Promotion and Tenure Process for IUB Librarians

Promotion and Tenure Criteria for IUB Librarians

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Promotion and Tenure Criteria for IUB Librarians

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
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. (IUB 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.

(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)
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
Instructions/Guidelines for Promotion and Tenure Dossiers

Approved by the IUB Library Faculty June 2012

I. Dossier Organization
   A. Binders
   B. Copies
   C. Format
   D. Tenure Dossiers: Non-IUB Libraries Experience

II. Contents of Dossier
   A. General Summary Section
      1. Checklist
      2. IU Tenure and Promotion Routing and Action Summary Form
      3. Official Recommendation Forms
      4. IUB Librarians Promotion and Tenure Committee Report
      5. Tenured Librarians Committee Voting Record Sheet
      6. Mission Statement(s)
      7. Librarian Promotion and Tenure Criteria
      8. Candidate’s Curriculum Vita
      9. Position Descriptions
     10. Candidate’s Statement
     11. References
        a. References from supervisor and other administrators, as required
        b. Required Lists of References
        c. List of References Supplied by Associate Dean/Administrator
        d. Additional List of References Supplied by the Candidate (Optional)
        e. Copies of Letters Soliciting Evaluations
        f. Solicited letters from References

   B. Supporting Documents
      1. Supporting Documents for Performance
      2. Supporting Documents for Professional Development, Research, and/or Creativity
      3. Supporting Documents for Service
I. DOSSIER ORGANIZATION

The responsibility for the preparation of the dossier rests with the Ruth Lilly Dean of University Libraries or her/his designee, e.g. the executive associate dean, an associate dean, or another administrator. (see *IUB Academic Guide*, E1.3.1). However, the candidate is an active participant in the preparation of the dossier, supplying the kind of information that will be important to the administration and committees who will evaluate the dossier. Before the dossier is assembled, the candidate should meet with the Dean or a designee for discussion on what required and supporting documentation should be included. Also, the Candidate should consult with the Executive Associate Dean as needed on this process. By the stated date on the P&T Calendar for the year, the candidate should deliver a single copy of her/his dossier materials to the Dean’s office. The materials should be in a binder in the order in which the candidate wants them in the dossier. The binder should include tabs that designate the appropriate dossier sections for the materials, and the materials should be in the appropriate section.

A well-organized dossier is very important to the success of the case. The presentation, length, and design of the dossier can add or detract from the case.

Dossiers for tenure cover the entire professional career including relevant professional positions held prior to Indiana University—Bloomington.

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

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

The primary difference in the criteria for tenure and the criteria for promotion is that tenure is a more forward-looking decision. The criteria for both tenure and promotion take 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)

In her/his capacity as academic officer for IUB Librarians, the Executive Associate Dean scrutinizes the dossier with the candidate to ensure that all appropriate and/or required forms, documents, etc. are included. This meeting will also serve as an opportunity to ensure that the candidate is aware of what is included in the dossier before it goes to the IUB Libraries Promotion and Tenure Committee, as some materials are added after the submission of the dossier. LHR may assist with this phase of dossier preparation.

If additional information is sought or received during the review of the dossier at any level, the candidate and all previous committees and reviewers must be notified in a timely manner and given the opportunity to respond to the additional information. The information and the responses shall then become part of the dossier. (*IUB Academic Guide, Policy E-16*) The candidate may add materials to her/his dossier at any time during the review of the dossier.
A. BINDERS

1. Dossiers should be submitted in three-ring binders. The pages of the dossier should fit loosely into the binder. If the dossier is tightly packed into the binder it is very difficult to handle.
2. Binders larger than two inch size are too big to be easily handled and should not be used. If the dossier is too large to fit loosely into a two inch or smaller binder, it should be submitted in more than one binder. Multiple volume dossiers should be plainly labeled as such, “Vol. 1,” “Vol. 2,” etc.
3. The front cover and spine of the dossier must be labeled with the candidate's name and the appropriate copy number. It is also helpful if promotion and/or tenure information is included on the label, for example, "Promotion to Associate with Tenure," or "Promotion to Librarian," etc.

