MANUAL

for the

INDIANA UNIVERSITY BLOOMINGTON
LIBRARIANS
PROMOTION AND TENURE
COMMITTEE

and the

INDIANA UNIVERSITY BLOOMINGTON
TENURED
LIBRARIANS
COMMITTEE

2013/2014
# TABLE OF CONTENTS

IUB LIBRARIANS PROMOTION AND TENURE COMMITTEE (IUBL P&T Committee)

## Schedules for Committee

## Duties

- **Members**
- **Chair**
- **Vice-Chair/Chair-Elect**
- **Secretary**
- **LHR**

## Preparing for Promotion Work of the Committee

- **Organizational Meeting**
- **Reading Dossiers**
- **Reviewing Dossiers**
- **Guidelines for Presenters**
- **Presenting the Case**
- **Discussing the Cast**
- **Preparing a Recommendation Letter on the Case**
- **End of Deliberations**

## Interviews with Candidates

### Samples

- **Sample memo after interview**
- **Sample Minutes for Organizational Meeting**
- **Sample General Meeting Minutes**
IUB TENURED LIBRARIANS COMMITTEE (IUB TLC)

Schedule for Committee

Duties

Members
Executive Associate Dean (EAD) or Her/His Designee
Members of the IUB Librarians Promotion and Tenure Committee
Chair of the IUB Librarians Promotion and Tenure Committee
Secretary of the IUB Librarians Promotion and Tenure Committee
LHR

Discussing the Case

Preparing a Recommendation Letter for the Case

Samples
Sample Minutes for an IUB Tenured Librarians Committee Meeting
Sample Minutes for a Full Librarian Sub-Committee Meeting

RESOURCES USED BY BOTH COMMITTEES

Sample Ballots
Sample Tally Sheets
Sample Recommendation Letters on Dossiers

Promotion and Tenure Calendar (linked under “Promotion and Tenure”)
IUB LIBRARIANS PROMOTION AND TENURE COMMITTEE

The Indiana University Libraries, Bloomington, *Promotion and Tenure Process for IUB Librarians* section titled *IUB Librarians Promotion and Tenure Committee Organization and Procedures* provides the guidance and authority for the promotion and tenure committee process for librarians.

All information acquired during review and discussion of cases is confidential and should not be disclosed to anyone outside the committee at any time. All discussions of the committee are confidential.

Any member of the IUB Librarians Promotion and Tenure Committee (IUBL P&T Committee) may ask to recuse her/himself from the committee’s work on a dossier if (s)he feels that (s)he cannot be impartial. The request for recusal must be made prior to any discussion on a case and preferably at the organizational meeting of the committee.

**SCHEDULES FOR COMMITTEE**

**Meetings, seminars or workshops**

1. The IUB Librarians Promotion and Tenure Committee organizational meeting occurs prior to the meeting(s) at which the committee prepares for presentations to the IUB Tenured Librarians Committee (IUB TLC) or its Full Librarian Sub-Committee. At this meeting, assignments will be made regarding which member will be responsible for presenting each of the dossiers for promotion and/or tenure to the IUB TLC.
2. The IUBL P&T Committee will meet prior to the meeting of the IUB TLC to prepare for presentations to be made to that group by the members of the IUBL P&T Committee.
3. The IUBL P&T Committee will meet after the promotion and/or tenure dossier discussions and voting by the IUB TLC or its Full Librarian Sub-Committee to prepare recommendation letters on the dossiers.
4. The IUBL P&T Committee may sponsor special seminars/workshops as determined by the Committee.
5. Additional committee meetings will be called as necessary.

**DUTIES AND RESPONSIBILITIES OF COMMITTEE**

**Committee Members**

1. Present one or more cases as assigned by the committee chair at the meeting of the IUB TLC or its Full Librarian Sub-Committee.
2. Bring *Promotion and Tenure Process for IUB Librarians* to all sessions of the IUBL P&T Committee.
3. Participate in the discussion of all rank-appropriate cases.
4. Prepare a recommendation letter for the case(s) that you present.
5. Leave printed confidential materials to be discarded in the box marked “To Shred” located in the meeting room when the committee’s work is completed.
6. Although participation in the spring seminar is not required, all members should try to be present if at all possible.

7. Committee members also meet with candidates for librarian positions in the IUB Libraries and recommend rank and tenure status for the candidate, should (s)he be hired. For more information, see: Interviews with Candidates.

Chair
1. Conduct all meetings, seminars or workshops.
2. Prepare agendas for organizational meeting, schedule IUBL P&T Committee meetings, and seminars or workshops.
3. Assign dossiers to presenters.
4. Work with Libraries Human Resources to identify a substitute for a committee member who recuses herself/himself from the committee work on a dossier when an additional member is needed, e.g. when multiple members recuse themselves from the same dossier or when a full librarian recuses herself/himself from work on a dossier for promotion to that rank.
5. Coordinate discussion of tenure and/or promotion cases during session preparing for meeting of the IUB TLC.
6. Prepare the committee's annual report for the Ruth Lilly Dean of University Libraries.
7. Report recommended changes in the promotion and tenure process and/or criteria, if any, to the Ruth Lilly Dean of University Libraries and the President of BLFC. Collect keys to the Administrative Conference Room from committee members when the work on dossiers has been completed.
8. Schedule and make arrangements for the spring seminar and other seminars/workshops determined by the committee.
9. Assign topics to seminar discussion leaders.
10. Write service evaluations for committee members.

Vice-Chair/Chair-Elect
1. Serve as parliamentarian during meetings of the IUBL P&T Committee and the meeting of the IUB TLC, consulting Robert's Rules of Order.
2. Act as chair in the chair's absence.

