be added to existing eDossiers.)
- Be familiar with the criteria and requirements on your campus in addition to those in the *Promotion and Tenure Manual for Indiana University Regional Campus Librarians* and [Indiana University Policies](#) regarding promotion and tenure.
- Obtain input from your mentor and/or others with regard to the organization and clarity of your dossier. This means that the preparation of your dossier must commence well before the date it is due.

2. Dossier Organization

A well-organized dossier is very important to the success of the case. Understand the criteria for the tenure and/or rank to which you are seeking promotion and make sure that your dossier speaks to the criteria. The presentation, length, and design of the dossier can add or detract from the case. Dossiers for tenure cover the entire professional career including relevant professional positions held prior to Indiana University.

Dossiers for promotion cover the time in rank at Indiana University.

The period covered by all dossiers should include the year in which the case is submitted. In most instances, the work being assessed as the basis for tenure and/or promotion will have been completed either since initial appointment or the last promotion.

The library dean or director who provides administrative support for the committee in that year will review the dossiers for completeness to insure that all appropriate forms, letters, etc. are contained in the dossier. The library dean or director will notify the candidate if any required materials are missing.

a. Online Submission

Dossiers should be submitted electronically using the eDossier system. **Please note: Your campus may require a printed version of your dossier.**

b. Format

Dossiers should be divided into the following sections:

- General
- Performance

- ProfDev/Research/Creative
- Service/Engagement

These sections are clearly labeled in the eDossier system. Each section is a folder with corresponding subfolder. Section subfolders include the supporting documentation for Performance, Professional Development/Research/Creativity, and Service. It is strongly recommended that a comprehensive or section-specific (i.e. Performance Table of Contents, ProfDev/Research/Creative Table of Contents, Service/Engagement Table of Contents) table of contents be included in the dossier. If necessary, brief annotations may be added to the table of contents or documents to explain the impact of activities/accomplishments, clarify roles in joint projects, and provide other information needed to support the case.

Documentation must effectively represent activities and accomplishments in a way that enables evaluators to apply the evidence of quality listed in Sections 10-12 of “Promotion and Tenure Criteria for IU Regional Campus Librarians” or other relevant indicators. The candidate should be selective in her/his choice of supporting documents. The purpose of documentation is to communicate the significance of the candidate’s activities, not to prove that the candidate did them. Documentation should represent and reinforce the impact and evaluation of accomplishments. The year to which the documentation applies should be noted on each document.

Annual reviews are not required for inclusion in dossiers. At the candidate’s discretion, or as required by the campus, they may be included either in full or in part.

The candidate should write a statement that highlights their accomplishments and contributions in each criterion of performance, professional development, research, and/or creativity, and service. The statement should support a cohesive case that fulfills the criteria for promotion and/or tenure. Documentation for important activities and accomplishments mentioned in the candidate’s summary statement should be included in the relevant dossier sections.

c. Tenure Dossiers – Non-IU Libraries Experience

Dossiers prepared for tenure cover the entire professional career including relevant professional positions held prior to Indiana University, although the primary grounds for tenure are the years in rank at Indiana University. All previous professional library positions must be covered in a tenure dossier, but the dossier is not limited to professional library positions. Relevant professional experience outside of the library field may be included if it would be seen as strengthening the dossier.

The content and format of Non-Indiana University positions covered in the dossier is the responsibility of the candidate and may be dependent on the type of documentation available from previous positions. Ideally these sections of the dossier would include position descriptions, evaluative statements, and/or reviews prepared while the positions were held.

Those who are reviewing the dossier are aware that many candidates have difficulty obtaining documentation from positions held outside of Indiana University, and that in some cases such documentation doesn't exist. Therefore, there are no set requirements as to what must be included and the format in which it must appear. It is the candidate’s responsibility to supply the documentation that can be obtained, and, if necessary, to reconstruct descriptions of previous professional positions, and to

present it in a cohesive, organized fashion in a manner that will give those reviewing the dossier a thorough picture of one's professional career.