B. COPIES

1. The candidates will supply a single copy of the materials to be included in the dossier, and (s)he may want to keep a personal copy.
2. After the materials are submitted by the candidate and final compilation is completed, a second copy of the full dossier will be made. The copy of the dossier must be an exact duplicate of the original. It should contain exactly the same pages in exactly the same order as the original. The original copy should be marked on both the spine and the front cover as copy 1, with the second copy appropriately numbered.

C. FORMAT: Dossiers should be divided into the following sections.

- General Summary
- Supporting Documents

These sections should be divided in the binder with labeled dividers. A table of contents should be included in the dossier.

Annual Reviews should not be included in the dossier unless specifically requested by the candidate. These reviews represent private communications between the individual librarian and the closest supervisor and should remain private. (IUB Guidelines for Tenure and Promotion Dossiers, Section 1)

The candidate should write a statement that highlights her/his accomplishments and contributions in each criterion. The statement should support a cohesive case that fulfills the criteria for promotion and/or tenure.

The section containing supporting documents includes the supporting documentation for performance, professional development, research and/or creativity, and service. Documentation should represent and reinforce the impact and evaluation of accomplishments.

D. TENURE DOSSIERS – NON-IUB LIBRARIES EXPERIENCE

Dossiers prepared for tenure cover the entire professional career including relevant professional positions held prior to Indiana University—Bloomington, although the primary grounds for tenure are the years in rank at IUB. All previous professional library positions must be covered in a tenure
dossier, but the dossier is not limited to professional library positions. Relevant professional experience outside of the library field may be included if it would be seen as strengthening the dossier. The content and format of non-Indiana University—Bloomington positions covered in the dossier is the responsibility of the candidate and may be dependent on the type of documentation available from previous positions. Ideally these sections of the dossier would include position descriptions, evaluative statements, and/or reviews prepared while the positions were held.

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

II. CONTENTS OF DOSSIER

A. GENERAL SUMMARY SECTION

1. Checklist: The checklist indicates documents that should be included in the dossier. Where applicable, forms should be signed and dated. All appropriate items should be checked. The check list is included as an aid to the candidate to ensure that the dossier is complete.
2. IU Tenure and Promotion Routing and Action Summary Form
3. Official Recommendation Form(s): The appropriate recommendation form(s) must be included.
   - Official Recommendation Form - Promotion
   - Official Recommendation Form - Tenure
4. IUB Librarians Promotion and Tenure Committee Report
5. IUB Tenured Librarians Committee Voting Record Sheet [this needs to be developed]
6. Mission Statement(s): A copy of the Indiana University—Bloomington campus mission statement is required. Also include a copy of the library mission statement and department or unit mission statement if available. If multiple mission statements were applicable during the period under review include all mission statements and note years that each statement was in place. The mission statements should be arranged in reverse chronological order.
7. IUB Librarian Promotion and Tenure Criteria
8. Candidate’s Curriculum Vita: The CV is a summary of the candidate's professional career. It includes information about education, a listing of professional positions held, and a summary of major professional activities and/or accomplishments. Consider creating a CV for your dossier that is arranged in reverse chronological order and organized into the areas of performance, professional development, research and/or creativity, and service. The summary of professional activities should not be a listing of every meeting or workshop attended. The CV should include a list of memberships in professional associations (including dates). The CV should also include a full bibliography of the candidate’s research and creative activities.
9. Position Descriptions: Position descriptions covering the years included in the dossier make up the first part of the performance section of the dossier. These are arranged chronologically. All position descriptions should clearly specify the years covered. If there is
no change in the position description over a period of more than one year, a single copy which clearly states the period covered should be used, i.e., if a position description was unchanged in four years, it isn't necessary to put in three identical copies. One copy indicating the years covered is sufficient.

10. Candidate's Statement: The statement is the candidate's opportunity to speak directly to those evaluating her/his case, highlighting significant aspects of the career. It is also an opportunity to present career objectives and accomplishments. The candidate’s statement should clearly indicate the elected area of secondary emphasis in dossiers for promotion to Librarian.

This statement should address accomplishments in all three criteria during the entire time period covered by the dossier in a way that enables evaluators to apply the indicators of quality in sections J-L of “Promotion and Tenure Criteria for IUB Librarians.” Candidates should include in the statement sections devoted to each of the three criteria individually.