Secretary
1. Record and distribute minutes of all meetings of the IUBL P&T Committee, the IUB TLC, and its Full Librarian Sub-Committee. If the secretary is an Associate Librarian, a full rank member of the IUBL P&T Committee will serve as the secretary's designee for meetings of the Full Librarian Sub-Committee.
2. Obtain draft letters from committee members by email or flash drives.
3. Request equipment (computer and projection equipment) to be used to display letter in committee meeting room so the letter can be discussed and revised as necessary.
4. Coordinate preparation of committee's statements for dossiers. Lend jump drive to personnel in Libraries Human Resources so that they may make the appropriate number of copies to be placed in dossiers.
Libraries Director of Human Resources
1. Provide administrative support for the committee.
2. Arrange for the Dean of Libraries to attend the organizational meeting.
3. Review procedures and provide orientation for committee at the organizational meeting.
4. Provide all committee members with information from dossiers. Electronic versions of the
documentation should be made available whenever possible. Print copies of the dossiers
should be available in the Administrative Conference Room during the committee’s work on
them and in the LHR office at other times.
5. Make available for committee use Robert’s Rules of Order, a dictionary, a thesaurus,
projector, and a computer for drafting committee recommendations. If available, provide a
laser pointer to be used during committee meetings.
6. Be available for questions during committee meetings.
7. Contact candidates for additional information when requested by the committee.
8. Distribute the committee's draft letter on each dossier to the members of the IUB Tenured
Librarians Committee or its Full Librarian Sub-Committee who participated in the discussion
on the dossier, giving those members three working days to send comments on the letter to
the IUBL P&T Committee chairperson.
9. Send out notifications of Committee's and Dean's action on P&T cases.
11. Announce seminar in IUL News and take registrations (if needed).
10. Prepare and distribute the Calendar for Promotion and Tenure Proceedings.
11. Provide committee members with keys to Library Administration for use by the committee
during its work on dossiers.

PREPARING FOR PROMOTION AND TENURE DOSSIER WORK
Organizational meeting business
An organizational business meeting will usually be held the third week in August. The following
activities should take place at the organizational meeting:
1. Welcome and introductions.
2. Review of previous year’s annual report.
3. Election of secretary and vice-chair/chair elect.
4. Distribute and review the Promotion and Tenure Process for IUB Librarians.
5. Distribute and discuss the list of cases and presenter assignments.
6. Identify committee members who request recusal from the committee’s work on a dossier. If
needed, work with the Library Director of Human Resources to identify a substitute
committee member for that dossier.
7. Distribute and discuss a schedule for the meeting to prepare for presentations to the IUB TLC
or its Full Librarian Sub-Committee.
8. Discussion of procedures for: promotion, tenure, and balanced case.
9. Discussion with the Ruth Lilly Dean of University Libraries and the Executive Associate
Dean (EAD) or her/his designee
10. Discussion concerning dates for Promotion and Tenure Workshop (Spring).
Reading dossiers
1. Each committee member may be assigned to present one or more cases to the IUB TLC. While any member of the committee may present a case for tenure and/or promotion to Associate rank, only full rank members of the IUBL P&T Committee may present or discuss a case for promotion to that rank.
2. Whenever possible, committee members will have electronic documentation from the dossiers available.
3. Normally, print dossiers may be read in Libraries Human Resources Monday through Friday, from 8:00 a.m.-5:00 p.m.
4. During the committee work on the dossiers, print copies will be kept in the Administrative Conference Room in Library Administration. Committee members will be given a key to Library Administration so they can read dossiers during the course of the work on the dossiers. It is important to keep the door to the Conference Room closed at all times. When leaving Library Administration, please make sure all doors are locked.
5. The copies of dossiers placed in the Administrative Conference Room should remain in the room. Committee members will not make marks or comments on these copies. They may only make comments on the copy of the materials provided to them for each case.

It is important to study all of the material before the meeting to prepare for presentations to the IUB TLC or its Full-Rank Sub-Committee, with first priority given to the case(s) for which the committee member is responsible, followed by the rest of the Promotion and Tenure cases. Only full rank committee members IUBL P&T Committee will have access to dossiers applying only for promotion to that rank.

Committee preparations for the presentation of routine promotion and tenure cases should take no more than 60 minutes: 20 minutes for the presentation and 40 minutes for discussion. Discussion of the more difficult cases will take longer and should be set aside temporarily.

Reviewing Dossiers
Before a presentation on a case is prepared, each rank appropriate member of the committee should have reviewed the packet of information for that case. The presenter responsible for that case should be prepared to provide a comprehensive overview and to answer any questions about the case.

Guidelines for Presenters
1. Be completely informed about the expectations for achievement for tenure and for each rank. If the candidate is using older criteria than the most recent criteria, be prepared to discuss why the old criteria may be used and what the differences are between the older criteria vs. the present criteria.
2. Carefully read any relevant mission statement(s), the candidate's vita, the candidate's summary statement, position descriptions, and supervisors’ letter(s).
3. Look at the documentation for each area and year before proceeding to the next section.
4. Take notes to assist in the discussion, listing the significant accomplishments and activities.
5. Make note of issues to be resolved prior to the presentation of the case to the IUB TLC.
Presenting the Case
Remember that this is a presentation and not an evaluation. The presenter may make evaluative comments during the general discussion of the case at the meeting of the IUB TLC or its Full Rank Librarian Sub-Committee, but not before. The presentation should be as objective as possible.

Even though the librarian may be a candidate for both promotion and tenure, there is normally only one presentation. The same level of achievement is required for both tenure and promotion to Associate Librarian, so dossiers applying both of these need to be considered only once for both of these. In the case of a candidate applying for both promotion to Librarian and for tenure, the presenter will need to present the case twice, once for the IUB TLC for the tenure case and again for the IUB TLC’s Full Librarian Sub-Committee for the promotion. When presenting a case, the following information should be given:
1. Name of candidate
2. Current rank and tenure status
3. Rank and tenure status being applied for
4. Brief summary of employment and education
5. Secondary area of focus (professional development or service)
6. Mission statement(s)
7. Summary of job performance as presented in the supervisor’s letter and in the letter from the Associate Dean/Administrator if this person is not the supervisor.
8. Summary of SIGNIFICANT accomplishments and activities in professional development and service in chronological order

Past experience shows that presentations take less time and are more effectively organized when the presenter refers to prepared notes instead of leafing through the dossier.

Discussing the Case
It is important to remember that during the presentation and discussion, personal knowledge about a candidate should not be mentioned. The case as presented in the dossier is what is being considered.

Chair will ask for and coordinate discussion.

Comments will be solicited from each member.

Keep in mind that the record should always be measured against the criteria.

Remember that the committee is not discussing one or two years, but an entire professional career (tenure) or the entire time in rank (promotion).

Preparing a Recommendation Letter on the Case
The case presenter will make notes during the discussion on the case at the meeting of the IUB
Tenured Librarians Committee or its Full Librarian Sub-Committee. Soon after that meeting, the presenter will prepare a draft recommendation letter that reflects the discussion of the dossier by the IUB TLC or its Full Librarian Sub-Committee.

