

# **Guidelines for Faculty Librarians: Appointment, Review, Promotion, and Appeal**



**University Library System**

**University of Pittsburgh**

*Approved by:*

*Office of the Provost – July 3, 2019*

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## I. INTRODUCTION

These *Guidelines for Faculty Librarians: Appointment, Review, Promotion, and Appeal*, including all appendices and reference and support documents to which these Guidelines refer, constitute the sole set of internal University Library System (ULS) documents, which govern the process of appointment, promotion, and retention of ULS faculty librarians.<sup>1</sup>

**A. Nature of librarianship.** Librarianship is an academic discipline in its own right, based on the organization, evaluation, collection and/or provision of access to information. Librarianship is an applied field involving service to a wide variety of patrons, and characterized by cooperative practice and joint scholarship. Most faculty librarians thus have relatively inflexible daily schedules analogous to a heavy course load. Faculty librarians are not interchangeable; subdisciplines entail substantially different specialty knowledge, and therefore faculty librarians cannot be judged against a single broad standard.<sup>2</sup>

**B. ULS Librarian model.** Among the various types of librarian status are the following: Full Faculty Status in accordance with the Standards for Faculty Status of the Association of College and Research Libraries (ACRL), in which the librarian is evaluated by the same criteria used for the teaching faculty including faculty rank; Academic Status as provided in the Guidelines for Academic Status of ACRL, in which library faculty and teaching faculty have equally rigorous evaluation criteria with librarians being able to achieve “expectation of continuing employment”; and Staff Status, which normally involves year to year contracts. The University of Pittsburgh conforms most closely to the Academic Status model, but with three classifications – expectation stream librarians, non-expectation stream librarians, and visiting librarians.

**1. *Expectation Stream Librarians.*** Expectation stream librarians are able to achieve “expectation of continuing employment” via recommendation of the Peer Review Committee, and approval of the University Librarian and Provost. Reappointment and promotion requirements are documented in Section III of this document. In exceptional cases, and with good reasons, a person may apply to leave the expectation of continuing employment stream to seek an appointment outside the expectation of continuing employment stream. ([Cf. Section II. Faculty Policies, University of Pittsburgh Faculty Handbook, July 2006.](#))

**2. *Non-Expectation Stream (NES) Librarians.*** Non-expectation stream librarians are able to achieve 5-year continuing contracts via recommendation of the Reappointment Review Committee established by the chair of the Peer Review Committee, and the continued need for the position in view of the ongoing needs of the ULS and/or funding. Reappointment and promotion requirements are documented in Section IV of this document.

**3. *Visiting Librarians.*** Visiting Librarians possess special skills contributing substantially to the mission of the University, but whose positions are funded for a finite period, or whose professional and academic preparations are not complete, or who are not expected to perform the same range of duties expected of an expectation or non-expectation stream member of the faculty librarians or to make the same contributions to the University community, and who are agreeable to a visiting librarian appointment. Under these or other exceptional circumstances, appointments outside the expectation or non-expectation stream, and without expectation of continuing employment, may be made at the ranks and with the title of Faculty Librarian I, II, III, and IV.

## II. PEER REVIEW COMMITTEE

**A. Charge.** The Peer Review Committee (PRC) is charged with making recommendations on review and promotion of ULS librarians. The Committee's evaluations are based on publicly stated and objective criteria contained in this document. It is acknowledged that decisions by the PRC are recommendations that may or may not be accepted by the ULS University Librarian and/or the University Administration.

**B. Composition.** The PRC consists of nine faculty librarians elected for two-year terms, four or five of whom shall be elected in alternate years in at-large elections. Only faculty librarians who have earned expectation of continuing employment are eligible to serve on the PRC. PRC members shall be elected by a vote of all ULS faculty librarians who have obtained expectation of continuing employment or are currently in the expectation stream or non-expectation stream. The PRC election will be conducted by the PRC and shall be completed by May 1. The Peer Review Committee may conduct its own elections or may ask the Bylaws, Procedures, and Elections Committee to conduct an election on its behalf. Peer Review Committee elections will be conducted according to the Guidelines for Faculty Librarians or written procedures agreed upon by the two committees. All elections shall be conducted by secret ballot.

Members of the PRC may not serve consecutive terms. The PRC shall elect a chairperson from among its members; the chairperson shall serve a one-year term.

## III. PEER REVIEW COMMITTEE PROCEDURES AND MATERIALS FOR EXPECTATION STREAM LIBRARIANS

### A. The Review Process for Reappointment and Promotion

**1. Review Committees - Membership and Roles.** Reviews for third-year reappointment and sixth-year reappointment with expectation of continuing employment will each employ a two-level review process as described below. These two levels of review will require the creation and maintenance of two separate files for each faculty librarian: an administrative personnel file and a faculty librarian dossier. For the contents of these two files, see Section III.B., Review Materials below. Reviews for new hires will be conducted by the full PRC as a Level II Review.

