Article VIII. Appointment, Retention, Continuing Status and Promotion

- The following revisions to Article VIII were approved by LFA vote on June 18, 2010.
- Further revisions, regarding committee composition, were approved by LFA vote on May 27, 2011.
- The revisions were formally approved by the Associate Provost for Faculty Affairs in December 2011.

Section 1. Appointment

A. General Criteria for Appointment

Members of the Library Faculty shall hold a relevant professional degree, e.g., a Master's degree from a library school accredited by the American Library Association, or other relevant Graduate degree as deemed appropriate by the Dean and the selection committee.

At the time of hire, the Dean of Libraries, in consultation with the Promotion and Continuing Status Committee, will assign rank and set the calendar for the retention and continuing status review. These will be determined by comparable library and/or related professional experience, and will be based on demonstrated professional achievements at a level consistent with Library Faculty rank definitions.

Academic professionals on year-to-year appointments shall be assigned a rank as above. Persons with year-to-year appointments are ineligible for continuing status, but are eligible for promotion. The Library may hire academic professionals in a temporary capacity; these appointments are for a specified length of time, which may be for less than a year. Library Faculty members are appointed as librarians or as curators. Assignment to a specific position within a specific Team(s) is made at the time of hire. However, a situation may develop in which it may be necessary for a librarian or a curator with or without continuing status to be transferred from one position or Team(s) in the Library to another.

B. Ranks for Librarians and Curators.

The ranks for librarians and curators are intended to recognize professional and scholarly growth. The structure is divided into three ranks. Appointment or promotion to each rank is determined according to the following definitions:

Assistant Librarian/Curator

Appointment at this rank requires expectation of successful overall performance in the three main areas of librarianship/curatorship—position effectiveness, scholarship, and service to the University and the profession. The librarian demonstrates an understanding of appropriate library methods, tools and systems and exhibits knowledge appropriate to the position. The curator demonstrates an understanding of appropriate curatorial methods, tools, and systems; demonstrates an understanding of museum policies and ethics as established by the American Association of Museums; and possesses
knowledge appropriate to the position. Such an individual possesses the ability to perform a variety of professional tasks and the ability to function independently within a team(s).

Associate Librarian/Curator

Appointment at or promotion to this rank requires excellent overall performance at the Assistant level. In addition, the Associate Librarian/Curator demonstrates special knowledge and skills necessary to perform complex work, qualities of leadership and initiative, and the ability to assume considerable responsibility in assigned areas, evidence of scholarship, and participation in professional activities with every expectation of continuing contributions at the level of excellence for this rank.

Librarian/Curator

Appointment at or promotion to this rank requires outstanding performance in all aspects of assigned responsibilities as well as widely recognized achievements and contributions to the profession. Appointment at or promotion to the Librarian/Curator rank is not a reward for long service but a recognition of superior contributions with every expectation of continuing contributions at the highest level of professional standards.

Section 2. Developmental/Retention Reviews

A. Third Year Review

While an individual's progress towards continuing status can be reviewed at any time, each librarian/curator who is classed as continuing eligible shall be formally reviewed by the Promotion and Continuing Status Committee in the third year. This review shall be similar to the continuing status review but normally shall not require outside letters of reference. Documentation shall include: a) the curriculum vitae; b) job description(s); c) the candidate's personal statement; d) letter(s) from the individual's team leader, e) and letters from other Library employees. Other documentation may be included as deemed appropriate by the P & CS Committee. The review shall take into consideration position effectiveness and development in the areas of scholarship and service. A letter on an individual's progress toward achieving continuing status and a decision to retain as continuing-eligible shall be sent to the individual by the Dean of Libraries or their designee. The retention decision is based on the recommendation and documentation submitted by the Promotion and Continuing Status Committee to the Dean or designee. The recommendation will be discussed with the candidate during a meeting with the Dean/designee, a member of the P & CS Committee and the appropriate team leader.