The rank-appropriate members of the IUBL P&T Committee will work with the presenter on the recommendation letter after the initial draft is prepared. Once the IUBL P&T Committee is satisfied with a recommendation letter, it will be made available for three week days to the members of the IUB TLC or its Full Librarian Sub-Committee who participated in the discussion on the dossier.

The members of the IUB TLC or its Full Librarian Sub-Committee will be asked to review the recommendation letter for grammatical errors and suggestions for improvement. It will be up to the rank-appropriate members of the IUBL P&T Committee to determine what input from this review process will be incorporated into the final recommendation letter.

End of Deliberations (after recommendation letters on the dossier cases are finalized)
At the end of deliberations the committee should discuss problems and concerns which occurred during the week. A list of recommendations to improve the P&T process should be discussed and, after a draft is approved by the committee, sent to the Ruth Lilly Dean of University Libraries and to the President of BLFC. The committee should discuss the Promotion and Tenure workshop to be held in the spring.

Interviews with Candidates

In addition to its role in the Promotion and Tenure process, committee members also meet with candidates for librarian positions in the IUB Libraries. After the meeting the members involved recommend rank and tenure status for the application, should (s)he be hired. Guidelines for the interviews:

1. Introduce members present and describe the makeup and role of the IUBL P&T Committee and the IUB TLC, including the Full Librarian Sub-Committee.

2. Explain the purpose of the meeting:
   ♦ to describe the IUB Libraries’ promotion and tenure system
   ♦ to review the candidate’s professional activities
   ♦ to assess appropriate rank and tenure status

3. Points to discuss:
   ♦ three areas evaluated (stress the importance of job performance)
   ♦ criteria for tenure
   ♦ criteria for promotion to each rank
   ♦ annual review process
   ♦ Promotion and Tenure calendar
4. Other topics to mention:
   ♦ research leaves
   ♦ support grants
   ♦ promotion and tenure seminars

Before they come to Bloomington, all applicants being interviewed receive copies of The Indiana University Libraries, Bloomington, *Promotion and Tenure Process for IUB Librarians*. Ask them if they have any questions about anything in this documentation.

Explain that the Committee will recommend rank and credit toward tenure to the dean. This is only a recommendation; the dean will make the final decision. Tell the candidate that it is extremely rare for someone to be appointed with tenure.

The committee’s recommendation on rank and tenure should be based on the candidate’s record and should not be influenced by the candidate’s wishes.

When making a decision on rank and/or tenure, the candidate’s record should be evaluated according to our criteria. Years of experience are not included in the criteria. The candidate’s record in professional development and service will be the factor which most influences the committee’s recommendation.

Immediately after the interview, send a memo (may be by e-mail) to the Human Resources Officer stating the recommendation of the committee members. This recommendation should not be shared with the candidate.

There will be an opportunity for the candidate to ask questions of the Human Resources Officer after the completion of the interview sessions. If further clarification is necessary, it can be addressed at that time.
TO: Ruth Lilly Dean of University Libraries  
FROM: (Committee members participating in the interview)  
SUBJECT: Rank and tenure recommendation for [name]  
DATE: July 22, 20XX

As representatives of the IUB Librarians Promotion and Tenure Committee, we met with [name] during her/his interview for the position of [position title].

If Ms./Mr. [name] is offered and accepts the position, we recommend that she/he be appointed at the rank of [rank] librarian with [years toward tenure, if any] years credit toward tenure.
IUB Librarians Promotion and Tenure Committee
Organizational Meeting
August 11, 20XX

Minutes

Members present:

Angela Courtney, Chair
Carl Horne
Lynn Hufford
Jian Liu
Moira Smith

Welcome and introductions—Chair Angela Courtney called the meeting to order at 2:05 p.m. The committee members introduced themselves.

Review of expectations of the Committee/formal charge—Chair Courtney noted that, while we did not receive a formal charge, the Committee’s purpose is to review each dossier submitted for the promotion and tenure process and to make recommendations to the Ruth Lilly Dean of University Libraries.

Selection of Vice-Chair/Chair-Elect and Secretary—Carl Horne agreed to serve as Vice-Chair/Chair-Elect. Jian Liu agreed to serve as Secretary.

Review of previous year’s annual report—The Committee reviewed the annual report from 20XX-20XX. There are three issues for follow-up:

- Workshops for supervisors—We’ll discuss this issue during P&T week.
- Revisions to sample letters—Chair Courtney was unaware if any revisions had been completed by the 20XX-20XX Committee but suggested she could share copies of letters from the previous Committee that reflected changes.
- Betty Davis will make dossiers available electronically, as well as making print copies available in the LHR Office.

Discussion of P&T work schedule

Discussion of P&T procedures--
Chair Courtney raised another question. She is the supervisor of one of the candidates this year and asked Committee members how they would view that scenario, i.e. should she or should she not excuse herself from discussing that particular case. During the discussion, Committee
members voiced pro and con viewpoints. Members agreed to check with the Dean’s office and decide this issue at our first meeting during P&T week.

A third issue centered on what constituted a quorum for the Committee. The group agreed that four members need to be present to have a quorum.

**Discussion with Ruth Lilly Dean of University Libraries Brenda Johnson**—Dean Johnson offered several comments:

- Regarding the above question about Chair Courtney being the supervisor of a candidate and excusing/not excusing herself, Dean Johnson said the Committee has the option to make the decision. Any decision the Committee makes meets procedural guidelines.
- Our new president has a view of P&T differing from past presidents. He plans to assume a very active role in the process and not just pro forma approval of the dossiers. If he feels a case should not move forward, he will act. Because of that scrutiny, we need to hold candidates to the highest standards.

After Dean Johnson’s discussion, the Committee addressed a couple more procedural issues. First, emergency contacts for us will be the office phone numbers of Amy Cope (812-855-6610) and Betty Davis (812-855-8196).

Chair Courtney reminded Committee members that when one presents a case, one does not evaluate the candidate, for evaluation occurs during the case’s discussion.

Committee members received keys to the conference room, so they may access the dossiers at any time.

**Timing of packet distribution**—Dossiers for promotion and tenure are due in the Libraries Human Resources office by August 15, 2008. Betty will review them for completeness and correctness and then send them out to the Committee.