*a. Level I Review Committee.* The Level I Review committee membership and its chair are determined by the PRC Chairperson in consultation with the University Librarian. This committee is comprised of five librarians with expectation of continuing employment from the same department as the candidate (candidate's supervisors and supervisees are excluded)<sup>3</sup> in positions similar to or parallel with the candidate's position. In the event that fewer than five librarians from the candidate's department are available to serve on the committee, additional librarians from other departments or areas will be appointed to the committee.

The Level I Review committee will have access to the faculty librarian's dossier but not to other materials in the administrative personnel file. (See Section III B., Review Materials, below). After examining and discussing the contents of the faculty librarian's dossier, and soliciting any additional information it deems relevant, the committee will write a recommendation regarding

reappointment, promotion, and/or expectation of continuing employment and forward it to the full PRC for its review. Every member of the Level I review subcommittee should sign the report.

*b. Level II Review Committee.* The Level II Review will be conducted by the full PRC (candidate's supervisors and supervisees are excluded). Each PRC member will read the Level I Review committee report and examine the contents of both the faculty librarian dossier and the administrative personnel file. After examining and evaluating these three items, and soliciting any additional information it deems relevant, the PRC will vote on the candidate's reappointment, promotion, and/or expectation of continuing employment and submit a written report containing its recommendation to the University Librarian.

**2. Reappointment Review Process.** To achieve expectation of continuing employment, each faculty librarian must pass two reappointment reviews, the First Reappointment Review and the Final Reappointment Review (unless the librarian achieves expectation of continuing employment under special circumstances, such as at the time of hire - see Section III.A.4 below). The dates of these two reviews are calculated from the date of initial appointment as an expectation stream faculty librarian in the ULS.<sup>4</sup>

*a. First Reappointment Review.* For this review, each faculty librarian shall be reviewed no later than six months before the end of the third year in an expectation stream appointment. In order to pass the First Reappointment Review, the faculty librarian is expected to meet the criteria for Librarian II. Upon completion of that review, a faculty librarian who receives a positive recommendation with which the University Librarian and the Provost concur will be reappointed in the expectation stream. A Librarian I who passes the review will receive promotion to the Librarian II rank. Promotion to Librarian II requires the potential for promotion to Librarian III. If the decision at the First Reappointment Review is for non-renewal, the faculty librarian will be given written notice of non-renewal from the University Librarian and will be offered a contract extension of six months beyond the end of the current contract term.

*b. Final Reappointment Review.* For this review, each faculty librarian shall be reviewed no later than six months before the end of the sixth year for granting of expectation of continuing employment. In order to pass the Final Reappointment Review, the faculty librarian is expected to meet the criteria for Librarian III. Upon completion of that review a faculty librarian who receives a positive written recommendation from the PRC, with which the University Librarian and Provost concur, is granted expectation of continuing employment by the University. A Librarian II who passes the review will receive promotion to the rank of Librarian III. Expectation of continuing employment is not contingent upon promotion to the highest rank of Librarian IV. If the decision at the Final Reappointment Review is for non-renewal, the faculty librarian will be given written notice of non-renewal from the ULS University Librarian and will be offered a contract extension of six months beyond the end of the current contract term.

*c. Accelerated Final Reappointment Review.* The faculty librarian may request or be recommended for the Final Reappointment Review earlier than the sixth year if, in the judgment of the ULS University Librarian, the librarian's experience, skills, and accomplishments merit accelerated consideration for expectation of continuing employment. If the faculty librarian fails

to pass this accelerated review, the librarian will not be able to stand for a repeat review before the normally scheduled sixth year review.

*d. Part-time or Temporary Appointments.* Part-time or temporary appointments are outside of the expectation stream.

**3. Promotional Review Process.** Promotional reviews through the Librarian III rank are normally held concurrent with reappointment reviews.

*a. Accelerated Promotional Review.* A faculty librarian may formally request or be recommended for consideration for promotion at such time the librarian feels the criteria for that rank are met. The formal request or recommendation (usually by the supervisor but sometimes self-initiated by the faculty librarian) should be made in writing to the University Librarian, who will pass the request on to the PRC. If the PRC is unable to form a Level I promotional review subcommittee within two months of the receipt of the request or recommendation, the faculty librarian will be notified in writing as to the reasons why. In the event of a decision not to promote the faculty librarian, the librarian will be informed in writing by the University Librarian why the promotion was not granted. The librarian may reapply for consideration for promotion no sooner than one year after the completion of the last review.

**4. Evaluation of Candidates for Granting of Expectation of Continuing Employment at the Time of Hire.** It is acknowledged that experienced librarians who are candidates for faculty librarian positions in the ULS may request the granting of expectation of continuing employment when negotiating their terms of appointment. In order to be granted expectation of continuing employment at the time of hire, the candidate is expected to meet the criteria for Librarian III.

When a candidate requests review for the granting of expectation of continuing employment at the time of hire, it is incumbent upon the University Librarian to determine that the candidate meets the Specific Qualifications for Librarian III (see Section VI.C., Librarian III below) before referring the matter to the PRC. If the position for which the candidate has applied is substantially different from the librarian's previous experience (e.g., having a much heavier emphasis on supervisory or management responsibilities), the librarian may wish to wait and apply for accelerated consideration once the librarian can document success in carrying out all the responsibilities of the position.

