Guidelines for Appointment, Reappointment, Tenure, and Promotion of Library Faculty

Approved September 24, 2012

Introduction

All appointment, reappointment, tenure, promotion, and post-tenure review decisions are subject to the policies and procedures described in the University Faculty Manual. These guidelines provide additional information, policy, and procedure relevant to the distinct nature of the library and library faculty. Although there should be no conflict between these guidelines and the Faculty Manual, it should be understood that the Manual contains the official statement of University policy.

For the purpose of this document, a librarian is a person who possesses an American Library Association (ALA)-accredited master's degree (or a foreign equivalent as determined by ALA-recommended procedures) and who holds an unclassified position within the library system. The library faculty consists of librarians. Only full-time regular faculty are eligible for tenure. For the purposes of this document, the Dean of Libraries shall be referred to hereinafter as Dean, and the Library Chair shall be referred to as the Chair.

Library Faculty Reappointment Committee

In order to provide for broader based peer evaluation, there shall be a Library Faculty Reappointment Committee (LFRC) to advise the Chair or Dean, as appropriate, on all reappointments. It shall be composed of three library faculty members of the rank of Assistant Librarian or higher, plus an alternate. Two members shall be tenured and one, non-tenured. The terms of office shall be three years for the elected members of the LFRC, on a rotating basis, and one year for the alternate. The alternate shall be the immediate past member of the LFRC. The alternate shall serve when a member of the Committee is being considered for reappointment-or when a member must be absent for a specific review.

Committee members shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. Members continue to serve only so long as they meet the criteria under which they were elected. Committee members shall not succeed themselves but may be elected to serve any number of times. A member becomes chair for a year in the second year of service on the Committee.

Library Faculty Promotion and Tenure Committee

The Library Faculty Promotion and Tenure Committee (LFPTC) will advise the Library Chair or Dean, as appropriate, on all appointments at a rank of Associate Librarian or higher or with probationary periods of two years or less, and on all tenure, and promotion decisions. The LFPTC shall consist of three tenured faculty members of the Library Faculty, plus an alternate. The terms of office shall be three years for the elected members of the LFPTC, on a rotating
basis, and one-year for the alternate. The alternate shall be the immediate past member of the LFPTC. An alternate serves when one of the LFPTC members is up for promotion or when a member must be absent for a specific review. When there are not enough Full Librarians to review candidates for promotion to Full Librarian, additional Full Librarians will be elected to the LFPTC.

Committee members shall be elected by a secret ballot in the spring of each year with service beginning immediately thereafter. Committee members shall not succeed themselves but may be elected to serve any number of times. A member becomes chair for a year in the second year of service on the Committee.

Library Faculty Post-Tenure Review Committee

The Library Faculty Post-Tenure Review Committee (LFPTRC) shall consist of three tenured members of the Library Faculty, plus an alternate, excluding the Dean and the Chair. An external Committee member shall be added if a faculty member under review chooses that option. The terms of service shall be three years for the internal members with the immediate past member of the LFPTRC serving one year as the alternate. The alternate shall serve when a member of the Committee is being considered for post-tenure review or when a member must be absent for a specific review.

Internal members of the LFPTRC shall be elected in the spring of each year with service beginning immediately thereafter. The(se) member(s) shall be elected on a rotating basis and shall not succeed themselves. A member becomes chair for a year in the second year of service on the Committee. External members, if required, will serve for a specific review. Internal members of the LFPTRC shall select and appoint external members.

General Criteria

1. Professional Effectiveness

Professional effectiveness is demonstrated by the performance of one's professional responsibilities. Meritorious performance should be considered the most important criterion in the evaluation of faculty for appointment, reappointment, tenure and promotion. Professional responsibilities may include systematic development of library resources, cataloging, or otherwise extending bibliographic control over the collection, instruction to staff and users on a professional basis, provision of information services ranging from answering of specific questions to guidance in the use of the collection, or coordinating the operations of a library area.