With no further discussion, the Committee adjourned at 3:05 pm EDT.

Respectfully submitted,
Jian Liu, Secretary, P&T Committee, 20XX-20XX
Minutes
IUB Librarians Promotion and Tenure Committee
Sept. 26, 20XX

Members Present: Jacqueline Byrd, Gary Charbonneau, Anne Haynes, Lou Malcomb (Chair), Frank Quinn, Jennifer Chaffin (ex officio)

Chair Quinn called the meeting to order at 9:05 AM. The committee reviewed the schedule for the day.

Anne Haynes asked a procedural question concerning when one should excuse oneself from discussing a case where one is supervised or supervises the candidate. Virginia Sojdehei will investigate.

The committee approved the minutes of the September 6, 20XX meeting.

The committee spent the rest of the morning reading dossiers.

Upon reconvening after lunch Lou Malcomb, based on information provided by Jennifer Chaffin clarified the procedure for excusing oneself from the discussion on a dossier. If one believes he or she should be excused from the discussion on a specific case, or if a committee member believes another member should be excused from a discussion, they are to tell the chair. The chair will then hold a vote among the committee to determine whether one should be excused.

The committee reviewed the criteria for tenure and promotion to the rank of Associate.

The presentation for the case for [NAME] was prepared.

The presentation for the case for [NAME] was prepared.

The presentation for the case for [NAME] was prepared.

The committee adjourned at 3:50 pm.

Submitted by
Jacqueline Byrd,
Secretary, P & T Committee 20XX-20XX
SAMPLE COMMITTEE MINUTES

Minutes
IUB Librarians Promotion and Tenure Committee
Sept. 27, 20XX

Members Present: Jacqueline Byrd, Gary Charbonneau, Anne Haynes, Lou Malcomb (Chair), Frank Quinn, Jennifer Chaffin (ex officio)

Chair Malcomb called the meeting to order at 9:00 am.

The committee reviewed the minutes and letters for cases presented on the previous day.

The case for [NAME] was presented and discussed.

The case for [NAME] was presented and discussed. The Committee asked Virginia Sojdehei to obtain additional information from the candidate. The committee will reconvene to discuss the case on October 7, 20XX.

The committee adjourned at 3:45 pm.

Submitted by
Jian Liu,
Secretary, P & T Committee 2005-2006
IUB TENURED LIBRARIANS COMMITTEE

The Indiana University Libraries, Bloomington, Promotion and Tenure Process for IUB Librarians section titled IUB Tenured Librarians Committee Organization and Procedures provides the guidance and authority for the promotion and tenure committee process for librarians.

All tenured librarians on the Bloomington campus of Indiana University are members of this committee, with the exception of the Ruth Lilly Dean of University Libraries. All Full rank librarians on the Bloomington campus of Indiana University are also members of the committee’s Full Librarian Sub-Committee, with the exception of the Ruth Lilly Dean of University Libraries. All librarians who are members of one or both of these committees are expected to participate in the work of the committee to evaluate dossiers for promotion and/or tenure. If it is not possible for a librarian to attend a meeting, (s)he should notify LHR in advance.

All information acquired during review and discussion of cases is confidential and should not be disclosed to anyone outside the committee at any time. All discussions of the committee are confidential.

Any member of the IUB Tenured Librarians Committee (IUB TLC) or its Full Librarian Sub-Committee may ask to recuse her/himself from deliberations on a dossier if (s)he feels that (s)he cannot be impartial. The request for recusal must be made prior to the discussion on a case. An opportunity will be made prior to the day of the scheduled meeting and prior to the presentation of each case.

SCHEDULE FOR COMMITTEE
Meetings:
1. The IUB TLC meeting occurs after the working meeting(s) of the IUBL P&T Committee in September.
2. Additional committee meetings will be called as necessary.

DUTIES AND RESPONSIBILITIES OF COMMITTEE

Committee Members
1. Full rank librarians, as members of the Full Librarian Sub-Committee of the IUB TLC, will have additional discussions for any dossier for promotion to that rank.
2. Read and consider the contents of the dossiers in preparation for a discussion and vote.
3. Bring Promotion and Tenure Process for IUB Librarians to all sessions.
4. Provide feedback, as appropriate, on the draft recommendation letters from the IUBL P&T Committee regarding each dossier.
5. Leave printed confidential materials to be discarded in the box marked “To Shred” located in the meeting room.
EAD of IUB Libraries or Her/His Designee
1. Preside over the meeting(s) of the IUB TLC and its Full Librarian Sub-Committee. If the EAD is not at full rank, (s)he will appoint a full rank librarian as a designee for meetings of the Full Librarian Sub-Committee.
2. Go over the criteria, categories, and standards for promotion to a specific rank and/or tenure, as appropriate.
3. Coordinate discussion of tenure and/or promotion cases.
4. Prior to the presentation of a promotion and/or tenure dossier, the EAD or her/his designee will ask whether anyone wishes to be recused from discussion and voting on a case. All in attendance for a discussion will be expected to vote on the case.
5. Remind those who recuse themselves that they must advise the secretary before they leave the meeting and when they return for discussion and voting on subsequent dossier(s).
6. Prior to voting on a case, the Executive Associate Dean or her/his designee will remind voting members to use caution to make sure their ballots are logical, i.e. that the recommendation for or against promotion and/or tenure is justified by the appropriate rankings for the three criteria. It should also be made clear that the basis of all votes should be only the case made in the dossier.
7. Although there will be only one official vote, the EAD or her/his designee can call for unofficial “straw” votes if it would be helpful in reaching consensus on a case. It must be made clear prior to a vote whether or not the vote is an official one.
8. If there are discrepancies between the overall vote on promotion and/or tenure and the ratings for the three criteria, the discrepancies will be announced by the EAD or her/his designee. Because these discrepancies could weaken a candidate’s case later in the process, the EAD or her/his designee will open a discussion. If there is no justification for the discrepancies, the vote will go forward as recorded with a note that the grounds for the discrepancies could not be discerned from deliberations. If justifications are voiced, they will be noted in the documentation inserted into dossier.
9. The EAD or her/his designee will provide the vote tally and summary to LHR for insertion into the dossier. Included in the summary will be an explanation of any voting discrepancies of the type noted in “6” above.