If the candidate is to be reviewed for expectation of continuing employment, the full PRC will follow the standard procedures as much as possible for the two-level expectation of continuing employment reviews (described above in Section III.A. above), using the Search Committee's report in place of the Level I Review committee report (the references in the candidate's application shall serve as candidate-supplied names for outside reviewers). The PRC will be required to act quickly and to observe extraordinary confidentiality, as this review process may occur during the employment negotiation process. If necessary, the faculty librarian candidate may be interviewed by the PRC, e.g., to clarify evidence in the candidate's dossier.

If the candidate meets the criteria for Librarian IV (see Section VI.D., Librarian IV below), a committee of individuals with rank equivalent to Librarian IV would be convened by the PRC in



consultation with University Librarian and Director of Administration to conduct the Level II review. This committee can include members from other institutions who have achieved Librarian IV or equivalent.

The candidate must supply a dossier and names of references to the PRC (and the subcommittee) via the University Librarian's office. The dossier must include information on the candidate's status at the librarian's current institution (as applicable) and documentation describing the process for review at that institution.

**B. Review Materials.** The materials used for the faculty librarian's review will consist of the faculty librarian's dossier, the administrative personnel file, and external letters.

**1. Faculty Librarian's Dossier.** The faculty librarian will compile and maintain a personal faculty librarian dossier to provide documentation in support of the librarian's reviews. The dossier should contain a current curriculum vitae, a narrative written by the librarian, copies of publications, drafts of works in progress, formal evaluations from students and patrons (as available and appropriate), unsolicited letters, and any other documentation deemed appropriate in supporting the librarian's review. The narrative must contain a statement of the librarian's outstanding contributions in the areas of job performance, professional development and contributions, and service since appointment to the faculty librarian position within the expectation stream; it should contain sufficient information about the candidate's working philosophy and specific measures of the quality of the librarian's achievements to assist the review committees in their evaluation of the librarian's potential as a growing, productive professional. The librarian's personal dossier will be used in both the Level I and Level II reviews, and will be retained in the University Librarian's office until the review is completed, at which time it will be returned to the faculty librarian.

**2. Administrative Personnel File.** This file is maintained in the University Librarian's office as the administrative permanent employment file. The documentation from this file used for the faculty librarian's review consists of all material related to annual reviews, supervisory letters, and review committee reports as well as any letters or documentation solicited by a review committee. Annual reviews, in addition to evaluating the faculty librarian's performance for the purpose of salary recommendations, should assess the candidate's progress toward meeting the qualifications and criteria for reappointment, promotion, and expectation of continuing employment, as appropriate for the faculty librarian's current rank. For purposes of the review, the candidate's supervisor will write a letter assessing the candidate's record of job performance, professional development and contributions, and service since entering the expectation stream, as well as a summary of mentoring or advice given the candidate about meeting the criteria for promotion or expectation of continuing employment and the candidate's resulting actions. For promotional or reappointment reviews when appropriate, and for all reviews for expectation of continuing employment, the chairperson of the PRC in consultation with the ULS University Librarian will solicit letters from appropriate faculty and librarians, etc., internal or external. Such letters may be solicited by the PRC from relevant non-ULS department chairpersons or school deans regarding the faculty librarian's qualifications for review.

**3. *Personal Interviews.*** If necessary, the faculty librarian may be interviewed by either or both of the above committees, e.g., to clarify documentation in the faculty librarian's dossier and/or administrative personnel file. As a general rule, this interview should not be necessary since the faculty librarian dossier and administrative personnel file should provide all the information necessary for committee evaluation.

**4. *External Letters.*** Letters from outside the university shall be solicited for candidates undergoing review for expectation of continuing employment for ULS Librarian III and Librarian IV. In general, letters should be solicited only from faculty librarians at ARL libraries. If circumstances dictate, letters may be solicited from faculty librarians at non-ARL libraries if both the PRC chair and the candidate agree (the candidate would agree in principle, but would not be advised of the names of such individuals except for those selected by the librarian). Letters must be solicited from at least six individuals; the candidate, although the librarian is not required to submit any names, may submit no more than three of the six names. The person providing feedback shall be sent the following items: a customized copy of the external letter form (Appendix A); a copy of the candidate's Curriculum Vitae; examples of creative activity, i.e., research publications and scholarship; a copy of the *ULS Guidelines...* with instructions as to which portions therein apply to the current review. The customized external letter form will ask respondents to provide an assessment of the candidate's professional accomplishments, such as publications, committee memberships, and professional offices held. They will be asked to evaluate whether the candidate's record of accomplishment is appropriate for the level to which the candidate seeks promotion, as indicated in the *ULS Guidelines...*

Each letter received must be placed in the candidate's file, and must be accompanied by the following information (in the form of an annotated list of all the letters): name and institution of the author; a summary of their credentials; whether the candidate or the review committee provided their name; a description of the relationship, if any, between the candidate and the respondent. The file should identify which individuals, if any, were solicited for letters but did not respond, and for what reasons.