2. Academic Achievement

Academic achievement is determined by one's formal degrees and intellectual pursuits. To merit distinction, evidence of an effective program of continuing education must be shown. Continuing education may include such activities as course work, attendance at workshops, an independent study program, or advanced instruction beyond the position requirements. Academic achievement is also evidenced by the conducting of seminars for library faculty and staff.
3. Research Accomplishments

Support of the research of others, through bibliographic analysis and direct service to users, is an integral part of the librarian's role. Successful performance in the library indicates competence in this area. To merit distinction in research, one must demonstrate evidence of scholarly or creative research and publication. This may be shown by contributions to edited or refereed publications in librarianship or other academic fields; presentation of papers at workshops or meetings; and/or creation of bibliographies and special reports.

4. Professional Activity

The assessment of professional activity recognizes one's contribution to the advancement of librarianship. Consideration will be given to the effort to keep abreast of new trends and developments in the library profession and to integrate them into the discharging of one's responsibilities. Memberships in professional organizations and attendance at meetings or conferences evidence an expected level of professional commitment. To merit distinction, active involvement in the profession is required. This may include holding of office, serving on committees, participating on panels, and providing consultation services.

5. Service

As a participant in University affairs, a faculty member is expected to attend appropriate campus functions. Since the ability to represent Clemson University and the library conscientiously is expected, any noteworthy participation in civic or community activities or provision of special library services to the community will be examined. One's usefulness is exemplified by ability to perform in a range of professional responsibilities beyond the requirements of a given position. To merit distinction one must provide effective service on committees or in the community. Total service to the institution or community will be determined by the depth, breadth and variety of experience of the individual. Primary consideration shall be given to service to the Library and/or University. Committee work may be appointed, elective or voluntary.

Appointment, Reappointment, Tenure, Promotion, and Post-Tenure Review Process

The Dean shall refer for review and recommendation all appointments at a rank higher than Assistant Librarian or with probationary periods of two years or less, all reappointments, all tenure and promotion decisions, and all post-tenure reviews to the appropriate faculty committee. Through these processes, significant information with respect to the services and accomplishments a faculty member is rendering within the library, the University, and the profession will be presented. Although no general statement of duties can be formulated within this document, it is the duty of the Dean to keep faculty members clearly informed as to their responsibilities and at least in a general way, the relative importance of each of these responsibilities. In every personnel decision, peer and administrative judgment will be based upon various factors rather than an emphasis on one factor. A decision may NOT be based upon any of the following:

1. Exercise by the faculty member of the right of academic freedom;
2. Discrimination related to age, color, disability, gender, national origin, race, religion, sexual orientation or veteran’s status of the individual;
3. Personal malice

Appointment

It is the prerogative of the Library Faculty to exercise shared governance in the selection of new faculty members in accordance with the University’s Faculty Manual. The process relies upon the inclusion and responsible participation of all regular faculty.

The ALA-accredited master’s degree is the appropriate terminal degree for academic librarians. This degree, or its foreign equivalent as determined by ALA-recommended procedures, shall be required of all those who are appointed as librarians.

Appointees to the library faculty must meet the requirements of the rank to which appointed and must show promise of meeting the requirements for tenure. Academic achievement and professional effectiveness as documented by letters of reference, transcripts, and the record of previous work experience will be considered indicators of the individual’s potential.

Candidates for appointment to the regular Library Faculty shall be recruited and evaluated by a search and screening committee composed of members of the regular faculty as stated in the Faculty Manual. Such committees shall be appointed by the Library Advisory Committee. The process of selection of candidates to be interviewed and the interview process is contained in the “Library Faculty Search Procedures” and should be followed by each search and screening committee.

The selection of faculty for special appointments to meet temporary or short-notice needs requires that the Chair have greater discretionary authority. However, it is incumbent upon the Chair to solicit responses from the faculty and to utilize the procedures for the appointment of regular faculty whenever feasible.

Administrative Appointments

Administrative appointments shall be conducted in accordance with the Faculty Manual.

General Procedures for Reappointment, Tenure, Promotion, and Post-Tenure Review

The following procedures are followed for all reappointment, tenure, promotion, and post-tenure reviews. Additional procedures applying to a review will be found under the procedures section for that review. All personnel matters are confidential and a matter of trust.