B. Calendar

In accordance with the provisions of UHAP Chapter 4, individuals will be notified before the end of their sixth year whether continuing status is to be granted or a terminal contract will be issued. Length of service is determined as follows: individuals whose initial appointment is during the period July 1 through December 31 will be considered as serving a full fiscal year; individuals whose initial appointment is during the period January 1 through June 30 will have service calculated from the
following July 1. That is, service less than six months prior to the beginning of the new fiscal year on July 1 will be ignored in determining the year of review for continuing status reviews.

Retention/developmental reviews will be conducted in the third year prior to the mandated continuing status review year. Appropriate adjustments will be made to this schedule to accommodate approved changes to the P & CS review calendar.

Section 3. Continuing Status and Promotion

A. Definitions

1. Continuing status is an institutional commitment to continuous employment to be terminated only by retirement, resignation, dismissal for just cause, or termination for budgeting reasons or educational policy change as outlined in the UHAP Chapter 4.10.05 and ABOR Policy Manual 6-301. The purpose of continuing status is to protect the professional and intellectual freedom of the librarian/curator and to provide a staff whose professional competence will ensure the continued development of the Library. As defined by ABOR Policy Manual 6-301, "'Professional and intellectual freedom' shall mean the right and responsibility to exercise judgment within the standards of the employee's profession. Professional and intellectual freedom is defined as 'academic freedom' for those employees involved in teaching and/or research."

Continuing status is not granted lightly or automatically upon completion of the probationary period but is based on excellent performance and the promise of continued excellence and professional growth. Excellence at the University of Arizona Library is characterized by a breadth of knowledge and skills in an area of librarianship or curatorship. An excellent librarian/curator is one who succeeds in a wide variety of responsibilities and who displays leadership both within his or her functional team and on Library-wide teams. It is also critical that the librarian/curator demonstrates qualities which extend beyond the requirements of a particular job and that supports the University's curricular, and research needs, as well as service to the library, the University and the profession.

2. Promotion in rank for librarians and curators follows the traditional academic progression, using the titles of Assistant, Associate, and full Librarian/Curator. Promotion in rank is awarded on the basis of professional accomplishments in position effectiveness, scholarship, and service, as described below. As with continuing status, promotion in rank is not granted lightly or automatically upon completion of the probationary period but is based on excellent performance and the promise of continued excellence and professional growth.

- Librarians and curators with year-to-year appointments, are eligible for promotion, and will be evaluated using the same criteria as continuing and continuing-eligible library faculty.

- For continuing-eligible Assistant Librarians/Curators, promotion to the Associate rank is awarded simultaneously with continuing status.

- Continuing-eligible Associate Librarians/Curators appointed at the Associate rank, retain the Associate rank when they achieve continuing status.
• Promotion to the rank of full Librarian/Curator is based on achievement rather than years in rank. It requires sustained excellence over a period of years and the promise of continued excellence, and is based on the candidate’s record of continuing professional growth since being promoted to the rank of Associate.

• Promotion to the rank of full Librarian/Curator requires outstanding performance in all aspects of assigned responsibilities as well as widely recognized achievements and contributions to the profession. Candidates must show a higher level of accomplishment than was required at the Associate level and will be evaluated using the criteria outlined below for position effectiveness, scholarship, and service.

B. Criteria

Librarians and curators shall be evaluated for continuing status in three interrelated areas: 1) Position effectiveness; 2) Scholarship; 3) Service. Of these, position effectiveness is foremost. Contributions in scholarship and service are also important and should demonstrate continuing professional development and growth. In all areas, the focus is on quality.

1. Position Effectiveness.

For promotion to or appointment at the rank of Associate Librarian/Curator, in addition to the criteria described in Section 1 B, the primary requirement for continuing status is performance at an excellent level in assigned responsibilities. The criteria for an individual candidate are to be applied in relation to specific responsibilities as detailed in the position description(s). In recommending a candidate for continuing status, the appropriate criteria listed below are to be considered. Emphasis will be placed on how the candidate has contributed to the work of the teams on which he or she has served and to the Library as a whole.

For promotion to or appointment at the rank of full Librarian/Curator, in addition to the criteria described in Section 1 B, a candidate shall demonstrate mastery of a major area of librarianship or curatorship and the highest degree of independent responsibility. Substantive contributions will have been made to the Library.