3. Contents of Dossier

a. General Section

- i. **Department and School Criteria:** Include a copy of the IU Regional Campus Librarians' Promotion and Tenure Criteria.
- ii. **Candidate's Curriculum Vitae:** The CV is a summary of the candidate's professional career. It includes information about education, a listing of professional positions held, and a summary of major professional activities and/or accomplishments. Consider creating a CV for your dossier **that is arranged in reverse chronological order and organized into the areas of performance, professional development, research and/or creativity, and service.** It should list, but not describe, positions. The summary of professional activities should not be a listing of every meeting or workshop attended. The CV should include a list of memberships in professional associations (including dates). The CV should also include a full bibliography of the candidate's research and creative activities.
- iii. **Candidate's Statements:** The statement is the candidate's opportunity to speak directly to those evaluating her/his case, highlighting significant aspects of the career. It is also an opportunity to present career objectives and accomplishments.

This statement should address accomplishments in all three criteria during the entire time period covered by the dossier in a way that enables evaluators to apply the evidence of quality in sections 10-12 of "Promotion and Tenure Criteria for IU Regional Campus Librarians." Candidates should include in the statement sections devoted to each of the three criteria individually.

The **performance** section of the statement should highlight particularly significant accomplishments included in this criterion and refer to specific pieces of documentation.

The **professional development, research, and/or creativity** section of the statement should describe major accomplishments included in this criterion and refer to specific documentation. This section of the statement summarizes the librarian's efforts to expand individual professional knowledge by conducting research, developing creative projects, pursuing advanced degrees and/or participating in continuing education activities. For all activities addressed in this section of the statement, the candidate should explain the significance of the activity. For published papers the candidate should include an explanation of the significance of the journal for those outside the area of specialization. For collaborative activities and works of joint authorship, the extent of each individual's contribution should be clearly stated.

The **service** section of the statement should describe major accomplishments included in this criterion and refer to specific documentation. Service to the libraries, the university, students, the discipline or library profession, the community, and other organizations is reported in this section of the

statement. The extent of participation in service activities should be fully explained (e.g. offices held and accomplishments), importance and impact of the committee's work, and the candidate's specific contribution to the committee's work.

The statement should be written in a narrative or essay style. Clear organization is essential. For all accomplishments and activities addressed in the statement, the candidate should explain the significance of the activity and the degree to which the librarian developed and/or implemented the activity.

All abbreviations and acronyms should be adequately explained. The candidate should keep in mind that not all individuals who review the dossier will be familiar with the types of activity or with the organizations that may be listed.

The statement can be used to address professional experience prior to appointment at Indiana University. Since non-IU experience is often not documented the same way as at Indiana University, the statement can be used to explain the type of, or lack of, documentation for non-IU experience.

The candidate's statement must be signed and dated.

- iv. **Department (School) List of Prospective Referees:** The dean or director should develop a list of at least four references. These persons should be leaders and/or experts in the field of the candidate. For example, the dean or director may consider including leaders in a relevant professional organization or reputable scholars in the candidate's area of scholarship.
- v. **Candidate's List of Prospective Referees:** A list of at least four references should be provided by the candidate to his/her dean or director. These persons should be acknowledged experts and/or individuals who know the candidate and his/her work well enough to write an evaluative statement. At least three of the referees should not be currently affiliated with your campus. Referees would not normally be current or former co-worker(s) or supervisor(s) of the candidate. The candidate shall explain briefly why each individual is an appropriate reference. The list of references must include a brief supporting statement for each reference.

All letters of reference solicited as part of the dossier must be requested by the dean or director of the candidate's campus library. The candidate should refer to their campus promotion & tenure policy regarding the required number of references. Candidates should not contact people listed as references about their willingness to serve in this capacity. References may be solicited from individuals who have an existing relationship with the candidate and/or from individuals who do not know the candidate at all. In the latter case, a reference would address only the documentation that accompanies the letter soliciting the letter. The candidate should be informed in writing of any additional referee contacted that was not on their original list. References should only be solicited from acknowledged experts who have a background appropriate for writing an evaluation of the candidate.