In accordance with the Provost's calendar and in consultation with the Dean, the Chair shall provide to the Committees and to the library faculty the dates recommendations are due. The Chair shall give the Committees written notice of the dates the recommendations are due to that office.
The Chair shall notify the Committees of faculty up for review. The Committees shall give written notice to all faculty being reviewed and shall specify dates for documentation to be submitted.

Each candidate shall submit to the appropriate Committee a dossier that will include any information the individual faculty member feels will help present the best possible case for reappointment, tenure, promotion or part II post-tenure review. The appropriate Committee shall inform the library faculty when one of their peers is being reviewed, shall distribute copies of the candidates' summary sheet, and shall encourage written comments. The Committees may solicit other information as required to carry out their functions.

The appropriate committee reviews each case in accordance with departmental procedures and policies, and renders a written recommendation. The Committee shall submit its recommendation, with justification and all documentation, to the Chair. The Chair does not participate in the deliberations of the Committee, but may, upon request of the Committee, serve as a resource for the Committee. In addition, the Committee may, upon the request of the Chair, serve as a resource for the Chair. The Chair and the Committee issue separate recommendations, free from coercion and interference from any parties. The Chair and the Committee shall provide each other with a copy of their recommendation once both have been completed. Prior to reviewing the Committee's recommendation, the Chair shall render a separate and independent recommendation. The Chair shall fully inform the Committee as to the rationale of his/her recommendations. The Chair shall also ensure that the affected faculty member is promptly informed as to the results of and rationale for both recommendations.

The Chair shall forward both recommendations to the Dean along with the supporting evaluations, all documentation, and the candidate's dossier. The faculty member may elect to include a letter of response in the materials forwarded to the Dean. A routing slip shall be attached to provide a record of the review at all administrative levels. If there is a discrepancy in the rationale for retention, tenure, or promotion between a faculty member's peer committee and that of the Chair, the Dean will meet with the Chair and with the peer committee to discuss reasons for the discrepancy.

In the event that the Chair is being reviewed, the LFPTC's recommendation is sent directly to the Dean. In the event that the Dean is being reviewed, the LFPTC's recommendation is sent directly to the Provost.

The Committee shall provide a written report to the faculty member and to the Dean. The Chair shall submit a separate, independent recommendation to the Dean and shall provide a copy to the faculty member.

The Dean shall review the recommendations by the Committee(s) and the Chair and make a separate recommendation. The Dean shall forward the recommendations to the Provost, as outlined in the Faculty Manual, and the faculty member may elect to include a letter of response in the materials forwarded to the Provost. If the Dean's recommendation differs from those of the peer committee and/or the Chair, the differences shall be discussed with them prior to informing the candidate.
Reappointment

Every non-tenured, regular faculty member shall be reviewed for reappointment each year. Every tenure-track faculty member must show progress toward meeting all requirements for tenure. General Librarians must show progress toward promotion to Assistant Librarian. While rates of improvement will vary with levels of experience, an increasing level of competence will be expected each year.

Dossier

Each candidate for reappointment shall submit to the LFRC a dossier containing the following elements:

• A detailed resume according to the standard College format
• A statement of progress for the current review period
• A description of administrative duties, if appropriate
• A summary sheet of accomplishments for the current review period
• A copy of the Faculty Activity System (FAS) goals for the year under review

Specific Procedures:

After review by the Dean, if there is one or more negative recommendations, the Dean shall forward the complete file, along with a separate recommendation to the Provost. Any reappointment file submitted to the Provost shall contain a routing slip; the statements of the LFRC, Chair, and Dean; and the candidate's resume.

The Dean shall notify non-tenured faculty members of the terms and conditions of the renewal according to the timetable established by the Provost to comply with the Faculty Manual.

As indicated in the Faculty Manual, "Regardless of the stated term or other provisions of any regular appointment, written notice that a non-tenured appointment is NOT to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the following schedule: 1) not less than three months in advance of the appointment's expiration if the faculty member is in the first year of service; 2) not less than six months in advance if in the second year of service; 3) at least twelve months before the expiration of an appointment after two or more years of service at Clemson."

At the end of four years in the rank of General Librarian, a librarian will be either promoted or given a terminal one-year appointment.