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

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

The service section of the statement should describe major accomplishments included in this criterion and refer to specific documentation. Service to the libraries, the university, students, the discipline or library profession, the community, and other organizations is reported in this section of the statement. The extent of participation in service activities should be fully explained, (e.g. offices held and accomplishments), importance and impact of the committee’s work, and the candidate’s specific contribution to the committee’s work.

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

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

The statement can be used to address professional experience prior to appointment at Indiana University—Bloomington. Since non-IUB experience is often not documented the same way as at Indiana University—Bloomington, the statement can be used to explain the type of, or lack of, documentation for non-IUB experience. This statement must be signed and dated.
11. References: All letters of reference solicited as part of the dossier must be requested by the Ruth Lilly Dean of University Libraries. Candidates should not contact people listed as references about their willingness to serve in this capacity. References may be solicited by the Ruth Lilly Dean of University Libraries from individuals who have an existing relationship with the candidate and/or from individuals who do not know the candidate at all. In the latter case, a reference would address only the documentation that accompanies the letter soliciting the letter. References should only be solicited from acknowledged experts who have a background appropriate for writing an evaluation of the candidate. No IUB librarian can serve as a reference for any dossier for another IUB librarian, except as indicated below.

a. Supervisory/Administrative Letters (All Dossiers): A reference will be supplied by the candidate’s supervisor in all cases. For IUB system librarians, a reference will also be supplied by the appropriate director or associate dean if this person has not already supplied a reference as the candidate’s supervisor. For extra-systems librarians, a reference will be supplied by the library director unless the reference has already been supplied as a supervisory reference.

b. Required List of Names for References (All Dossiers): The requirements for this list depend on whether the candidate is submitting a dossier for tenure and/or promotion to Associate Librarian or for promotion to Librarian. If a candidate submitting a dossier for tenure and promotion to Librarian, (s)he should follow the list requirements for those seeking promotion to Librarian.

- Tenure/Promotion to Associate Librarian: A list of at least six names and contact information for possible references should be provided by the candidate to the IUB Libraries Human Resources Office. At least four of these possible references should be from outside of the Bloomington campus of Indiana University. Referees should not normally be current or former co-worker(s) or supervisor(s) of the candidate. The list of references must include a brief statement for each name listed explaining why that person is an appropriate reference, including a description of the candidate’s relationship with each person listed.

- Promotion to Librarian: A list of at least six names and contact information for possible external (not associated with any Indiana University campus) references should be provided by the candidate to the IUB Libraries Human Resources Office. The list of references must include a brief statement for each name listed explaining why that person is an appropriate reference, including a description of the candidate’s relationship with each person listed.

c. List of Names of Possible References from Associate Dean/Administrator (All Dossiers): A list of an additional six names and contact information for possible references will be submitted by the appropriate associate dean/administrator to the IUB Libraries Human Resources Office. The list will be compiled in consultation with the candidate’s supervisor and will be accompanied by a statement describing why each individual on the list was proposed as a referee and the relationship of the person with the candidate, if any. This list should follow the same guidelines for references provided in sections “a” and “b” above, depending on whether the dossier is for tenure/promotion to Associate Librarian or promotion to Librarian. This list of references must include a brief statement for each name listed explaining why that person is an appropriate reference, including a description of the candidate’s relationship with each person listed.
d. **Additional List of References Supplied by the Candidate (Optional for All Dossiers):** An additional list of names and contact information for references may be included on the list submitted by the candidate. Names on this list can include co-workers, former supervisors, and other IUB libraries employees. This list can also include names from any IU campus. None of the people listed should be IUB librarians.