Members of the IUB Librarians Promotion and Tenure Committee
1. The members of the IUB Librarians Promotion and Tenure Committee (IUBL P&T Committee) will present each dossier for tenure and/or promotion to Associate rank to the IUB Tenured Librarians Committee.
2. If a member of the IUB TLC recuses herself/himself from discussion and voting on a dossier, (s)he must advise the IUBL P&T Committee secretary, so that (s)he is removed from the list of IUB TLC members who will receive a draft letter on the dossier for review. If (s)he returns for discussion and voting on a subsequent dossier, (s)he must again advise the secretary to ensure that (s)he is included on the list of IUB TLC member who receives a draft letter on that subsequent dossier for review.
3. Full rank members of the IUBL P&T Committee will present each dossier for promotion to that rank to the Full Librarian Sub-Committee of the IUB TLC.
4. If a dossier is submitted for tenure and promotion to full rank, the dossier will be presented, discussed, and voted on by both the IUB TLC, for the application for tenure, and by the Full Librarian Sub-Committee, for the promotion to that rank.

5. After the meeting of the IUB TLC, the member of the IUBL P&T Committee who presented the case will draft a recommendation letter that reflects the discussion and the vote on the dossier.

6. Once a recommendation letter on a dossier for tenure and/or promotion to Associate rank is drafted, it will be reviewed and edited, as appropriate, by the rank appropriate members of the IUBL P&T.

7. Once a recommendation letter on a dossier for promotion to Full rank is drafted, it will be reviewed and edited, as appropriate, by the full rank members of the IUBL P&T Committee.

Chair of the IUB Librarians Promotion and Tenure Committee
1. The voting by the IUB TLC will be documented by the chair of the IUBL P&T Committee. This assignment can be delegated to a full rank member of the IUBL P&T Committee for votes taken by the Full Librarian Sub-Committee, if the chair is not at that rank.

2. In addition to counting votes, the chair or her/his full rank designee will determine whether each ballot is “logical,” i.e. the recommendation for tenure and/or promotion is consistent with the votes for each criterion.

3. After a recommendation letter on a dossier has been reviewed and edited by the appropriate members of the IUBL P&T Committee, the chair or her/his designee will make the report available to the Director of Human Resources for distribution to the members of the IUB Tenured Librarians Committee or its Full Rank Sub-Committee, as appropriate, for three days for comments and corrections.

Secretary of the IUBL P&T Committee
1. Take attendance for the meeting(s) of the IUB TLC in order to maintain a list of which librarians should receive draft letters for each dossier. Only those librarians who participate in the discussion and voting on a dossier will receive the draft letter on that dossier. Full attendance will be taken when the meeting is initially called to order, via a “roll call” of all librarians eligible to attend. Librarians are to advise the secretary if they recuse themselves from discussion and voting on a dossier. They are to advise the secretary again if they return for discussion and voting on a subsequent dossier. Because drafts of recommendation letters are to be sent only to IUB TLC members or members of its Full Librarian Sub-Committee who participated in the discussion and voting on a dossier, an accurate attendance list must be maintained for each individual dossier discussion/voting. Write minutes of the meeting of the IUB TLC and distribute the minutes to those in attendance for comments.

2. Take attendance for the meeting(s) of the Full Librarian Sub-Committee of the IUB TLC. If the secretary is not a full rank librarian, this responsibility will be delegated to a full rank member of the IUBL P&T Committee.

3. Write minutes of the meeting of the Full Librarian Sub-Committee of the IUB TLC and distribute the minutes to those in attendance for comments. If the secretary is not a full rank librarian, this responsibility will be delegated to a full rank member of the IUBL P&T Committee.
Committee. The minutes are submitted to LHR after the committee has completed its work for the year.

**Library Director of Human Resources**

1. Provide administrative support for the committee.
2. Provide all committee members with information from dossiers. Electronic versions of the documentation should be made available whenever possible. Print copies of the dossiers should be available meeting room during the committee’s work on them and in the LHR office at other times.
3. Make available for committee use *Robert’s Rules of Order*, a dictionary, a thesaurus, projector, and a computer for drafting committee recommendations. If available, provide a laser pointer to be used during committee meetings.
4. Be available to answer questions during committee meetings.
5. Distribute the IUBL P&T Committee's draft letter on each dossier to the members of the IUB TLC or its Full Librarian Sub-Committee who participated in the discussion on the dossier, giving those members three working days to send comments on the letter to the IUBL P&T Committee chairperson.
6. Prepare and distribute the Calendar for Promotion and Tenure Proceedings.

**Discussing the Case**

It is important to remember that, during the presentation and discussion, personal knowledge about a candidate should not be mentioned. The case as presented in the dossier is what is being considered.

The Executive Associate Dean or her/his designee will ask for and coordinate discussion.

Keep in mind that the record should always be measured against the criteria.

Remember that the committee is not evaluating one or two years, but an entire professional career (tenure) or the entire time in rank (promotion).

**Preparing a Recommendation Letter on the Case**

1. The case presenter will make notes during the discussion to be used in writing the recommendation letter for the dossier reflecting the IUB TLC discussion and vote on the dossier or the discussion and vote by the IUB TLC’s Full Librarian Sub-Committee.
2. Once a draft is written, the rank-appropriate members of the IUBL P&T Committee will review the draft and possibly make editing suggestions.
3. When the IUBL P&T Committee has finalized its editing, the chair of that committee will transmit the recommendation letter to the Director of Human Resources for distribution to the members of the IUB TLC who participated in the discussion and voting on the dossier. If the chair is not a full rank librarian, a full rank member of the IUBL P&T Committee will be assigned to forward to the Director of Human Resources any reports on dossiers for promotion to that rank. Members of the IUB TLC or its Full Librarian Sub-Committee will have three week days to comment on the recommendation letter.
4. When the recommendation letter is finalized by the IUBL P&T Committee, it will be inserted into the dossier by the EAD or her/his designee.
SAMPLE COMMITTEE MINUTES

IUB Tenured Librarians Committee Meeting
September 25, 20XX

Minutes
See attached for members present for each dossier.

Carolyn Walters, Executive Associate Dean, called the meeting to order at 8:30 am.

The dossier of [NAME] for tenure was presented, discussed, and voted on.

The dossier of [NAME] for promotion to Associate rank was presented, discussed, and voted on.

The dossier of [NAME] for tenure and promotion to Associate rank was presented, discussed, and voted on.

