

## Promotion and Tenure Criteria for IUB Librarians

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*Adopted by the Bloomington Library Faculty on May 22, 2012; Implemented on January 1, 2013. Future amendment by vote of Bloomington Library Faculty.*

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#### **I. Principles for promotion and tenure of librarians**

The principle of tenure imposes reciprocal responsibilities on the University as a body politic and on the faculty member and librarian. In order to meet its responsibilities to its students and to society, the University must attract and retain faculty and librarians of outstanding quality. To that end the University provides academic freedom and economic security, which are implicit in the principle of faculty and librarian tenure....Librarians, on their part, are obligated to maintain high standards of performance in librarianship, professional development/research/creative activities, service, and professional conduct. ([Indiana University Academic Handbook, 2011, 1.2.3.2-1](#)).

A librarian in the academic community is responsible for the collection, dissemination and preservation of information and source materials and for services in support of the teaching, research and general learning functions of the University. A librarian instructs and assists in finding and evaluating information, wherever it may be located. A librarian is entrusted with the responsibility of ensuring the availability of information and ideas, no matter how controversial, so that teachers may freely teach and students may freely learn. A librarian is a member of a profession explicitly committed to intellectual freedom and the freedom of access to information for present and future generations, following the [Code of Ethics of the American Library Association](#) and its [Library Bill of Rights](#). ([Code of Academic Ethics, Indiana University Academic Handbook, 2011, 1.2.3-1](#)). A librarian must have a master's degree from an American Library Association

accredited library school or the equivalent professional credentials, or a graduate degree in other professional or scholarly fields where appropriate.

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

## **II. Authority for implementation**

Tenure for librarians on the Indiana University, Bloomington campus is authorized in the following statement from the [IUB Academic Guide, E1.1.1 \(Tenure Policy\)](#):

Indiana University's policy on faculty tenure ensures academic freedom and economic security for its faculty. The policy was approved by the Faculty Council and the Trustees of Indiana University in 1969. (See [Policies E-2 and E-3](#)). A similar policy for librarians was approved initially in 1972 and revised subsequently in 2009. (See [Policy E-4](#)).

## **III. Geographic limitation of tenure**

All of the foregoing principles, policies, and procedures relating to tenure are applicable in all libraries on the Bloomington campus. The granting of tenure to a Bloomington librarian is specific to the IUB campus. Any subsequent changes affecting the geographic locus of one's tenured appointment must be agreed to in writing by the campus involved and the tenured librarian. ([Indiana University Academic Handbook, 2011, 3.1.2.8](#))

## **IV. Criteria**

Performance of librarianship duties, professional development/research/creative activities, and service to the profession, university, and community are long standing University promotion criteria for librarians. ([Indiana University Academic Handbook, 2011, 3.2.2-1](#)).

The primary difference in the assessment of accomplishments for tenure and the assessment of accomplishments for promotion is that tenure is a more forward-looking decision. The evaluation of a candidate for both tenure and promotion takes into account past achievements. However, in the case of tenure those achievements are used to evaluate future promise whereas in the case of promotion those achievements are used to evaluate distinction and stature in one's field. ([IUB Academic Guide, E1.1.6](#)).

## V. Categories

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

- A. Unsatisfactory
- B. Satisfactory
- C. Very Good
- D. Excellent

## VI. Tenure

After the seven-year probationary period, tenure shall be granted to those librarians whose professional characteristics indicate they will continue to serve with distinction in their appointed roles. (See [IUB Academic Guide, Policy E-17, "Review of Non-Reappointments for Tenure Probationary Faculty and Librarians"](#) for campus policies regarding the probationary period and [Third Year Review \(Mid-Tenure Review\) Policy](#) for policies specifically for IUB librarians.)

A candidate for tenure must be judged "excellent" in the performance criterion and be judged at least satisfactory in the criteria of professional development, research and/or creativity, and service. An exception to this is the balanced case – for a balanced case to be successful, all three criteria must be judged to be at least "very good."

Categories for the assessment of each criterion are found in sections X.A., XI.A, and XII.A of this document.