A reference will be supplied by the candidate's supervisor in all cases. A reference will also be supplied by the candidate's dean or director if this person has not already supplied a reference as the candidate's supervisor.

The dean or director of the candidate's campus library shall request letters from at least three references provided by the candidate. All letters requesting evaluations should be accompanied by a copy of the candidate's curriculum vitae, a copy of the IU Regional Campus Librarians' Promotion and Tenure Criteria, candidate's summary statement(s), and an adequate and appropriate selection of the supporting documentation from the dossier, agreed to by the candidate. Letters from external references provide an important perspective on the candidate's reputation and impact on her/his area(s) of expertise. Referees from outside of Indiana University should be asked to comment specifically on the two secondary criteria for dossiers. Referees within Indiana University may be asked to comment on performance when appropriate. Referees should also be asked to comment on the overall impact of the candidate's work in the profession. Copies of the letters soliciting evaluations are added to the dossier by the dean or director of the library.

The candidate may provide unsolicited letters received outside of the dossier preparation process for inclusion in the dossier, but these must become part of the section of the dossier for supporting documentation for the performance, professional development, research and/or creativity, or service criteria.

Letters from the references are added to the dossier by the candidate's dean or director.

- vi. **Mission Statement(s):** A copy of the campus mission statement is required. Also include a copy of the library mission statement and department or unit mission statement if available. If multiple mission statements were applicable during the period under review include all mission statements and note years that each statement was in place. The mission statements should be arranged in reverse chronological order.

b. Performance

- i. **Position Description(s):** Position descriptions covering the years included in the dossier should be arranged chronologically. All position descriptions should clearly specify the years covered. If there is no change in the position description over a period of more than one year, a single copy which clearly states the period covered should be used (i.e., if a position description was unchanged in four years, it isn't necessary to put in three identical copies. One copy indicating the years covered is sufficient.).
- ii. **Evidence of Excellence in Performance:** Documentation of performance should represent the impact of accomplishments reported. The supporting documents included in this section should allow the evaluator to assess the quality of performance using the evidence of quality listed in Section 10.b of "Promotion and Tenure Criteria for IU Regional Campus Librarians" or other evidence.

Documentation for the criterion of performance might include the types of documents listed below. This list is not exhaustive. Not all types of documentation will apply to every librarian.

- Evaluative statements from former supervisors, colleagues, students, faculty, or other users of the library, including joint statements when the librarian served as part of a team
- Descriptions and evaluation of teaching responsibilities that are part of one's job assignment

- Evidence of the significance and impact of innovative applications
- Materials prepared and their use or application
- Descriptions of development or use of new or existing technologies which impact performance and services to users
- Grant proposals related to performance written and/or received, including results
- Descriptions of performance-related continuing education

Multi-page documents, regardless of format, such as library handbooks or procedural/training manuals prepared by the librarian should not be included in their entirety. The following types of information may be included:

- Several sample pages of a handbook or manual
- Tables of contents or outline of headings (if there is no table of contents)
- Introductory sections about the scope of the handbook or manual
- Number of pages

If a library guide or manual has been rewritten several times during the course of a given year, the candidate should include selected pages only from the most recent document. The URL for all online materials listed should be provided. The candidate should describe her/his level of contribution to the pages. Sample pages (screen prints) and/or an annotation of the web product would be useful if it is a significant part of the case being presented.

It is not necessary to include examples of routine activities such as correspondence and statistical reports. Remember the purpose of documentation is to communicate the significance of the candidate's activities, not to prove that they did them.

If an activity is listed as teaching, the candidate should indicate whether they developed the curriculum and syllabus and the extent to which others participated in teaching the course. If teaching or instruction is a significant item in building the case, the candidate should secure systematic evaluations of her/his teaching over a period of time.

c. ProfDev/Research/Creative

- i. **Copies of Publications and/or Evidence of Creative Work:** Copies of publications, should be included. If the journal citation does not appear on the copy, it should be typed on the top of the first page. It is not necessary to include a copy of the entire journal. The URL for all online materials listed should be provided.

Candidates should include presentation materials, including but not limited to slides, handouts, evaluations from attendees and fellow participants, etc.