The dossier of [NAME] for tenure and promotion to Associate rank was presented, discussed, and voted on.

The meeting adjourned at 2:35 p.m.

Respectfully submitted,
[NAME], Secretary, IUB Librarians Promotion and Tenure Committee, 20XX-20XX
SAMPLE COMMITTEE MINUTES

IUB Tenured Librarians Committee
Full Librarian Sub-Committee Meeting
September 25, 20XX

Minutes
See attached for members present for each dossier.

Carolyn Walters, Executive Associate Dean, called the meeting to order at 8:30 am.

The dossier of [NAME] for promotion to Librarian was presented, discussed, and voted on.

The dossier of [NAME] for promotion to Librarian was presented, discussed, and voted on.

The meeting adjourned at 4:35 p.m.

Respectfully submitted,
[NAME], Secretary, IUB Librarians Promotion and Tenure Committee, 20XX-20XX
### Recommendation for Tenure

- **(Candidate)**
- **(Current Rank)**

is a candidate for tenure.

Based on my careful study of the above candidate’s professional record and my knowledge of the criteria for library faculty tenure at Indiana University, I view the candidate’s performance as follows:

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very Good</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
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<td>I. Performance</td>
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<td>III. Service</td>
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</table>

I recommend: Tenure ______

I do NOT recommend: Tenure ______

The above judgment is being expressed in my role as a member of the IUB Tenured Librarians Committee.

Note: This ballot will be used for dossiers applying only for tenure and for those applying for both tenure and promotion to Associate Librarian.
Indiana University Bloomington
Tenured Librarians Committee
Recommendation for Promotion
Associate Librarian Rank

_______________________________ _______________________________
(Candidate)    (Current Rank)

is a candidate for promotion to the rank of  Associate Librarian.

Based on my careful study of the above candidate’s professional record and my knowledge of the criteria for library faculty promotion and/or tenure at Indiana University, I view the candidate’s performance as follows:

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<th>Very Good</th>
<th>Satisfactory</th>
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<td>IV. Service</td>
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</tbody>
</table>

I recommend: Promotion _____

I do NOT recommend: Promotion _____

The above judgment is being expressed in my role as a member of the IUB Tenured Librarians Committee.

Note: This ballot will be used for dossiers applying only for promotion to Associate Librarian. Dossier applying for tenure and promotion to Associate Librarian will use the “Recommendation for Tenure” ballot. A separate vote on promotion is not needed in this case – promotion to Associate Librarian accompanies tenure when granted to Assistant Librarians.
is a candidate for promotion to the rank of Librarian.

Based on my careful study of the above candidate’s professional record and my knowledge of the criteria for library faculty promotion at Indiana University, I view the candidate’s performance as follows:

<table>
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<th></th>
<th>Excellent</th>
<th>Very Good</th>
<th>Satisfactory</th>
<th>Unsatisfactory</th>
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<td>III. Performance</td>
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<td>V. Service</td>
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</table>

I recommend: Promotion ______

I do NOT recommend: Promotion ______

The above judgment is being expressed in my role as a member of the Full Librarian Sub-Committee of the IUB Tenured Librarians Committee.
Candidate Name: ______________________________ Date: __________

Tenure decision:
_____ Early tenure decision
_____ Required
_____ Not Applicable

COMMITTEE VOTE FOR TENURE
_________________________________________________ Positive
_________________________________________________ Negative
_________________________________________________ Abstention*

Candidate for promotion to the rank of:
_____ Associate Librarian
_____ Librarian
_____ No decision required

COMMITTEE VOTE FOR PROMOTION
_________________________________________________ Positive
_________________________________________________ Negative
_________________________________________________ Abstention*

*The number of abstentions will be determined by subtracting the positive and negative vote totals from the number of librarians present for the discussion and voting.

Staple original ballots to tally sheet.
Originals are given to the Human Resources Office and placed in a sealed envelope in the candidate’s file.

26
Candidate Name: _______________________________ Date: ________

Candidate for promotion to the rank of: Librarian

COMMITTEE VOTE FOR PROMOTION
________________________________ Positive
________________________________ Negative
________________________________ Abstention*

*The number of abstentions will be determined by subtracting the positive and negative vote totals from the number of librarians present for the discussion and voting.

Staple original ballots to tally sheet.
Originals are given to the Human Resources Office and placed in a sealed envelope in the candidate’s file.
RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

It is recommended that [NAME] be granted tenure and promotion to Associate Librarian.

The Promotion and Tenure Process for IUB Librarians states that “tenure shall be granted to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. A candidate for tenure and for promotion to Associate Librarian should excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

[NAME]’s responsibilities at the [NAME] Library include [job duties and responsibilities]. In most libraries, these are three major and separate responsibilities, and yet [NAME] has demonstrated excellent performance in all three areas. Her colleagues know her to be organized, knowledgeable, resourceful, and reliable. Notable among her accomplishments are [NAME]; creating an [NAME]; implementing a [NAME]; and orchestrating a [NAME]. She was responsible for [NAME].

[NAME] supports the mission of the library with her work providing remote access to all users and her ongoing work with the [Title]. As one of her colleagues put it, “because of [NAME]’s commitment to librarianship and her strong leadership skills, she has been able to make a positive impact on ….”

For the service criterion, [NAME] has discharged her professional service to the libraries, the University, and the profession with merit, which reflects favorably on the University and the Libraries. This service is further enhanced now that she is beginning to serve her profession on the national level with her recent appointment to a committee in the [NAME of professional organization]. She has held offices at both state and regional levels. Twice she has chaired the conference program committees for the [NAME], including a five-day meeting where the “strength and quality of the program set a high standard for future annual meetings.”

For the professional development, research, and creativity criterion, [NAME] attended a number of workshops and continuing education courses and “has used her continuing education opportunities wisely to enhance her expertise . . . in every case she has brought back information to improve library service.” She has shared her expertise in e-journals with her colleagues at local, state, and regional levels. The committee believes the [NAME] is showing more than satisfactory progress in this area and looks forward to seeing her continued advancement beyond
the local level.

It is the opinion of this Committee that the record presented in this dossier indicates a future promise of high quality contributions to the Libraries, the University, and the profession, and demonstrates a case worthy of tenure.

In the judgment of the Committee, this librarian has met the standards for tenure and promotion to the Associate Librarian rank.