In accordance with the [University of Pittsburgh Policy #07-06-05](#), "Access to Employee Personnel Files," University of Pittsburgh Faculty Handbook, July, 2002, letters solicited by a review committee from persons who are not current University of Pittsburgh employees will not be made accessible to the faculty librarian under review.

All of these materials will be used by the full PRC when conducting Level II reviews, with access to the file in the University Librarian's office by appointment. Faculty librarians may review this file according to procedures stated in the [University of Pittsburgh Policy, #07-06-05](#).

## **IV. PEER REVIEW COMMITTEE PROCEDURES AND MATERIALS FOR NON-EXPECTATION STREAM (NES) LIBRARIANS**

### **A. The Review Process for Reappointment and Promotion**

**1. Review Committees - Membership and Roles.** The Reappointment Review Committee will be established by the chair of the Peer Review Committee and will be comprised of 4-5 librarians who have either attained expectation of continuing employment or who have successfully completed NES reappointments [*at the rank of Librarian III*] and are in the NES librarian's area of specialty, or in a closely-related specialty.

After examining and discussing the contents of the faculty librarian's documents, and soliciting any additional information it deems relevant, the committee will write a recommendation regarding reappointment and/or promotion and forward it to the University Librarian for review. Every member of the Reappointment Review Committee should sign the report.

**2. Reappointment Review Process.** Criteria for renewal/non-renewal will be based on specific qualifications and criteria by librarian rank as outlined in Section VI, successful completion of Reappointment Review Committee portfolio review, ongoing needs of the ULS, and availability of funding. The dates of reviews are calculated from the date of initial appointment as a non-expectation stream faculty librarian in the ULS.<sup>4</sup>

*a. First 3-Year Reappointment Review.* Approximately seven months prior to the end of their contract, the candidate will provide a portfolio of accomplishments and the supervisor will put forward a recommendation of reappointment (or non-renewal). The candidate will create and submit their portfolio to the Reappointment Review Committee.

In order to pass the First 3-Year Reappointment Review, the faculty librarian is expected to meet the criteria for Librarian II (see Section VI. B., Librarian II below). Criteria for renewal/non-renewal is evaluated by the Reappointment Review Committee. Recommendations for renewal/non-renewal made by the Reappointment Review Committee will be submitted to the University Librarian. The University Librarian will consider the supervisor's recommendation, the report of the Reappointment Review Committee, and the continued need for the position in view of the ongoing needs of the ULS and/or funding, and either make a recommendation for renewal to the Office of the Provost at least 4.5 months prior to the end of the contract, or notify candidate of non-renewal.

All recommendations for reappointments and promotions are reviewed by the Office of the Provost.

If successful, the candidate will be promoted to Librarian II (if hired as Librarian I) and reappointed to a second 3-year term. Timing/communication to the candidate would follow the University Faculty Handbook, *6.3 Terms of Appointment*.

*b. Second 3-Year Reappointment Review.* Approximately seven months prior to the end of this second 3-year appointment, the candidate will provide a portfolio of accomplishments and the supervisor will put forward a recommendation of reappointment (or non-renewal). The candidate will create and submit their portfolio to the Reappointment Review Committee. The University Librarian will consider the supervisor's recommendation, the report of the Reappointment Review Committee, and the continued need for the position in view of the ongoing needs of the ULS and/or funding, and either make a recommendation for renewal to the Office of the Provost at least 6.5 months prior to the end of the contract, or notify candidate of non-renewal. For reviews resulting in a recommendation of non-renewal of contract, timing for notification of non-renewal is at least 5.5 months prior to the end of the contract.

If successful, the candidate will be promoted to Librarian III and reappointed to a 5-year renewable term, and will be reviewed as outlined below for 5-year appointments.

Timing/communication to the candidate would follow the University Faculty Handbook, 6.3 *Terms of Appointment*

*c. 5-Year Reappointment Review.* Approximately seven months prior to the end of the appointment, the candidate will provide a record of accomplishments and the supervisor will put forward a recommendation of reappointment (or non-renewal). The University Librarian will consider the supervisor's recommendation and the continued need for the position in view of the ongoing needs of the ULS and/or funding, and make a recommendation for renewal to the Office of the Provost at least 6 months prior to the end of the contract. For reviews resulting in a recommendation of non-renewal of contract, timing for notification of non-renewal is at least 6.5 months prior to the end of the contract.

If successful, the candidate will be reappointed at the same rank every 5 years based on their supervisor's recommendation, and the ULS needs. Timing/communication to the candidate would follow the University Faculty Handbook, 6.3 *Terms of Appointment*

*d. Accelerated 5-Year Reappointment Review.* The faculty librarian may request or be recommended for the 5-Year Reappointment Review earlier than the sixth year if, with the agreement of the ULS University Librarian, the librarian's experience, skills, and accomplishments merit accelerated consideration for a 5-year appointment. If the faculty librarian fails to pass this accelerated review, the librarian will not be able to stand for a repeat review before the normally scheduled sixth year review.

**3. Promotional Review Process.** Promotional reviews through the Librarian III rank are normally held concurrent with reappointment reviews.