- ii. **Reviews of Candidate's Books, Creative Performances and Exhibitions:** Include any critical reviews of books, creative performances, or exhibitions.
- iii. **List of Grants Applied for/Received:** Provide evidence of fellowships or grants.
- iv. **Copies of Manuscripts or Creative Works in Progress:** Include copies of

publications or creative works that are in progress. Candidates should indicate the status of the publication or creative work (e.g. in print, in press, under contract, submitted, etc. for books and in print, accepted for publication, submitted, etc. for journal articles). Normally, work in progress will be of little relevance in the promotion process but may be relevant to the tenure decision.

- v. **Evidence for the Impact/Influence of Publications, Papers, Presentations, or Creative Works:** Documentation of professional development, research, and/or creativity should represent the impact of accomplishments reported. The documentation should provide evidence to demonstrate the librarian's responsiveness to the demands of the profession by keeping abreast of latest developments and by contributions to knowledge and sharing of that expertise. The supporting documents included in this section should allow the evaluator to assess the quality of professional development, research and/or creativity using the evidence of quality listed in Section 11.b of "Promotion and Tenure Criteria for IU Regional Campus Librarians" or other evidence.
- vi. **Evidence for the Stature/Visibility of Journals, Presses or Artistic Venues:** Evidence of the quality of research, publications, papers, presentation, and other professional contributions. For journal articles, note whether or not the journal is refereed or peer reviewed. The candidate should also supply information about the circulation and readership of all journals in which they were published.
- vii. **Awards and Honors for Research/Creative Activity:** Provide evidence of awards or other special honors.
- viii. **Candidate's Contributions to Collaborative Projects:** Candidates should describe their level of contribution to the project(s). Sample pages (screen prints) and/or an annotation of the Web product would be useful if it is a significant part of the case.
- ix. **Continuing Education:** Description of the impact of continuing education activities.

d. Teaching

The promotion criteria for Indiana University librarians are Performance of Librarianship duties, professional development/research/creative activities, and service to the profession, university, and community. As such, the **Teaching** section of eDossier should not be used for librarians. Teaching activities should either be listed under Performance or Service, depending on the candidate's job responsibilities. In full disclosure, the contents of the **Teaching** section are listed here.

- i. **List of Courses Taught**
- ii. **Sample of Course Materials**
- iii. **Graduate Training**
- iv. **Student Awards, Honors, Collaborative Publications, Achievements**
- v. **Undergraduate Research Experiences and Mentoring**
- vi. **Student Course Evaluations**
- vii. **Unsolicited Letters from Former Students**
- viii. **Evidence of Learning Outcomes**

- ix. **Peer Evaluations**
- x. **Curricular Development**
- xi. **Professional Pedagogical Development**
- xii. **Teaching Publications**
- xiii. **Teaching Awards, Honors, Grant, Fellowships**

e. Service/Engagement

- i. **Evidence of Service to the University, School and Department:** Documentation of the candidate's application of knowledge, skills, and expertise to benefit the institution. This may include evidence of individual leadership contributions and/or significant roles or description and evaluation of teaching responsibilities performed for departments or agencies outside the library, if not performed as part of the candidate's position description.

If an activity is listed as teaching, the candidate should indicate whether they developed the curriculum and syllabus and the extent to which others participated in teaching the course.

If teaching or instruction is a significant item in building the case, the candidate should secure systematic evaluations of her/his teaching over a period of time.

- ii. **Evidence of Service to the Profession:** Candidates should provide evidence to demonstrate the librarian's application of knowledge, skills, and expertise to benefit the discipline or profession. Evidence may include evaluative statements from colleagues, descriptions of leadership contributions and/or significant roles, or evidence or copies of service-related publications or presentations.

If committee service or participation is cited in a conference or workshop program, it is not necessary to include the program. If conference planning was a major factor, the candidate may want to include representative pages. The candidate should keep in mind that the purpose of documentation is to communicate the significance of the activities, not to prove that they did them.