e. **Copies of Letters Soliciting Evaluations (All Dossiers):** The Office of the Ruth Lilly Dean of University Libraries shall request letters from six references, half from the list provided by the candidate and half from the list provided by the associate dean/administrator. Letters will also be solicited from all names on an option list (in “d” above), unless a letter has already been requested from the associate dean’s list. All letters requesting evaluations should be accompanied by a copy of the candidate’s curriculum vitae, a copy of the IUB Libraries Promotion and Tenure Criteria, candidate’s summary statement(s), and an adequate and appropriate selection of the supporting documentation from the dossier, agreed to by the candidate and the appropriate associate dean/administrator. Letters from external references provide an important perspective on the candidate’s reputation and impact on her/his area(s) of expertise. Referees from outside of Indiana University should be asked to comment specifically on the two secondary criteria for dossiers for tenure/promotion to Associate Librarian and on the secondary designated criterion for dossiers for promotion to Librarian. Referees within Indiana University may be asked to comment on performance when appropriate. Referees should also be asked to comment on the overall impact of the candidate’s work in the profession. (*IUB Guidelines for Tenure and Promotion Dossiers, Section II*) Copies of the letters soliciting evaluations are added to the dossier by the Ruth Lilly Dean of University Libraries’ Office.

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

f. **Letters from References (All Dossiers):** Letters from the references are added to the dossier by the Ruth Lilly Dean of University Libraries or her/his designee. If fewer than six letters are received from steps “b” and “d” above, additional letters will be solicited from these lists. If the lists in steps “b” and “d” above are unable to produce six letters of reference, additional names will be requested for the appropriate list(s).

**B. SUPPORTING DOCUMENTS**

Documentation must effectively represent activities and accomplishments in a way that enables evaluators to apply the indicators of quality listed in Sections J-L of “Promotion and Tenure Criteria for IUB Librarians” or other relevant indicators. Documentation in this section should be subdivided into sections documenting the three criteria: performance, professional development, research and/or creativity, and service.

The candidate should be selective in her/his choice of supporting documents. The purpose of documentation is to communicate the significance of the candidate’s activities, not to prove that the candidate did them. Documentation for important activities and accomplishments mentioned in each criterion summary statement should be included in the supporting document section.
The candidate should include a table of contents listing the documentation. If necessary brief annotations may be added to the table of contents or documents to explain the impact of activities/accomplishments, clarify roles in joint projects, and provide other information needed to support the case.

The year to which the documentation applies should be noted on each document.

1. **Supporting Documents for Performance:** Documentation of performance should represent the impact of Accomplishments reported. The supporting documents included in this section should allow the evaluator to assess the quality of performance using the evidence of quality listed under “Evidence of Quality of Performance” or other evidence.

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

- Evaluative statements from former supervisors, colleagues, students, faculty, or other users of the library, including joint statements when the librarian served as part of a team
- Descriptions and evaluation of teaching responsibilities that are part of one's job assignment
- Evidence of the significance and impact of innovative applications
- Materials prepared and their use or application
- Descriptions of development or use of new or existing technologies which impact performance and services to users
- Grant proposals related to performance written and/or received, including results
- Descriptions of performance-related continuing education

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

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

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

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

If an activity is listed as teaching, the candidate should indicate whether (s)he developed the curriculum and syllabus and the extent to which others participated in teaching the course. If teaching or instruction is a significant item in building the case, the candidate should secure systematic evaluations of her/his teaching over a period of time. The candidate should follow the evaluative norms used by teaching faculty on campus, in the appropriate school, or within the Bloomington libraries. [Norms need to be developed for the libraries]

2. Supporting Documents for Professional Development, Research and/or Creativity:

Documentation of professional development, research, and/or creativity should represent the impact of accomplishments reported. The documentation should provide evidence to demonstrate the librarian’s responsiveness to the demands of the profession by keeping abreast of latest developments and by contributions to knowledge and sharing of that expertise. The supporting documents included in this section should allow the evaluator to assess the quality of professional development, research and/or creativity using the evidence of quality listed under “Evidence of Quality of Professional Development/Research and/or Creativity” or other evidence.

Documentation for the criterion of professional development, research and/or creativity might include the types of documents listed below. The list is not exhaustive. Not all types of documentation will apply to every librarian.

- Evidence of the quality of research, publications, papers, presentation, and other professional contributions. Such evidence might include copies of publications, summary of project, sample pages, reviews, abstracts, letters, or colleague evaluations
- Evidence of fellowships, grants, awards, and/or other special honors
- Evaluative statements from colleagues
- Description of the impact of continuing education activities

It is not necessary to include programs of conferences which were attended only -- the purpose of documentation is to communicate the significance of the candidate’s activities, not to prove that (s)he did them.