A faculty member or librarian who applies for early tenure should be forewarned that a candidate for tenure should expect only one full review. A faculty member or librarian who requests early tenure shall be notified of any negative recommendation concerning his or her request at any time prior to a final decision by the President. A faculty member or librarian may withdraw his/her request for early tenure at any time prior to a final decision by the President. ([IUB Academic Guide, Policy E-2, Section 1.2](#))

## VII. Ranks

Librarians in tenure-track appointments on the Indiana University, Bloomington campus will be in one of three ranks:

- A. Assistant Librarian
- B. Associate Librarian
- C. Librarian

([Indiana University Academic Handbook, 2.2](#))

## VIII. Promotion

Promotion to any rank is recognition of past achievement and a sign of confidence that the individual is capable of greater responsibilities and accomplishments. In all cases the candidate's total record in rank at IUB should be assessed by comprehensive and rigorous peer review. When considered for promotion the individual will be assessed in regard to all three criteria. Favorable

action should result when the individual has demonstrated a level of competence and distinction appropriate to the proposed rank. Categories for the assessment of each criterion are found in sections X.A., XI.A., and XII.A. of this document.

It shall be the privilege of any librarian to submit a recommendation for the promotion of any librarian, including one's self. ([JUB Academic Guide, Policy E-18](#)). Recommendations for promotion for someone other than oneself will be submitted to the Executive Associate Dean.

#### **A. Promotion from Assistant Librarian to Associate Librarian**

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

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

Alternatively, a dossier can be submitted as a balanced case. For such a case to be successful, all three criteria must be judged to be at least "very good."

If an assistant librarian is granted tenure, the librarian will be promoted to the associate rank when granted tenure.

#### **B. Promotion from Associate Librarian to Librarian**

Promotion to Librarian is granted to the most accomplished librarians.

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

Professional development, research and/or creativity and service are secondary criteria. The librarian must be judged to be "excellent" in one of these two secondary criteria and be judged at least "satisfactory" in the other criterion.

Alternatively, a dossier can be submitted as a balanced case. For such a case to be successful, all three criteria must be judged to be at least "very good."

### **IX. The Balanced Case**

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

### **X. Performance**

A librarian will continually develop, maintain, and make improvements to standard and specialized information resources and library services in support of the teaching, research and general learning functions of the University. A librarian will cooperate with the teaching and research faculty to

develop library collections in support of the curricular offerings of the academic community. A librarian will strive to generate a proper respect for academic intellectual freedom in the discharge of the librarian's professional obligations to the patron, the University, and the community at large. A librarian will strive to care for and preserve library information resources. A librarian accepts the responsibility for the care and preservation of library materials. ([Indiana University Academic Handbook, 2011, 1.2.3.2-II, 8-12](#))

Performance, a librarian's achievements in fulfilling the responsibilities of her/his specific position(s), is the most important factor in the promotion and/or tenure of a librarian. The libraries on the Bloomington campus are complex, and the responsibilities of individual librarians can vary considerably. Thus, performance comprises many different areas of responsibilities. This great variety of responsibilities is a strength of the libraries, one that allows for the development of significant in-depth expertise in very specialized fields.

Assessment of the quality of a performance is based on the collective judgment of peers, faculty and colleagues, who have been closely associated with or have knowledge of the candidate's work.

**A. Standards for assigning categories for performance:**

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

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

For tenure and/or promotion to Associate Librarian, the candidate demonstrates a level of knowledge and skills beyond that expected from a "beginner" in the position(s) during the time period under consideration.

For promotion to Librarian, the candidate demonstrates an intermediate level of knowledge and skills required by the position(s) during the time period under consideration, beyond that of a "beginner," but well below the level of mastery.

***Very good:*** The librarian judged to be "very good" demonstrates a definite continuing program of relevant performance, marked by some degree of continuity and connection between individual activities. Quality is considered more important than mere quantity. The category of "very good" for the criterion of performance is unacceptable for promotion to any rank and/or tenure, except for a dossier submitted as a balanced case.

For tenure and/or promotion to Associate Librarian, the candidate demonstrates an intermediate level of knowledge and skills required by the position(s) during the time period under consideration, beyond that of a "beginner," but below the level required to be judged "excellent."

For promotion to librarian, the candidate demonstrates sustained significant development of the knowledge and skills required for the position(s) during the time period under consideration.

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

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

For promotion to Librarian, the candidate must demonstrate continued growth and exceptional achievements in performance, proving herself/himself to be a first-class, productive librarian. The candidate must demonstrate mastery of the knowledge and skills required by the position(s) during time period under consideration. It is expected that (s)he is a proven leader locally and beyond in the area(s) of librarianship represented by her/his position(s).