- iii. **Evidence of Engagement with Non-Academic Communities and Agencies:** Include evidence to demonstrate the librarian's application of knowledge, skills, and expertise to benefit the community. This may include evidence of professional consulting projects, service-related publications or presentations, or evidence of individual leadership contributions and/or significant roles.

f. Supplemental – Post Submission

Includes any supporting material added to the dossier after submitting for consideration.

g. Reconsideration Items

Includes any items in support of the reconsideration of the dossier.

Calendar for Promotion and Tenure Proceedings for Candidates

Each year, specific dates will be determined.

Mid-May	Names of all librarians who plan to submit dossiers sent to <name and e-mail address>
Early July	Candidates for promotion to Librarian rank must submit a list of references to Library Director/Dean
Mid-July	Dossier completed by candidate and submitted to supervisor
Late July	Regional Campus Libraries: dossiers to supervisor; Library Director/ Dean
Mid-August	Dossiers to Library Director/Dean to be reviewed for procedural correctness,
Mid-August	Dossier to unit promotion & tenure committee (for Northwest campus only)
Early Sept.	Dossiers to Indiana University Regional Campus Librarians Promotion and Tenure Committee
Mid-Sept.	Review of regional campuses dossiers by the IU Regional Campus Librarians Promotion and Tenure Committee
Late-Sept.	Review of regional campuses full rank (Librarian) dossiers by Ad Hoc Promotion and Tenure Committee
Early Oct.	Regional Campuses dossiers sent to specific regional campus for campus Promotion and Tenure Committee review
<date>	Campus Vice Chancellor of Academic Affairs
<date>	Campus Chancellor
<date>	Vice President for University Regional Affairs, Planning, and Policy
<date>	Office of the IU President
<date>	Board of Trustees

Dossier Routing - IU East, IU Kokomo, IU Northwest, IU South Bend, and IU Southeast

Supervisor

Unit Committee (IU Northwest only)

Dean or Director of Campus Library*

(The routing procedure for librarians may differ from other campus departments or schools in the eDossier system.)

Chair, Indiana University Regional Campus Librarians' Promotion and Tenure Committee

Chair, Campus Promotion and Tenure Committee

Campus Vice Chancellor of Academic Affairs

Campus Chancellor

Vice President for University Regional Affairs, Planning, and Policy

Office of the IU President

Board of Trustees

Mid-Tenure Review for Librarians

During the fall of each year, the Regional Campus Librarians' Promotion and Tenure Committee will review the progress toward tenure of librarians who have three years toward tenure as of the end of the previous fiscal year, i.e., June 30. In the case of Assistant Librarians, the committee will also review progress toward promotion to associate rank. The purpose of this review is to provide guidance to librarians as they progress toward tenure and promotion. If a librarian who is due for a mid-tenure review has chosen to go up for tenure and/or promotion that year, the process will replace the mid-tenure review.

Documentation for the mid-tenure review will include a brief summary statement of professional experience, the supervisor's statement, a detailed curriculum vita, position description(s) as appropriate, a brief summary of pre-IU professional activities (optional), the Mid-Tenure Review Form and Checklist. In addition, the committee will consult all previous annual reviews for each librarian whose campus requires the use of annual reviews in the promotion and tenure process. Other librarians may elect to submit annual reviews to the committee. All librarians submitting annual reviews should provide a brief summary for the review year of activities in professional development and service.

The summary statement is the librarian's opportunity to communicate directly to the Promotion and Tenure Committee. It should be a succinct statement of the candidate's professional experience, calling attention to accomplishment in all three areas: performance, professional development, and service. This statement is critically important if the librarian chooses not to submit annual reviews for the committee's consideration.

The librarian's permission is required for annual reviews on file in the campus dean or director's office to be made available to the committee. The librarian may choose whether or not to include the supervisor's evaluation portion of the annual reviews. The librarian's dean or director will send the librarian a Mid-Tenure Review Form on which to record permission concerning the annual reviews. The form also provides the opportunity to record the supervisor's name.