Copies of publications, regardless of format, should be included. Photocopies are acceptable. If the journal citation does not appear on the photocopy, it should be typed on the top of the first page. It is not necessary to include a copy of the entire journal. The URL for all online materials listed should be provided.

Candidates should describe her/his level of contribution to the pages. Sample pages (screen prints) and/or an annotation of the Web product would be useful if it is a significant part of the case.

3. Supporting Documents for Service:

Documentation of service should represent the impact of activities and accomplishments reported. The documentation should provide evidence to demonstrate the librarian’s application of
knowledge, skills, and expertise to benefit the institution, discipline, profession, or the community. The supporting documents included in this section should allow the evaluator to assess the quality of service using the evidence of quality listed under “Evidence of Quality of Service” or other evidence.

Documentation for the area of service might include the types of documents listed below. The list is not exhaustive. Not all types of documentation will apply to every librarian.

- Evidence of the significance and impact of professional service activities (university, library, regional, state, national, community, etc.)
- Evaluative statements from colleagues or others that the candidate’s service has impacted
- Evidence of individual leadership contributions and/or significant roles which may include offices held in professional associations with summary of accomplishments
- Evidence or copies of service-related publications or presentations
- Description and evaluation of teaching responsibilities performed for departments or agencies outside the library, if not performed as part of the candidate’s position description
- Evidence of professional consulting projects

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

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

If teaching or instruction is a significant item in building the case, the candidate should secure systematic evaluations of her/his teaching over a period of time. The candidate should follow the evaluative norms used by teaching faculty on campus, in the appropriate school, or within the Bloomington libraries. [Norms need to be developed for the libraries]
Promotion and Tenure Dossier Checklist

Candidate ______________________________________________

Department ____________________________________________

General Summary Section:

☐ Promotion and Tenure Dossier Checklist
☐ Indiana University Tenure and Promotion Routing and Action Summary Form
☐ IUB Librarians Promotion and Tenure Committee Report
☐ Mission Statements
  □ Campus Mission Statement
  □ Library, Department, and/or Unit Mission Statement, if available
☐ Promotion and Tenure Criteria for IUB Librarians
☐ Candidate’s Curriculum Vitae
☐ Candidate’s position descriptions
☐ Candidate’s statement on performance, research or creative activities, and service
☐ List of referees selected (indicating those who did/did not respond and reason for non-response)
☐ Department list of prospective referees (including brief summary of credentials and relationships with candidate)
☐ Candidate’s list of prospective referees (including credentials and relationships with candidate)
☐ Letters from the dean to referees soliciting evaluations
☐ Letters from referees

Supporting Documentation Section:

☐ Supporting documents for performance.
☐ Supporting documents for professional development/research and/or creativity
☐ Supporting documents for service.

Area of Secondary Emphasis (For Promotion to Librarian Rank Only):

Check one:
☐ Professional Development/Research and/or Creativity
☐ Service
☐ Balanced Case

I have signed this checklist in the presence of the candidate, and copies have been given to the candidate and placed in the dossier.

___________________________           ___________________________         ___________________
(Signature of Dean or Unit Head)         (Signature of Candidate)         (Date)
IUB Librarians Promotion and Tenure Committee – Organization and Procedures

I. NAME

The name of this committee is the IUB Librarians Promotion and Tenure Committee. This is an administrative committee, reporting to the Ruth Lilly Dean of University Libraries.

II. RESPONSIBILITIES

The primary responsibility of the committee is to review each dossier submitted to it through the promotion and/or tenure processes. The committee members write a report for each case. Members of this committee present the cases and the committee’s report for promotion and/or tenure to the IUB Tenured Librarians Committee.

In addition to their work on dossiers from IUB librarians, members of the committee also make recommendations regarding rank and tenure of candidates being interviewed for tenure-track positions in the Indiana University Libraries, Bloomington.

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

III. MEMBERSHIP

A. The committee is appointed by the Ruth Lilly Dean of University Libraries, with recommendations for membership provided by the Bloomington Library Faculty Council, and approved by the Vice Provost for Faculty and Academic Affairs. It is composed of five tenured, voting librarians, at least two of whom shall be at the Librarian rank. Untenured librarians, including those in non-tenure track positions, may not serve on the committee. Tenured librarians with split appointments must have at least .5FTE with the IUB Libraries or the appropriate IUB non-system campus library to qualify for membership on the committee. The Director of Human Resources for the IUB Libraries will serve as administrative support for the committee.