*a. Accelerated Promotional Review.* A faculty librarian may formally request or be recommended for consideration for promotion at such time the librarian feels the criteria for that rank are met. The formal request or recommendation (usually by the supervisor but sometimes self-initiated by the faculty librarian) should be made in writing to the University Librarian, who will pass the request on to the PRC. If the PRC is unable to form a Reappointment Review Committee within two months of the receipt of the request or recommendation, the faculty librarian will be notified in writing as to the reasons why. In the event of a decision not to

promote the faculty librarian, the librarian will be informed in writing by the University Librarian why the promotion was not granted. The librarian may reapply for consideration for promotion no sooner than one year after the completion of the last review.

#### ***4. Evaluation of Candidates for the Granting 5-Year Appointments at the Time of Hire.***

Certain positions may be hired at the rank of Librarian III or IV on 5-year appointments, utilizing an expedited peer review at the time of hire. In such a situation, a committee will be established by the chair of the Peer Review Committee and will be comprised of 4-5 Librarians who have either attained expectation of continuing Employment or who have successfully completed NES reappointments [*at the rank of Librarian III*] and are in the NES librarian's area of specialty, or in a closely-related specialty. If the candidate meets the criteria for Librarian IV (see Section VI.D., Librarian IV below), a committee of individuals with rank equivalent to Librarian IV would be convened by the PRC in consultation with the University Librarian and Director of Administration to conduct the review. This committee can include members from other institutions who have achieved Librarian IV or equivalent. If successful, the candidate will be reappointed at the same rank every 5 years based on their supervisor's recommendation, and the ULS needs. Timing/communication to the candidate would follow the University Faculty Handbook, 6.3 *Terms of Appointment*

**B. Review Materials for Non-Expectation Stream Librarians.** The materials used for the faculty librarian's review will consist of the faculty librarian's dossier.

***1. Non-Expectation Stream Dossier.*** The faculty librarian will compile and maintain a personal faculty librarian dossier to provide documentation in support of the librarian's reviews. The dossier should contain a current curriculum vitae, a narrative written by the librarian, examples of the librarian's work, and a minimum of three letters of support from persons external to the ULS (letters are only required for promotional review to Librarian III or IV). Copies of publications, drafts of works in progress, formal evaluations from students and patrons (as available and appropriate), unsolicited letters, and any other documentation deemed appropriate in supporting the librarian's review will also be considered in the review. The narrative must contain a statement focusing on the librarian's outstanding contributions in the area of job performance as outlined in the position description, details about professional development, and professional contributions, and service. It should contain sufficient information about the candidate's working philosophy and specific measures of the quality of the librarian's achievements to assist the review committees in their evaluation of the librarian's potential as a growing, productive professional. The librarian's personal dossier will be used by the Reappointment Review Committee, and will be retained in the University Librarian's office until the review is completed, at which time it will be returned to the faculty librarian.

## **V. GENERAL QUALIFICATIONS FOR LIBRARIAN APPOINTMENTS**

**A. Credentials.** The faculty librarians of the ULS consider the MLS or the MLIS degree from an ALA-accredited (or an approved foreign equivalent) program to be the required professional credential for librarians. However, based on the needs and requirements of some positions as determined by the University Librarian, a degree from an accredited academic institution in a field appropriate to the librarian's position may be substituted for the MLS or MLIS. A minimum

of three years of service at the previous rank or its equivalent is required before an individual is eligible for appointment at, or promotion to, the next rank.

**B. General evaluation guidelines.** The following three general areas will be reviewed and examined in evaluating an individual's eligibility for appointment at, or promotion to, a particular rank and for expectation of continuing employment: job performance, professional development and contributions, and service within the ULS, University, and community. Eligibility depends on a record of achievement in all three areas. [Note: the percentage distribution of effort stipulated in the librarian's annual performance appraisals may change from year to year; however, for the peer review process, the librarian must demonstrate significant accomplishments within all three areas.]

All qualifications and criteria described within these guidelines apply to faculty librarian appointments made prior to and following the approval date of this document.

**1. Job performance.** The quality of the job performance is considered the basis of any review. A librarian's performance will be evaluated in terms of the responsibilities delineated in the librarian's current job description and/or any previous job descriptions that may apply to the period under review. Performance will also be assessed for evidence of the development of traits such as independence, initiative, creativity, and leadership capabilities in carrying out job responsibilities and working within the context of the unit and ULS goals. Teaching or membership on a committee within ULS or the University by virtue of one's job responsibilities and/or by appointment of one's supervisor or the University Librarian is normally considered as part of job performance. In general, then, appointed tasks fall within Job Performance; volunteered tasks fall within Service.