Tenure

All tenure-track faculty in their sixth year of tenure-track service, including any tenure-track credit, must be considered for tenure and promotion according to the Faculty Manual. Faculty with the rank of Assistant Librarian or higher are eligible for tenure. General Librarian is not a tenurable rank, but faculty promoted from General Librarian to higher rank may apply for credit
towards the reduction of the tenure probationary period for prior service as General Librarian. Such applications shall be subject to peer review.

Tenure constitutes more than recognition of past professional experience and accomplishments. The granting of tenure indicates strong potential for continued growth at Clemson and in the library profession. To be granted tenure, other than at initial appointment, library faculty must have proven professional effectiveness while a member of the Clemson University Libraries faculty, regardless of rank, both by EXCELLING in their area of library specialization and by developing new programs, services or policies. In addition, they must have merited distinction in at least two of the remaining areas of "Criteria." Faculty members may include in the dossiers any information they feel supports the application, regardless of when or where it occurred.

For information regarding early tenure, tenure denial, and other tenure policies, see the Faculty Manual.

Dossier

Each candidate for tenure and promotion shall submit to the LFPTC a dossier. The dossier must contain the following elements:

- A copy of the letter requesting tenure and promotion
- A detailed resume according to the standard College format
- A statement of progress for the entire pre-tenure period
- A statement of short or long-term goals and/or a plan for continued professional growth
- A description of administrative duties, if appropriate
- The names, addresses, and telephone numbers of six (6) external peers
- A summary sheet of accomplishments for the entire pre-tenure period
- A copy of all Faculty Activity System (FAS) goals for the years under review.

Samples of such works as bibliographies and copies of publications may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the College format for resumes are available from the Chair.

Specific Procedures:

The LFPTC is responsible for obtaining for each candidate a minimum of four (4) letters from external peers, at least two of which must come from the list of names submitted by the candidate. External in this case may be either external to the College or external to the institution, depending upon what is appropriate for each situation. The letters should address the role and function of the faculty member as appropriate from the reviewer's perspective. These letters shall become part of the dossier.

The file forwarded to the Provost must contain a routing slip; the statements of the LFPTC, the Chair, and the Dean; the candidate's resume; the candidate's statement of progress; the candidate's statement of short and long-term goals; the external peer review letters; a spreadsheet of evaluations for a three (3) year period; and a document indicating the number of years granted...
toward the probationary period, the appointment date to a tenure-track position, and the penultimate year of probation.

A candidate may be considered for tenure prior to the penultimate year. After a review by the Chair or Dean, a candidate being considered prior to that penultimate year may withdraw from further consideration.

**Promotion**

The most important criterion for promotion shall be professional effectiveness. Only those faculty members who have discharged their responsibilities with distinction and demonstrated continued growth in their other professional activities while employed by the Libraries will be promoted. Promotion will be based solely on activities performed while an employee of the Libraries and is not automatic. Primary consideration shall be given to accomplishments since appointment/promotion. Any librarian may submit a written request or nomination for a promotion review to the Chair at any time.

Library Faculty will be appointed to ranks as described below. There will be no maximum years in any rank except for General Librarian. At the end of four years in the rank of General Librarian, a faculty member will be promoted or given a terminal one-year appointment.

**Ranks**

**General Librarian:** Library faculty at this rank are in an orientation period. Academic excellence and the potential for advancement to higher ranks are expected. General Librarians not promoted by the end of the fourth year will receive a one-year terminal appointment. General Librarian is not a tenurable rank.

**Assistant Librarian:** This is the initial rank of appointment for tenure track faculty. Library Faculty at this rank should have demonstrated academic excellence and the potential for advancement to higher ranks.

**Associate Librarian:** Library faculty at this rank must have demonstrated advanced professional expertise and knowledge and must have taken the initiative in developing new programs, services, or policies. The faculty members must have EXCELLED in their area of library specialization and have merited distinction in at least two of the remaining areas of "Criteria."

**Librarian:** Library faculty at this rank must have EXCELLED in all aspects of their area of library specialization. The rank of Librarian is reserved for faculty members who have performed at an outstanding level in at least three of the remaining areas of the "Criteria" and merited distinction in the fourth remaining criterion. Regional or national recognition should reflect their superior achievements and leadership.