B. The committee may recommend the replacement of a member who is, or expects to be, absent from discussion on cases.

C. Directors and Associate Deans in Bloomington system libraries and the Directors of the IUB extra-systems libraries are excluded from serving on the committee.

IV. TERM OF APPOINTMENT

Members of the committee serve for a two-year term. Each year there will be at least two returning members to provide continuity. One of the returning members will be from the Librarian rank. Selection of the committee will begin no later than June 1 each year, for appointments to begin on July 1.
V. OFFICERS

A. The officers are a Chairperson, Vice Chairperson (Chairperson-elect) and a Secretary.
B. Annually, at its first meeting after July 1, the committee elects a Vice Chairperson and a Secretary. The Vice Chairperson will succeed to Chairperson on July 1, following election.
C. It is the duty of the Chairperson to call and preside at meetings of the committee. It is the duty of the Vice Chairperson to perform these duties in the absence of the Chairperson. The Vice Chairperson also serves as parliamentarian for the committee.
D. It is the duty of the Secretary to record the minutes of the committee meetings and to perform such other duties as designated by the Chairperson.

VI. COMMITTEE MEETINGS

Rank and tenure deliberations by the committee are open only to committee members.

VII. COMMITTEE PROCEDURES

A. All rank-appropriate members must be present for discussion on a dossier. Committee members who are not rank-appropriate may not participate in the discussion of a dossier. Members of the committee will excuse themselves from deliberations on individual cases, if, in their judgment or in the judgment of the committee, they cannot render an impartial judgment on the dossier. In such cases, the member must excuse herself/himself prior to the beginning of the discussion of the dossier. If a committee member at the Librarian rank excuses herself/himself from discussion of a dossier for promotion to Librarian, a replacement must be found for that member to participate in the discussion of that dossier.
B. The committee examines and reviews only the dossier of each librarian under consideration which contains all relevant materials to be considered by the committee. The committee appraises each dossier relative to the approved criteria and prepares a detailed-report for each case, justifying the contents of the report by addressing all three criteria. The committee chairperson signs the reports.
C. The Libraries Director of Human Resources serves as the contact between the committee and the candidate and may be asked to request from the candidate additional information, clarifications, etc.
IUB Tenured Librarians Committee- Organization and Procedures

I. NAME

The name of this committee is the IUB Tenured Librarians Committee.

II. RESPONSIBILITIES

The primary responsibility of the committee is to review each dossier submitted to it through the promotion and/or tenure processes after the IUB Librarians Promotion and Tenure Committee has completed its reports on dossiers. The committee members vote, as appropriate on each case.

Committee members do not serve as emissaries of their departments, or schools, though they provide valuable information about and contribute to the understanding of their areas.

III. MEMBERSHIP:

The committee membership includes all librarians tenured on the Bloomington campus. Omitted from membership are pre-tenure librarians and librarians who are not in tenure-track positions. The Ruth Lilly Dean of University Libraries is excluded from the committee.

IV. COMMITTEE MEETINGS

A. The Chair of the IUB Librarians Promotion and Tenure Committee is responsible for scheduling the meeting(s) with the group(s) of tenured librarians once the calendar has been set for the committee’s deliberations.

B. The Executive Associate Dean of the IUB Libraries will preside over the meetings of the IUB Tenured Librarians Committee.

V. COMMITTEE PROCEDURES:

A. Librarians do not vote on promotion or tenure without fully participating in committee deliberations. There should be no proxy voting on promotion and tenure cases at any level. (Adoption of Principles for Promotion and Tenure Procedures on Campuses of Indiana University, Point #3)

B. Librarians who participate in the promotion and tenure process have full access to all materials in the candidate’s dossier and to assessments at all previous levels of review. (Adoption of Principles for Promotion and Tenure Procedures on Campuses of Indiana University, Point #4)

C. Except for reconsideration of prior decisions, each librarian and administrator who participate in the promotion and/or tenure process votes only once in any particular case. (Adoption of Principles for Promotion and Tenure Procedures on Campuses of Indiana University, Point #5)

D. A member of the IUB Librarians Promotion and Tenure Committee will present each dossier to the appropriate group of tenured librarians.