**2. Professional development and contributions.** Research, scholarship, and creative activity are essential activities of the faculty librarian. In addition to evidence of independence, initiative, creativity and leadership capabilities, the evaluation of professional development and contributions will include consideration of any training or course work to acquire or upgrade skills or knowledge undertaken within or beyond the ULS, as well as professional activities beyond the ULS. The latter may include, but are not limited to, attendance at conferences, active participation in professional organizations, committees, or programs, research, and publishing, editorial assignments.<sup>5</sup>

For research and publications, the PRC review process generally views the content as more important than the medium, quality more important than quantity, peer-reviewed activity more important than non-peer-reviewed efforts, and national contributions more important than local or in-house ones. The same standards are used to evaluate printed as well as electronic and/or web-based content. The following are examples of research and publication efforts: creating computer applications; non-refereed articles; authorship of book or software reviews; preparation of annotated bibliographies; creating a Web site; grants received; presentation at a national meeting; chair of a national professional committee; editorship of a journal or online archive; editorship of a book; articles in refereed publications; authorship of a book.<sup>6</sup> It is acknowledged that the items listed in the previous sentence do not constitute a clear ascending continuum - therefore, it is in all cases the responsibility of the librarian to provide the PRC with information

with which to verify the relative significance of the publication or creative effort. This information might include, but would not be limited to, evidence that the item was refereed, reviews of the publication, etc.

**3. ULS, University, and community service.** Service to the ULS, University, and outside community is an important part of the University's mission. The service component enhances a faculty librarian's capabilities, extends the librarian's role both within the University and the larger community, and is an essential component of a balanced career as an academic librarian. The criteria of Service remain constant throughout the promotional levels from Librarian I to Librarian IV. As the librarian's skills develop and mature it is natural for the librarian's service contributions to do the same but, unlike Job Performance and Professional Development & Contributions, it is not necessary to demonstrate growth in service.

For the purposes of review, reappointment and promotion, the ULS recognizes service that utilizes skills of professional librarianship in administration, collection expertise, public services, technical services, or other areas. Service activities may include, but are not limited to, membership on ULS and University committees, participation in ULS and University governance structures, teaching or co-teaching courses at the University or in the community, or involvement in civic groups or organizations which utilize the faculty librarian's professional expertise (e.g., active participation and/or leadership roles in local government, social services, or other community service volunteer groups). It is the responsibility of the faculty librarian to make the case that service work to the community utilizes professional librarian skills. Teaching or consulting with or without compensation is considered service. Volunteering for membership on a committee within ULS or the University, even if the committee work is related to job responsibilities and skills, is generally considered as service. Election to the ULS Peer Review Committee or Faculty Assembly offices and committees will be viewed as service. In general, then, volunteered tasks, whether on a University or ULS committee or a University-supported community activity (e.g., the University's Day of Caring) fall within Service; appointed tasks fall within job performance if such tasks are directly related to the librarian's job description. The faculty librarian has the responsibility, at the time of the appointment to a committee or working group in the ULS, to solicit a clear statement from the librarian's supervisor as to whether the tasks assigned fall within Job Performance or Service.

## **VI. SPECIFIC QUALIFICATIONS AND CRITERIA BY LIBRARIAN RANK**

### **A. Librarian I**

**1. Credentials.** Completed MLS or MLIS from an ALA-accredited program or an approved foreign equivalent. In some cases, and as approved by the University Librarian, an appropriate degree in a field related to the librarian's position may be substituted for the MLS or MLIS degree.

**2. Required amount of service at previous rank.** No prior service expected.**3. Potential for academic librarianship.** Demonstrated interest in and ability to pursue an academic librarian career as evidenced by subject competence or successful performance in job-related courses and/or work experience.

**B. Librarian II.** (See Section V for descriptions and guidelines for interpreting the following criteria.)

**1. Credentials.** Completed MLS or MLIS from an ALA-accredited program or an approved foreign equivalent. In some cases, and as approved by the University Librarian, an appropriate degree in a field related to the librarian's position may be substituted for the MLS or MLIS degree.

**2. Required amount of service at previous rank.** A minimum of 3 years at Librarian I rank or equivalent.

**3. Job performance.** Demonstrated increasing initiative, creativity, and leadership in carrying out job responsibilities within the unit and the ULS as a whole. Consistently competent performance of job responsibilities delineated in the job description. Ability to operate independently within the sphere of specific job assignment(s) and as part of a team in pursuing unit or ULS goals. Demonstrated capacity to work successfully with patrons, colleagues, supervisors, and subordinates.<sup>7</sup>

Evidence of competent job performance includes but is not limited to:

- Successfully contributing to the work of a committee or task force
- Initiating procedures for completing assigned work more efficiently
- Making useful contributions to or initiating discussions of ways to improve efficiencies in the workflow within a unit or across units
- Successfully conducting workshops or training sessions
- Developing library instruction materials and organizing staff and/or patron training for one or more library services including, but not limited to, end-user databases or specialized reference tools
- Exploring innovative uses for new technologies to improve productivity and/or quality
- Participating actively in testing or evaluating new automated services, system upgrades, etc.
- Developing plans for assessing the quality of collections or for rectifying collection deficiencies
- Suggesting changes to expedite the acquisition of materials
- Introducing innovative practices in liaison to faculty in assigned departments

**4. Professional Development and Contributions.** Demonstrated progress toward making contributions on a professional level as evidenced by but not limited to:

- Continuing learning of skills relevant to librarianship by, for example, participating in professional training sessions, or enrollment in academic coursework
- Initial participation in appropriate professional organizations or activities outside the ULS, on a local, regional or national level as evidenced by but not limited to:
  - Membership on a Committee or Task Force



- Presenting a poster session or paper at a conference
- Chairing or moderating a conference session or workshop
- Creative efforts such as research publications and projects (print or electronic) that contribute to the profession and/or academic discipline. (see Section IV.B.2 for more specific information on publications).