__________________________________________________________________________

[NAME], Chair                                                        Date
Indiana University, Bloomington, Libraries Promotion and Tenure Committee
SAMPLE
Positive Decision—Associate with tenure

RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee unanimously recommends [candidate name] be granted tenure and promotion to Associate Librarian.

The Promotion and Tenure Process for IUB Librarians states that “tenure shall be granted to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. A candidate for tenure and for promotion to Associate Librarian should excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

[Candidate name] responsibilities at…include reference, instruction, and public relations/outreach. These are three major and separate responsibilities, and [name] has demonstrated excellent performance in all three areas. Her colleagues attest to her organization, knowledge, reliability, and resourcefulness. Notable among her/his accomplishments are the…[insert comments] S(he) has been noted for her deep commitment to student learning and engagement and reviewers called her/him…[insert evaluator comments] Her/His accomplishments have led to a robust reputation for the campus library and integration of the library into campus life, facilitating the development of life-long learning for students, faculty, staff, and members of the local community. Two comments from her/his supportive letters summarize the impact of her/his performance: [insert two comments or adjust number at beginning of sentence]. The Committee unanimously finds [name] performance to be excellent.

For the service criterion, [name] has discharged her/his service to the Libraries, the University, and the profession with merit, which reflects favorably on the University and the Libraries. (S)he has been an active member of [insert], has served as [insert], and has served on several important campus committees. Of particular note was the [insert activity of note]. (S)he has demonstrated civic engagement by her/his service [list].

What clearly puts [name] service in the “very good” category is her/his active participation at the national level in several groups under the American Library Association umbrella. Not only has [name] been very active in the [name groups] she/he has also been a leader within many of these groups. (S)he has served as…for three separate national groups and/or committees. Her/His crowning recognition to date is the prestigious appointment to…[insert], a highly competitive and coveted appointment, typically offered to public librarians. In this capacity [name] will have an impact on how academic librarians and libraries are viewed in connection to…[insert].
Finally, she/he is serving the professional community as an editor of...a widely read professional journal. [Name] has an expansive repertoire of service activities that bring national attention to the University. The Committee finds [name] service to be “very good.”

For the professional development, research, and creativity criterion, [name] attended [insert number] workshops and continuing education courses that had a direct correlation to her primary responsibilities. Many workshops led to the implementation of new ideas and/or services at the [Name] library. [Name] has also presented at national, state, and local conferences. Of particular note was her presentation at [insert]. [Name] has received four grants: two from [name], one White Professional Development Grant, and one Instructional Media Grant. Two of the grants led to successful [name] events, the White Professional Development Grant led to a highly praised peer-reviewed journal article, and the Instructional Media Grant led to several instruction videos that were placed on YouTube. [Name] has written a web log. (S)he has been actively involved writing book reviews for two national publications, Library Journal and Public Libraries. [Name] also expanded her/his intellectual knowledge by contributing over 25 encyclopedia articles for Salem Press. [Name] also uses alternative methods for professional development including participation in appropriate Listservs to communicate with other professionals. She has demonstrated creative activities in the development of three web sites and two web logs.

[Name]’s crowning achievement in professional development is a peer-reviewed article published in [name] The article won praise from one of her external reviewers who said, “[name] wrote an excellent piece addressing the role of extracurricular reading promotion in academic libraries....In the year since it was published, there has been an expansion of the discussion of readers’ advisory services in academic libraries, and I have been contacted by several academic librarians who wanted to get in touch with [name] to see how they could bring these sorts of services to their institutions.” The Committee finds [name] professional development to be “very good.”

[Name]’s performance, research, and service have a thematic unity. [He/she]] has clearly provided services that support the [name] Library mission to [insert mission] It is the opinion of this Committee that the record presented in this dossier indicates a future promise of high quality contributions to the Libraries, the University, and the profession, and demonstrates a case worthy of tenure.

In the judgment of the Committee, [name] has met the standards for tenure and promotion to the Associate Librarian rank.

__________________________________                           _____________
[NAME], Chair                                                        Date
Indiana University, Bloomington,
Libraries Promotion and Tenure
Committee
RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee recommends that [NAME] be awarded the rank of Associate Librarian in recognition of her/his outstanding accomplishments at the Assistant rank.

The Promotion and Tenure Process for IUB Librarians requires that a candidate for promotion to Associate Librarian excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.

[NAME] has demonstrated excellence in job performance. [INSERT SPECIFIC EXAMPLES]

[NAME]’s accomplishments for the [INSERT AREA] criterion show an achievement at the “very good” level during the time he/she was at the Assistant rank. [INSERT SPECIFIC EXAMPLES]

For the [INSERT AREA] criterion he/she has made “satisfactory” contributions [INSERT SPECIFIC EXAMPLES]

(S)he has demonstrated a commitment to the library profession, to the University, to the Bloomington campus, and to the IU Libraries.

The record presented in this dossier demonstrates a case worthy of the granting of Associate rank.

__________________________________________________________________________  ____________
[NAME], Chair                                                               Date
Indiana University, Bloomington, Libraries Promotion and Tenure Committee
RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee recommends that [NAME] be granted tenure.

The *Promotion and Tenure Process for IUB Librarians* states that “tenure shall be granted to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. A candidate for tenure and for promotion to Associate Librarian should excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

[NAME] has demonstrated excellent job performance [INSERT SPECIFIC EXAMPLES]

For the criterion of professional development, research, and creativity, [NAME] [INSERT SPECIFIC EXAMPLES]

[NAME] has contributed to the Libraries, the University, and the profession for the criterion of service. Of special note is/are his/her [INSERT SPECIFIC EXAMPLES]

The record presented in this dossier indicates a future promise of high quality contribution to the Libraries and to the University and demonstrates a case worthy of tenure.

[NAME], Chair
Indiana University, Bloomington,
Libraries Promotion and Tenure Committee
Date
The full rank librarians of the Indiana University Librarians Promotion and Tenure Committee have written this document to reflect the recommendation and opinions of the Full Librarian Sub-Committee of the Indiana University Bloomington Tenured Librarians Committee.

The Full Librarian Sub-Committee of the Indiana University Bloomington Tenured Librarians Committee recommends that [NAME] be awarded the rank of Librarian in recognition of his/her superior accomplishments at the Associate rank.