It is expected that every candidate will demonstrate excellence in the areas below appropriate to their assigned responsibilities:

a. Demonstrated effectiveness in information and cultural resource assessment and management, including:

   1. Appraisal, selection and, deselection of materials in support of the University’s mission.

   2. Preservation and curation of archival materials in physical or digital format.

   3. Management of legacy physical collections and archival digital collections.
b. Demonstrated effectiveness in collection building, including the maintenance of continual awareness of new artists and new scholarship that would affect collection building, study and evaluation of collections, and building artist and donor relationships.

c. Demonstrated knowledge of collection management, including an understanding of museum security standards, cataloging methodologies, and storage and preservation standards appropriate to specific types of art works.

d. Demonstrated effectiveness in bibliographic and/or systems organization and control, including:

   1. Classification and cataloging.
   
   2. Database management.
   
   
   
   5. Metadata creation and management.

e. Demonstrated effectiveness in instructional design, delivery and pedagogy, including:

   1. Assessment of information literacy needs.
   
   2. Evaluation and adoption of instructional technology.
   
   3. Creation, revision and management of instructional modules or credit-bearing courses.
   
   4. Delivery of instruction, either in person or online.
   
   5. Assessment of learning outcomes.

f. Demonstrated effectiveness in understanding the functions and precepts of museum education, serving the educational and research needs of diverse users and audiences, fostering the appreciation of works of art, introducing new users and audiences to the educational and research potential of collections and exhibitions, and building relationships with various academic disciplines and community groups.

g. Demonstrated effectiveness in providing customer assistance, including:

   1. Provision of consultative and in depth customer assistance.
   
   2. Development and management of online tools that promote user self-sufficiency.
   
   3. Provision of training for library staff to provide front line reference assistance.

h. Demonstrated effectiveness in assisting the Libraries and the University in applying laws and policies related to copyright, licensing, and intellectual property.
i. Demonstrated effectiveness in managing projects, functional teams, or cross-functional teams, including effective:

1. Strategic planning.
2. Project planning and implementation.
3. Facilitation.
4. Leadership.
5. Budget management.
6. Supervision of personnel (faculty, staff, and students).
7. Collaborations with other library teams, campus units, and organizations outside the University of Arizona.

j. Demonstrated effectiveness in donor relations, fundraising, and grant writing.

k. Demonstrated effectiveness in communicating the Library’s mission, marketing, and promoting library products and services.

l. Demonstrated effectiveness in environmental assessment of the University Community including assessment of customers’ research, instructional, and service needs.

m. Demonstrated effectiveness in support of the University’s community engagement.

n. Demonstrated effectiveness in developing programs and exhibits that showcase the Libraries’ collections and services.

o. Demonstrated effectiveness in interpreting collections through traditional and non-traditional methods, including exhibition texts, gallery talks, guides and publications that present and interpret the collections, etc.

p. Demonstrated effectiveness in exhibition conception and curatorship, including the selection of materials to be included in exhibitions, appropriate understanding of and research into objects to be exhibited, effectiveness of exhibition presentation, and organization and presentation of information accompanying exhibitions.

It is expected that all candidates will have met the following criteria:

a. Demonstrated professional growth and development achieved through relevant continuing education and learning activities.

b. Professional and interpersonal skills must be considered in judging a professional’s position effectiveness.
1. Ability to accept and delegate authority and responsibility, including taking leadership roles in Library work;

2. Ability to work effectively with others in a diverse team-based environment;

3. Flexibility; ability to grow and contribute in a changing environment;

4. Effective communication at all levels;

5. Analytical skills and ability to contribute new thoughts. Creativity, originality, and ingenuity in the many technical and human situations encountered in professional service;

6. Ability to instruct and coach others fairly;

7. Ability to give and accept constructive criticism;

8. Independence of judgment and initiative;

9. Active contributions to the Library’s planning and decision-making processes where appropriate.

2. Scholarship. The candidate’s scholarly record must reflect a primary focus on theoretical or applied aspects of librarianship or curatorship. Scholarship is defined as publishing or otherwise formally disseminating results of research, or applications of knowledge to work, that adds to and enhances the knowledge base of the profession.