**5. Service.**

- Participation in ULS and/or University activities such as committees, task forces, and faculty governance
- Involvement in community service that utilizes one's professional expertise
- Teaching or consulting

**C. Librarian III.** (See Section V for descriptions and guidelines for interpreting the following criteria.)

**1. Credentials.** Completed MLS or MLIS from an ALA-accredited program or an approved foreign equivalent. In some cases, and as approved by the University Librarian, an appropriate degree in a field related to the librarian's position may be substituted for the MLS or MLIS degree.

**2. Required amount of service at previous rank.** A minimum of 3 years at Librarian II rank or equivalent.

**3. Job performance.** Record of accomplishment establishing a pattern that is predictive of a high level of future professional practice. This practice should demonstrate comprehensive knowledge, use of job skills and resources, and leadership in one or more areas of academic librarianship. Consistently high level of performance in carrying out job responsibilities as evidenced by annual performance reviews, supervisor's letter, letters from colleagues, external referees and/or teaching faculty, etc.

Evidence of knowledge includes but is not limited to:

- Demonstrated awareness and understanding of national professional standards and practices relevant to job responsibilities, and demonstrated ability to relate national perspectives to ULS activities
- Demonstrated expertise in one or more areas of academic librarianship as evidenced by substantial knowledge of a technical field or subject area (i.e. Archives, Bibliography, Cataloging, Digitization, Reference Services, Subject Discipline), and/or managerial or administrative abilities (i.e., coordination of operations and services within a unit, Personnel Management, Project Management)

Evidence of use of job skills and resources includes but is not limited to:

- Consistently demonstrated capacity to work successfully with patrons, colleagues, supervisors and subordinates
- Consistently demonstrated independence and initiative in carrying out job responsibilities as well as ability to contribute as part of a team in pursuing unit or ULS goals

Evidence of leadership includes but is not limited to:

- Successfully chairing committees or task forces
- Initiating policies or procedures for activities or processes pursued in the unit and/or the ULS
- Identifying new programs, services, or initiatives that could be instituted within the unit and/or the ULS; planning for, and possibly overseeing, their implementation (for example, a new database service)

The job performance attributes above may be evidenced by but are not limited to:

- Identifying service needs and recommending initiatives that address them (for example, suggesting new staffing patterns and ways to accommodate and evaluate such changes)
- Demonstrating expertise in one or more areas of public or technical services; serving as the contact person for in-depth knowledge in these areas and assisting in the training of other staff in these areas
- Developing innovative policies or procedures for the unit or the ULS
- Improving communication or promoting collaboration within the unit and/or with other ULS units
- Successfully training and managing work teams or units which are efficient, self-sufficient, and flexible in meeting changing priorities
- Identifying, evaluating, and/or implementing vendor services which cost-effectively meet materials ordering/processing needs of the ULS
- Developing plans for assessing the quality of collections or services, or for rectifying collection or service deficiencies
- Demonstrating initiative and skill in working effectively with faculty

**4. Professional Development and Contributions.** Demonstrated commitment to and ability for continuing growth as a member of the library profession. Attainment of positions of responsibility and authority in a professional field as evidenced by but not limited to:

- Working toward an advanced degree in librarianship or a job-related subject discipline
- Taking a leadership role in appropriate professional organizations or activities outside the ULS, on a local, regional, national, or international level. Examples of such participation include but are not limited to:
  - Chairing a committee or task force
  - Holding office
  - Continuing creative effort such as research and publication that contributes to the profession and/or academic discipline (see Section IV.B.2 for more specific information on publications)

## **5. Service.**

- Participation in ULS and/or University activities such as committees, task forces, and faculty governance
- Involvement in community service that utilizes one's professional expertise
- Teaching or consulting

**D. Librarian IV.** (See Section V for descriptions and guidelines for interpreting the following criteria.)

**1. Credentials.** Completed MLS or MLIS from an ALA-accredited program or an approved foreign equivalent. In some cases, and as approved by the University Librarian, an appropriate degree in a field related to the librarian's position may be substituted for the MLS or MLIS degree.