The Promotion and Tenure Process for IUB Librarians states that “promotion to Librarian is granted to the most accomplished librarians.” Required for promotion to Librarian are excellence in the criterion of performance and in her/his selected secondary criterion, either service or professional development, research, and/or creativity. (S)he must be judged to be at least at the “satisfactory” level in the third criterion.

To be judged “excellent” in performance for promotion to Librarian, the candidate must demonstrate continued growth and exceptional achievement, proving herself/himself to be a “first class, productive librarian,” having mastered the knowledge and skills required by the position(s) during the time period under consideration. It is expected that (s)he be a proven leader locally and beyond in the area(s) of librarianship represented by her/his position(s).

To be judged “excellent” in her/his secondary criterion, the candidate must have demonstrated “continued growth, resulting in a national reputation.”

To be judged “satisfactory” in the third criterion, the candidate must have demonstrated a record of “significant achievement.”

[NAME] has met the requirements for promotion by presenting evidence of an excellent job performance. [INSERT SPECIFIC EXAMPLES]

[NAME] has also met the requirements for promotion to Librarian for the criterion of [INSERT AREA] while at the Associate rank. [INSERT SPECIFIC EXAMPLES]
For the criterion of [INSERT AREA], [NAME]’s record is satisfactory. [INSERT SPECIFIC EXAMPLES]

[NAME], Chair
Indiana University, Bloomington,
Libraries Promotion and Tenure Committee

Date
SAMPLE
Negative Decision - Associate with Tenure

RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee does not recommend that [NAME] be granted tenure.

The Promotion and Tenure Process for IUB Librarians states that “tenure shall be granted to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. A candidate for tenure and for promotion to Associate Librarian should excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

It is the judgment of the Committee that [NAME] has not presented a case that demonstrates a satisfactory level of accomplishment for the criterion of [INSERT AREA]. [NAME] clearly has demonstrated excellent job performance. The Committee finds, as well, that he/she has demonstrated a satisfactory level of achievement for the criterion of [INSERT AREA]. However, the Committee finds that his/her [INSERT AREA] activities to date are not yet sufficient to warrant confidence in the likelihood of continued distinction in this area.

[INSERT SPECIFIC EXAMPLES or reason not sufficiently satisfactory]

[NAME], Chair
Indiana University, Bloomington,
Libraries Promotion and Tenure Committee

Date
RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee does not recommend that [NAME] be awarded the rank of Associate Librarian.

The Promotion and Tenure Process for IUB Librarians requires that a candidate for promotion to Associate Librarian excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

In the judgment of the Committee, the case presented by [NAME] demonstrates a satisfactory level of accomplishment for the criterion of [INSERT AREA]. [NAME] clearly has demonstrated excellent job performance. [INSERT SPECIFICS]. However the case presented by [NAME] does not demonstrate a satisfactory level of achievement for the criterion of [INSERT AREA] [INSERT SPECIFICS].

[NAME], Chair
Indiana University, Bloomington,
Libraries Promotion and Tenure Committee
SAMPLE
Negative Decision - Tenure

RECOMMENDATION

The Indiana University Librarians Promotion and Tenure Committee has written this document to reflect the recommendation and opinions of the Indiana University Bloomington Tenured Librarians Committee.

The Indiana University Bloomington Tenured Librarians Committee does not recommend that [NAME] be granted tenure.

The Promotion and Tenure Process for IUB Librarians states that “tenure shall be granted to those faculty members whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. A candidate for tenure and for promotion to Associate Librarian should excel in performance and be satisfactory in the following two criteria: (1) professional development; (2) service.”

[NAME] [did or did not] demonstrate a satisfactory level in the category of [insert area].

[INSERT SPECIFICS]

OR

It is the judgment of the Committee that [NAME] has not presented a case that demonstrates a satisfactory level of accomplishment for the criterion of [INSERT AREA].

[NAME] clearly has demonstrated excellent job performance. The Committee finds, as well, that he/she has demonstrated a satisfactory level of achievement for the criterion of [INSERT AREA]. However, the Committee finds that his/her achievements for the criterion of [INSERT AREA] to date are not sufficient to warrant confidence in the likelihood of continued distinction in this area.

[INSERT SPECIFIC EXAMPLES]

In the judgment of the Committee, the case presented by [NAME] does not demonstrate a satisfactory level of accomplishment in the area [INSERT SPECIFICS].

__________________________  ________________
[NAME], Chair                                                                             Date
Indiana University, Bloomington, Libraries Promotion and Tenure Committee
RECOMMENDATION

The full rank members of the Indiana University Librarians Promotion and Tenure Committee have written this document to reflect the recommendation and opinions of the Full Librarian Sub-Committee of the Indiana University Bloomington Tenured Librarians Committee.

The Full Librarian Sub-Committee of the Indiana University Bloomington Tenured Librarians Committee does not recommend that [NAME] be awarded the rank of Librarian.

The Promotion and Tenure Process for IUB Librarians states that “promotion to Librarian is granted to the most accomplished librarians.” Required for promotion to Librarian are excellence in the criterion of performance and in her/his selected secondary criterion, either service or professional development, research, and/or creativity. (S)he must be judged to be at least at the “satisfactory” level in the third criterion.

To be judged “excellent” in performance for promotion to Librarian, the candidate must demonstrate continued growth and exceptional achievement, proving herself/himself to be a “first class, productive librarian,” having mastered the knowledge and skills required by the position(s) during the time period under consideration. It is expected that (s)he be a proven leader locally and beyond in the area(s) of librarianship represented by her/his position(s).

To be judged “excellent” in her/his secondary criterion, the candidate must have demonstrated “continued growth, resulting in a national reputation.”

To be judged “satisfactory” in the third criterion, the candidate must have demonstrated a record of “significant achievement.”

[NAME] has not met the requirements for promotion by presenting evidence of an excellent job performance. [INSERT SPECIFIC EXAMPLES]

[NAME] has not demonstrated an excellent achievement for the criterion of [INSERT AREA], her/his secondary criterion while at the Associate rank. [INSERT SPECIFIC EXAMPLES]

For the criterion of [INSERT AREA], [NAME]’s record is not satisfactory. [INSERT SPECIFIC EXAMPLES]
In the judgment of the Committee, [NAME] has not presented a case that demonstrates the level of accomplishment necessary for promotion to full rank.

__________________________  ________________
[NAME], Chair                                                                             Date
Indiana University, Bloomington, Libraries Promotion and Tenure Committee