#### **B. Evidence of quality of performance:**

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

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

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

- Unsolicited letters or e-mail from patrons
- Colleagues’ unsolicited assessment of excellent performance and its impact
- E-mails, letters, etc. indicating that candidate has created outstanding instructional materials or has participated in a group that created them
- E-mails, letters, etc. indicating that candidate has shared expert skills with colleagues and others

- Creation/maintenance of outstanding internal or external websites
- Innovative and effective workflows developed in whole or in part by the candidate
- E-mails, letters, etc. indicating that candidate has superior relations with faculty and other patrons
- Award of grants/contracts aimed at improving individual, group, or library services

## **XI. Professional development, research and/or creativity**

A librarian who is responsive to the demands of the profession keeps abreast of the latest developments in librarianship and makes original contributions through professional development/research/creative activities. If professional development, research/creative activities is the secondary criterion for promotion to Librarian, the candidate must demonstrate a continued growth in professional contributions which has enhanced the reputation of the university. Activities in this criterion fall into two general types: those focused on advancing the education and knowledge of the individual librarian (e.g., academic coursework, workshops, etc.) and those focused on the sharing of research and expertise (e.g., publication, participation on panels, etc.). ([IUB Academic Guide, Policy E-8](#))

Assessment of the quality of professional development/research/creative activities is based on evidence of the impact of such work on the development of the librarian and the advancement of the profession, among other factors. ([Indiana University Academic Handbook, 2011, 3.2.2-1](#))

### **A. Standards for assigning categories for professional development, research and/or creativity:**

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

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

For tenure and/or promotion to Associate Librarian, the candidate demonstrates continued growth and accomplishment in one or more areas of professional development, research, and/or creativity. For tenure the candidate must demonstrate that (s)he will continue to develop an even stronger record in this criterion.

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

**Very good:** The librarian judged to be “very good” demonstrates a definite continuing program of relevant professional development, marked by some degree of continuity and connection between individual activities. Quality is considered more important than mere quantity. To be tenured and/or promoted on the basis of a balanced case, all three criteria must be judged to be “very good.”

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

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

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

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

For promotion to Librarian, continued growth, resulting in a national reputation, must be demonstrated if professional development, research and/or creativity is the designated second criterion.

**B. Evidence of quality of professional development, research and/or creativity:**

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

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

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

- Scholarly presentations before professional meetings, learned societies, or other audiences
- Award of grants/contracts to finance the development of research or other creative activity
- Work on grants/contracts even if they were not funded
- Book, book chapter, or database\*
- Research article in a journal\*
- Scholarly editorial contributions to a refereed or peer reviewed journal

- Substantive, significant analytical or comparative reviews of the literature or bibliographical essays
- Course work, additional degrees, continuing education, etc.
- Creative and artistic contributions
- Improving instruction, learning or course administration, new course development, or course revision

\*Candidate should indicate the status of the publication. Is a book in print, in press, under contract, submitted, etc.? Is an article in print, accepted for publication, submitted, etc.? For journal articles it is important to note whether or not a journal is refereed or peer reviewed. The candidate should also supply information about the circulation and readership of all journals in which (s)he was published.

## **XII. Service**

Service activities may be rendered to the department, to the University, to professional organizations, to community or governmental bodies, or to other similar institutions. Service may occur at local, state, or national levels. Where service is presented as the secondary criterion of excellence for promotion to Librarian, evaluations from colleagues and external associates in the service activity are of particular importance. These evaluations or other assessments must indicate the contributions and responsibilities of the individual candidate to the service activity and demonstrate either a breadth of significant contributions or exceptional quality in specific areas of endeavor. Assessments of community engagement should include evaluative letters from individuals and groups served by the candidate's outreach activities.

Service is the application of a librarian's knowledge, skills, and expertise to benefit the institution, the discipline, the profession, or the community in a manner consistent with the mission of the university and the campus.

Assessment of the quality of service is based on evidence of its impact on furthering the goals of the library, the campus, the university, the community and the advancement of the profession, and its effect on the development of the individual, among other factors. ([Indiana University Faculty Handbook, 2011, 3.2.2-1](#))

### **A. Standards for assigning categories for service:**

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

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

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

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

**Very good:** The librarian judged “very good” demonstrates a definite continuing commitment to service that reflects favorably on the university and the libraries, marked by increased levels of responsibility. Quality is considered more important than mere quantity. To be tenured and/or promoted on the basis of a balanced case, all three criteria must be judged to be “very good.”

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

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

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

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

For promotion to Librarian, continued growth, resulting in a national reputation, must be demonstrated if service is the designated secondary criterion.

## **B. Evidence of quality of service:**

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

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

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

- Serving as editor or member of the editorial board of a professional journal, newsletter, or

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