a. Contributions can be produced independently or in a collaborative effort.

b. All media chosen to communicate the work are acceptable, but it is expected that the candidate’s scholarship record will include evidence of multiple formal publications, which have been reviewed and accepted through a peer review or editorial process.

c. Written materials (including electronic or paper research guides, finding aids, and similar materials) and/or oral presentations (including lectures, panel discussions, and other invited presentations) and or exhibitions which were developed as part of assigned library work and that are focused on a campus audience or affiliates, should be listed in the Position Effectiveness section of the CV. Written materials and/or oral presentations, or exhibitions which were not part of assigned work, and which were done for University of Arizona students or faculty or an organization affiliated with the University, should be listed in the Service section of the CV.

For promotion to or appointment at the rank of Associate Librarian/Curator, contributions in scholarship should demonstrate continuing professional development and growth.

For promotion to or appointment at the rank of full Librarian/Curator, nationally recognized activity is required. Examples include books or chapters of books, articles in refereed journals or journals with
national circulation; organization and interpretation of major exhibitions; presentation of formal papers at national meetings; editorship; or similar creative projects that benefit the profession.

In all cases, the quality of the scholarship and its validation by independent peers or editors is more important than the quantity.

Examples of scholarship include:

a. Presentations at conferences and meetings (including poster sessions and similar activities);
b. Published analytic bibliographies or reviews of significant length which reflect critical thinking;
c. Books, chapters in books, articles in scholarly or professional journals, refereed electronic material;
d. Editing of books and special issues of journals;
e. Other creative projects that benefit the profession.

3. Service. This component includes professional and scholarly service to the University of Arizona, and the library profession or the community. It goes beyond activities which are in the domain(s) of Position Effectiveness and Scholarship as described above. For promotion to or appointment at the rank of Associate Librarian/Curator, contributions in service should demonstrate continuing professional development and growth.

For promotion to or appointment at the rank of full Librarian/Curator, contributions must demonstrate sustained service to the University, and the profession. It requires outstanding contributions to the University, and to professional organizations at the regional or national level.

a. Service to the Library may include active participation in Library Faculty Assembly offices and committees, library-wide selection teams or similar activities not assigned in the job description.

b. Service to the University of Arizona includes activities which benefit the University and which are not a part of assigned work. Examples include:

1. Active participation as an officer/chair or member of an administrative or shared governance committee or comparable body outside the Libraries, at the University, college, or departmental level; and

2. Preparation and delivery of written materials (including reports, position papers, and similar materials) and/or oral presentations (including lectures, panel discussions, and other invited presentations) to University classes, committees, or other faculty or student groups.

c. Service to professional literature of the field should be listed here instead of under scholarship when it is descriptive. Examples in this category would include directories, brief book reviews, indexes or abstracts of books, and editorship. Analytic writings should be listed under scholarship.

d. Service to the profession may include active participation at the international, national, regional, state, or local level in professional and learned societies. Examples of this are as an officer, as a committee chair, or a committee member; moderator of an electronic discussion list; consulting; service
as a member of a team of experts, task force, review committee or similar body; public appearances in the interest of the profession. Descriptive work associated with the literature of the field should be listed as service. Examples in this category include directories, brief book reviews, indexes or abstracts of books, and editorship. Analytic writings should be listed under scholarship.

e. Service to the community is limited to activities directly related to the individual's role as a member of the University of Arizona Library faculty. It may include such areas as serving as a librarian, curator or archivist for a community organization; giving lectures or presentations to groups; and teaching continuing education courses in the community. Community service is not geographically confined.

Section 4. Implementation and Procedures

In general, the procedures for appointment, reappointment, promotion, granting continuing status, dismissal, or nonretention of a library faculty member shall follow the guidelines as stated in the UHAP Ch. 4, and the ABOR Policy Manual 6.301.

A. Standing Committee on Promotion and Continuing Status.

The Library Faculty shall elect a standing committee of five to advise the Dean of Libraries on any matter concerning retention, continuing status, and promotion. The Committee shall also advise on the assignment of rank and the number of years credit to be given for prior service upon the appointment of a Library Faculty member. The Committee shall base its recommendations on a review of all evidence submitted in accordance with Section V.B and other evidence as the Committee may deem appropriate.