At the conclusion of the review, the committee will notify the librarian and the immediate supervisor in writing that the review has been completed and inform them of the committee's comments. The supervisor then discusses with the librarian the content of the written evaluation and, if needed, plans for any future accomplishments. Although the supervisor may retain the committee's comments, the supervisor will not refer to them in future oral or written reviews.

A copy of the committee's written review will be retained by the dean or director of the library but will not be used in any future review for promotion and/or tenure.

Mid-Tenure Review Form

Name:

Supervisor's Name:

(A copy of the mid-tenure review will be sent to you and the supervisor listed above.)

Please complete and sign one of the following three statements:

I grant permission for the IU Regional Campus Librarians' Promotion and Tenure Committee to have access to my complete annual reviews/reports, including the supervisor's evaluation portions, which are available from the librarian's campus dean or director's office.

Signature: _____ Date: _____

OR

I grant permission for the IU Regional Campus Librarians' Promotion and Tenure Committee to have access to my complete annual reviews/reports, excluding the supervisor's evaluation portions, which are available from the librarian's campus dean or director's office.

Signature: _____ Date: _____

OR

My campus does not require the inclusion of annual reviews/reports in the Mid-Tenure or Tenure process, so these are not included.

Signature: _____ Date: _____

Please attach to this completed form the materials requested on the Mid-Tenure Review Checklist and return by [Insert appropriate date yearly]

Mid-Tenure Review Checklist

____ Mid-Tenure Review Form

- Identify supervisor
- Grant permission for annual reviews/reports to be made available to the Indiana University Regional Campus Promotion and Tenure Committee or indicate that you are not including them in your documentation

____ Summary statement

____ Supervisor's statement

____ Curriculum Vita (a detailed vita)

____ Position descriptions

____ Pre-IU professional activities, brief summary (if applicable)

____ If annual reviews/reports are included, a brief summary for current year (January-August) activities in:

- Professional Development
- Service

Please note: If including annual reviews/reports, please provide as PDF or Word documents.

Appendix: Standards for Balanced Cases

In exceptional cases, a librarian may be tenured and/or promoted based on a presentation of balanced strengths across the three criteria. In such cases the consideration of the three criteria together shows a level of distinction appropriate to achieve tenure and/or promotion. The balanced case may be particularly suitable for librarians whose performance, professional development, research and/or creativity and service activities are very closely intertwined. (See [UFC Circular U13-94](#)).

a. Standards for “Very Good” for Performance

Very Good: The librarian judged to be “Very Good” demonstrates a definite continuing program of relevant performance, marked by some degree of continuity and connection between individual activities. Quality is considered more important than mere quantity.

b. Standards for “Very Good” for Professional Development, Research, and/or Creative Activities

Very Good: The librarian judged to be “Very Good” demonstrates a definite continuing program of relevant professional development, marked by some degree of continuity and connection between individual activities. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates a record of significant accomplishment in one or more areas of professional development, research, and/or creativity. For tenure the candidate must demonstrate that they will continue to develop in this criterion.

For promotion to Librarian, the candidate demonstrates a record of sustained significant accomplishment in one or more areas of professional development, research and/or creativity, resulting in a reputation for expertise in the area(s).

c. Standards for “Very Good” for Service

Very Good: The librarian judged “Very Good” demonstrates a definite continuing commitment to service that reflects favorably on the university and the libraries, marked by increased levels of responsibility. Quality is considered more important than mere quantity.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates a record of significant service, a substantial part of which is beyond the local level. For tenure the candidate must demonstrate that they will continue to develop in this criterion.

For promotion to librarian, the candidate demonstrates a record of sustained significant accomplishment in service, resulting in a reputation for expertise in one or more service areas.

Revision History

Initial document approved by the Indiana University Regional Campus Librarians on 12/7/2012

Revised document approved by the Indiana University Regional Campus Librarians on

03/22/2019. Changes were made to incorporate IU South Bend Librarians into the Indiana University Regional Campus Librarians' Promotion and Tenure Committee.

Revised document approved by the Indiana University Regional Campus Librarians on 05/23/2022. Changes were made to allow for alternates. For more information see document *2022 Proposed Amendments to RCL PTR Committee Manual*