**Dossier**
Each candidate for promotion shall submit to the LFPTC a dossier containing the following elements:

- A copy of the letter requesting promotion
- A detailed resume according to the standard College format
- A statement of progress covering the period since the most recent promotion or appointment
- A statement of short and long-term goals and/or a plan for continued professional growth
- A description of administrative duties, if appropriate
- The names, addresses and telephone numbers of six (6) external peers (not required of General Librarians seeking promotion to the rank of Assistant Librarian)
- A summary sheet of accomplishments covering the period since the most recent promotion or appointment
- A copy of the Faculty Activity System (FAS) goals for the years under review

Samples of works such as bibliographies and copies of publications may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the College format for resumes are available from the Chair.

Specific Procedures:

The Chair shall call for nominations for promotion. Nominations may originate with the individual or with any other faculty member with the written approval of the nominee. The nomination should be submitted by memorandum to the Chair or the Dean, as appropriate, who will ask the LFPTC to begin the review.

The LFPTC is responsible for obtaining for each candidate under consideration for promotion to Associate Librarian or Librarian a minimum of four (4) letters from external peers, at least two of which must come from the list of names submitted by the candidate. External is this case may be either external to the College or external to the institution, depending upon what is appropriate for each situation. The letters should address the role and function of the faculty member as appropriate from the reviewer's perspective. These letters shall become a part of the dossier.

After a review by the Chair or Dean, a candidate being considered for promotion may withdraw from further consideration.

The file forwarded to the Provost must contain a routing slip; the statements of the LFPTC, the Chair and the Dean; the candidate's resume; the candidate's statement of progress; the candidate's statement of short and long-term goals; the external peer review letters; a spreadsheet of evaluations for a three (3) year period; and other administrative documentation as required by the Provost.

Post-Tenure Review
All tenured faculty members except those in university administrative positions or whose retirement is imminent shall be reviewed every six years. Academic administrators will undergo a separate periodic review as outlined in the Faculty Manual. Tenured faculty who have submitted a binding letter of intent to retire on or before August 15 of the academic year for which their PTR is scheduled may be exempted from the PTR process.

Specific Procedures

Part I Post-Tenure Review. According to the University timeline, the Chair will forward to the LFPTRC the names of faculty members scheduled for post-tenure review along with their five past annual review ratings. The LFPTRC will review the ratings received on the most recent available series of five years of annual performance reviews, as specified in the Best Practices for Post-Tenure Review in the appendix of the Faculty Manual. All tenured faculty members receiving no more than one (of five) annual performance ratings of less than "good" in part I of the post-tenure review process receive a post-tenure review rating of "Satisfactory." The LFPTRC will report their findings to the faculty member, the Chair, and the Dean, who forwards the "Satisfactory" review to the Provost. These faculty members are exempt from part II post-tenure review.

Part II Post-Tenure Review. Upon receiving the written notice of review, the faculty members under review shall have one week to respond in writing to the LFPTRC stating under which system they wish to be evaluated. The choices are to: a) solicit letters from external peers, as established in the tenure and promotion guidelines, or b) have an external representative serve on their LFPTRC. Whichever choice is made, the written response must also include the names and contact information of external peers appropriate to the choice made.

Dossier

Each person undergoing review shall submit to the Committee a dossier including the following elements:

- A detailed resume according to the standard College format
- A statement of progress covering the period since the most recent peer review
- A statement of short and long-term goals and/or a plan for continued professional growth
- A summary sheet of accomplishments for the period since the most recent peer review
- Detailed information on the outcomes of any sabbatical leave awarded since the last peer review
- A copy of the Faculty Activity System (FAS) goals for the years under review

Samples of works such as bibliographies and copies of publications may be included, along with other documents the faculty member deems relevant to the review. Sample dossiers and the College format for resumes are available from the Chair.
The Chair shall provide to the LFPTRC the faculty member’s annual evaluations for the five years under consideration. These performance evaluations shall become part of the documentation.

Specific Procedures --Option A --External Review Letters

The faculty member shall submit to the LFPTRC the names, addresses and telephone numbers of six (6) external peers. The LFPTRC shall obtain at least four (4) letters for each faculty member under review, at least two (2) of which must come from the list of names submitted by the candidate. External in this case may be either external to the College or external to the institution, depending upon each situation. The letters should address the role and function of the faculty member as appropriate from the reviewer’s perspective. These letters shall become part of the documentation.