E. All members eligible to vote on a dossier must be present for discussion on that dossier. Librarians who are not eligible to vote on a dossier may not be present for the discussion on that dossier.
F. Members of the committee will excuse themselves from both deliberations and voting on individual cases, if, in their judgment or in the judgment of the committee, they cannot render an impartial judgment. In such cases, the member must excuse herself/himself prior to the beginning of the discussion of a case.

G. All voting members vote on dossiers for tenure and promotion to Associate Librarian.

H. Only voting members at the Librarian rank vote on dossiers for promotion to Librarian.

I. Information from the dossiers, the presentations made to this committee by the members of the IUB Librarians Promotion and Tenure Committee, the discussions of dossiers, and the voting on dossiers is to remain confidential at all times, including after the process has ended.

J. Voting Process:
   a. Prior to voting, the Executive Associate Dean will remind voting members to use caution to make sure his/her ballot is 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.
   b. For each dossier under consideration each voting member will complete an anonymous ballot to be distributed after the discussion of a case is completed.
   c. For tenure cases each voting member will designate whether or not tenure is recommended.
   d. For promotion cases each voting member will designate whether or not promotion is recommended.
   e. For all dossiers each voting member will assign a category to the performance criterion.
   f. For all dossiers each voting member will assign a category to the professional development, research, and/or creativity criterion.
   g. For all dossiers each voting member will assign a category to the service criterion.
   h. No additional notes may be made to any ballot.
   i. Although there will be only one official vote, the Executive Associate Dean 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 official or not.
   j. The recorded vote of any committee member excused from discussion and voting on a dossier will be “absent,” and an explanation will be noted with the vote. This includes members who cannot attend the discussion session, as well as any voting member who feels that (s)he cannot be impartial.
   k. The voting by the IUB Tenured Librarians Committee will be documented by the chair of the IUB Libraries Promotion and Tenure Committee. In addition to counting votes, the documentation process will ensure that each ballot is “logical,” i.e. the recommendation for tenure and/or promotion is consistent with the votes for each criterion.
   l. 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 Executive Associate Dean. Because these discrepancies will weaken a candidate’s later in the process, the EAD 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.
   m. The sum of the committee votes on each criterion and on the overall committee recommendation on tenure and/or promotion will be inserted into the dossier using the IUB Tenured Librarians Committee Voting Record Sheet. [This needs to be developed.]
   n. Along with the sum of the committee votes, a summary of the discussion of the dossier
will be written by the librarian who presented the case to the IUB Tenured Librarians Committee. Once approved by the committee, the summary will be inserted into the dossier by the Executive Associate Dean. Included in the summary will be an explanation of any voting discrepancies of the type noted in “i” above.

- The anonymous ballots from the voting members will be destroyed after the promotion/tenure case has been fully completed, e.g. after the vote of the Board of Trustees.

**Negative Recommendation from the IUB Tenured Librarians Committee**

If the IUB Tenured Librarians Committee submits a negative recommendation via its voting process on a promotion and/or tenure case, the candidate will have an opportunity to address the recommendation at that time. In this event, the IUB policy on “Review of Non-Reappointments for Tenure Probationary Faculty and Librarians” (E-17) must be followed.
IUB Librarians Promotion and Tenure Committee

Indiana University, Bloomington, Tenured Librarians Committee

Ruth Lilly Dean of University Libraries

Indiana University, Bloomington, Tenure Advisory Committee

Indiana University, Bloomington, Promotion Advisory Committee

Vice Provost for Faculty and Academic Affairs, IU-Bloomington

Office of the Provost

Office of the President

Board of Trustees
IUB Librarians Promotion and Tenure Committee

Indiana University, Bloomington, Tenured Librarians Committee

Ruth Lilly Dean of University Libraries

Dean/Director/Chairperson (School/Department)

Indiana University, Bloomington, Tenure Advisory Committee

Indiana University, Bloomington, Promotion Advisory Committee

Vice Provost for Faculty and Academic Affairs, IU—Bloomington

Office of the Provost

Office of the President

Board of Trustees