1. Composition and Election. All five members shall have continuing status. Three shall hold the rank of Librarian / Curator and two shall be Associate Librarians / Associate Curators. All shall be elected to serve two-year terms. Members are not eligible to serve more than two consecutive terms unless there are not enough other eligible members to fill the vacancies. All continued Library Faculty with the rank of Associate Librarian, Associate Curator, Librarian or Curator must stand for election to the Committee. Associate Librarians/Associate Curators who have received official notification of promotion to Librarian/Curator by the time ballots are developed and distributed for the P&CS Committee will be included on the ballot with the promoted rank. The following LFA members are excluded from the ballot:

a. Associate Librarians who are planning to go up for promotion to Librarian during the year that the election is held.

b. Librarians, Curators, Associate Librarians, and Associate Curators who are, or will be, on sabbatical or other extended leave during the year that they would be called upon to serve.

c. Librarians, Curators, Associate Librarians, and Associate Curators who are in the role of Senior Development Officer.
d. Any LFA member who is currently serving on the University Promotion and Continuing Status Committee is ineligible to simultaneously serve on the UA Libraries Promotion & Continuing Status Committee and the University Promotion and Continuing Status Committee.

e. As per Bylaws, Article V Section 3, the Dean of Libraries and the Associate Dean of Libraries are not eligible to serve on the Promotion and Continuing Status Committee.

f. In the event that there are not three full librarians eligible to serve on the Standing Committee, and an Associate Librarian has applied for promotion to Librarian, then all full Librarians who are not directly involved in the review process (Team Leader, Associate Dean, Dean, University Committee) will be eligible to form an ad hoc committee to review that particular case. If there are still not enough Librarians to serve on a three member ad hoc committee then AHSL, the State Museum and Law Library should be approached to fill the ad hoc committee.

2. Operating Rules

After election, the Committee shall establish its own internal guidelines for voting. The documentation solicited by the committee and/or submitted to it in the process of retention, continuing status and promotion reviews is to be treated as confidential material not available to the candidates or to other librarians or staff except members of the Library Administration. Documentation will be kept by the Human Resources and Organizational Effectiveness Office in accordance with legal obligations and University regulations.

Only members of the Committee holding the rank of Librarian shall review the documentation and vote on promotion to the rank of Librarian/Curator.

In cases where a conflict of interest exists, the committee member shall recuse him/herself from the decision-making process.

B. Evidence in Support of Deliberations on Retention, Continuing Status and Promotion.

The Promotion and Continuing Status Committee each year will provide detailed instructions on what data will be required for its deliberations based on the Provost’s Guidelines. Candidates should consult the Provost's Office website for the annual "Directions on Dossiers," which includes the required template for the materials to be included in Dossiers, including the format to be followed in curriculum vitae.

1. In general, the following evidence must be provided by the candidate in support of recommendations for retention, continuing status, and promotion:

a. An up-to-date curriculum vitae, including:

1) all position descriptions covering the period of evaluation;

2) an itemization of one's scholarly attainments as described in the appropriate section above;
3) an itemization of one's service to the Library, the University, one's profession, and the community as described in the appropriate section above;

b. candidate's personal statement which should include a report on significant projects achieved or in progress;

c. Other information or documents deemed germane by the candidate may be supplied.

2. For promotion and continuing status reviews, the Committee will solicit evaluations of the candidate's job performance, scholarly attainments and service over the course of their career from the candidate's supervisor, peers within the Library, other University of Arizona personnel, and qualified individuals at other universities, businesses or government agencies. During the review of any individual who reports directly to the Dean or Associate Dean, in place of a team leader's or supervisor's letter, a letter will be solicited from the most appropriate administrator.

3. For promotion and continuing status reviews, the following evidence may also be considered:

a. Annual performance review documents (optional). Annual performance reviews are informative only, not determinative, as noted in UHAP 4.08.02.

b. Other information as deemed relevant by the committee.