Specific Procedures --Option B--External Representation on the LFPTRC

The faculty member undergoing review may provide the LFPTRC with no more than three (3) names to consider for external representation. The LFPTRC will appoint an external representative for that faculty member. The names under consideration for this external reviewer must include the names submitted to the LFPTRC by the faculty member, but are not restricted to them.

The external committee member will serve as a full member of the LFPTRC for that individual, evaluating the faculty member’s documentation in its entirety. If the external committee member is external to Clemson University, the Libraries and/or the Provost shall bear the costs of bringing this committee member to campus.

Further Part II Post-Tenure Procedures

Although the focus of post-tenure review is on the performance of the individual since his/her last tenure, promotion or post-tenure review, the overall contributions of the individual faculty member to Clemson University should not be neglected. These contributions shall be judged in accordance with the criteria established for tenure.

Upon completing its evaluation, the LFPTRC shall provide a written report to the faculty member. The faculty member shall have two weeks to provide a written response to the LFPTRC. The LFPTRC’s initial report, the faculty member’s response (if any), and any addendum as appropriate (which must also be given to the faculty member) shall be given to the Dean along with the dossier and all documentation.

The Chair shall make an independent review and shall provide the faculty member with a written report. The Chair may have access to the faculty member’s dossier and documentation from the LFPTRC, but not the LFPTRC’s recommendation, since the Chair’s review is to be independent. The faculty member shall have two weeks to provide a written response to the Chair. The Chair’s initial report, the faculty member’s response, and any further report from the Chair (which must also be given to the faculty member) will be given to the Dean.
The Dean shall review the reports, dossier, and documentation and shall write a report, providing a copy to the faculty member, the LFPTRC, and the Chair. If both the LFPTRC and the Chair, or either the LFPT or the Chair, rates the candidate as "Satisfactory," the candidate's final rating shall be "Satisfactory." If both the LFPTRC and the Chair rate the candidate as "Unsatisfactory," the candidate's final rating shall be "Unsatisfactory."

If the candidate's rating is "Satisfactory," the Dean will forward that information to the Provost in summary form without appending any candidate materials. If the candidate's final rating is "Unsatisfactory," the Dean will forward all materials to the Provost.

Outcomes

The following rating system shall be used:

1. Satisfactory: The faculty member(s) in this category are performing adequately for continuation at Clemson University. There is neither correction nor reward, other than continued employment attached with this rating.

2. Unsatisfactory: The faculty member(s) in this category are not performing adequately according to Clemson University's expectations and must go through a remediation period.

3. In cases involving a rating of "Unsatisfactory," the burden of proving unsatisfactory performance is on the University. To receive an "Unsatisfactory" as the final rating, both the LFPTRC and the Chair must so recommend.

Remediation

Individuals who receive a rating of "Unsatisfactory" must be given a period of remediation to correct deficiencies detailed in the LFPTRC reports. The Chair, in consultation with the LFPTRC and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the "Unsatisfactory" outcome. The university will provide reasonable resources (as identified in the LFPTRC reports and as approved by the Chair and the Dean) to meet the deficiencies. The Chair will meet at least twice annually with the faculty member to review progress. The faculty member will be reviewed each year by the LFPTRC and the Chair, both of whom shall supply written evaluations. At the end of the three year period, another post-tenure review will be conducted. If the outcome is again "Unsatisfactory," the faculty member will be subject to dismissal for unsatisfactory performance. If the review is "Satisfactory," then the normal five-year annual performance review cycle will resume.

Dismissal

If after the subsequent post-tenure review, dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations for dismissal outlined in the Faculty Manual.
Grievances

All reviews, whether for reappointment, tenure, promotion, or post-tenure review, are grievable according to the procedures outlined in the Faculty Manual.

Approved: Library Faculty Date: September 24, 2011

Approved: Library Chair

Gail Julian

Date: 11-6-12

Approved: Dean of Libraries

Kay Wall

Date: 11-6-12

Approved: Provost

Doris R. Helms

Date: 11-12-12