**2. Required years of service at previous rank.** A minimum of 3 years at Librarian III rank or equivalent.

**3. Job performance.** Performance exceeds the standards described for ranks shown above. Evidence includes but is not limited to:

- Attainment and demonstration of authoritative knowledge and reputation in one or more areas of academic librarianship through research, writing, professional practice, or leadership in professional and learned organizations.
- Consistently outstanding performance in carrying out job responsibilities as evidenced by annual performance reviews, supervisor's letter, letters from colleagues and/or teaching faculty, etc.
- Evidence of outstanding performance includes but is not limited to:
- Demonstrated innovation and/or leadership in contributing to ULS operations within and/or beyond the position
- Successfully chairing ULS-wide task forces
- Assuming a successful leadership role in ULS governance
- Initiating policies or procedures for activities or processes pursued in the unit and/or the ULS
- Identifying new programs, services, or initiatives that could be instituted within the unit and/or the ULS; planning for and implementing them (for example, a new database service)

**4. Professional Development and Contributions.** Attainment of authoritative knowledge and reputation in a recognized area of librarianship. Attainment of superior stature through professional practice, leadership in professional or learned organizations, or research, writing, or other creative efforts that contribute to the profession. Evidence can include but is not limited to:

- Completion of an advanced degree in a library or job related discipline
- Leadership within the profession such as:

- Holding high office in a professional organization
- Chairing a national conference of a professional organization
- Drafting a strategic plan for a professional organization
- Creating new standards for professional practice
- Creative efforts such as research publications and projects, e.g. research, publication resulting in substantial, demonstrated significance to the profession and/or academic discipline (see Section IV.B.3 for more specific information on publications)

### **5. Service.**

- Participation in ULS and/or University activities such as committees, task forces, and faculty governance
- Involvement in community service that utilizes one's professional expertise
- Teaching or consulting

## **VII. APPEALS PRINCIPLES AND PROCEDURES**

**A. *The Right of Appeal.*** Faculty librarians have the right to appeal a decision regarding non-renewal or non-promotion, following procedures for Non-Tenure-Stream Faculty as set forth in University of Pittsburgh [Faculty Reviews and Appeals Procedure 02-02-10](#), Section IV.C.

## **VIII. TERMINATION AND RESIGNATION**

**A. *Termination of Appointment for Cause.*** Termination of any appointment, other than by expiration, may be made for adequate cause. Adequate cause for a dismissal shall be related, directly and substantially, to the performance and/or conduct of the faculty librarian in his/her professional capacity as a librarian. Dismissal shall not be used to restrain faculty librarians in their exercise of academic freedom. In accordance with [University of Pittsburgh Policy 02-02-07, Termination of Appointment for Cause](#), the individual will be informed of the reasons for the termination of the appointment prior to termination for cause. Pursuant to [Policy 02-02-07](#), the terminated librarian may make a claim within thirty (30) days of completion of prescribed administrative procedures that there has been an unfair practice with reference to the terms and conditions of employment and request a hearing. Such a hearing is at the discretion of the Chancellor.

**B. *Termination for Financial Exigency.*** The Board of Trustees may upon due notice terminate the services of any faculty librarian because of a financial exigency that is demonstrably bona fide. See [University of Pittsburgh Policy 02-02-08, Termination of Appointment Due to Financial Exigency](#).

**C. *Termination Due to Reorganization or Merger.*** It sometimes becomes necessary to reorganize or merge units within the library due to change in academic programs, decline in demand, or other similar reasons not involving financial exigency. Where reorganization or merger results in a reduced requirement for faculty librarians who have been granted expectation of continuing employment or non-expectation librarians with 5-Year contracts, a written notice

twelve months in advance of the termination date shall be given to the faculty librarian. Prior to the termination date, every effort will be made by the Provost to find a suitable position within the University for the affected faculty librarian.

If a suitable position exists for which the affected faculty librarian can be qualified by retraining within the University of Pittsburgh, arrangements, including release time for retraining, will be made.

***D. Notice of Resignation by the Faculty Librarian.*** Faculty librarians are expected to give the University Librarian a written resignation notice of at least one month.

## **IX. CONTINUING REVISION OF THIS DOCUMENT**

The timely and appropriate revision of this document is the responsibility of the University Librarian in consultation with the PRC. A Guidelines Revision Committee shall be appointed by the University Librarian, in consultation with the Chairperson of the PRC, and shall be comprised of at least two PRC members, three other participating faculty librarians, and the Chairperson of the PRC, in an advisory capacity. The committee should include at least two non-expectation stream librarians. One or more meetings open to interested faculty librarians on proposed revisions to the document shall be scheduled. The revision committee shall then prepare a final copy of the revised document. In turn, a three-member election committee appointed by the University Librarian in consultation with the PRC Chairperson shall facilitate a vote open to all ULS librarians. Adoption of the revised document shall require a two-thirds vote of the entire membership of participating faculty librarians in favor of the proposed revision, approval of the University Librarian and the approval of the Provost.

## **ENDNOTES**

1. These guidelines are based upon the Chancellor's document of March 3, 1970, which awarded faculty status to librarians at the University of Pittsburgh; upon the initial document, *Appointment, Review and Promotion for the University of Pittsburgh Librarians* of June 21, 1974; upon the current *Affirmative Action Policy for the Recruitment, Selection, and Advancement of Personnel at the University of Pittsburgh*; upon the *Faculty Reviews and Appeals Principles and Procedures* document of May 16, 1978, the *Appointment and Tenure Policies* document of June 2, 1980, and *University Policies Relating to Reorganization or Termination of Academic Programs*, January 1981. The document underwent partial revision, effective May 29, 1992, changing the periods of time for the first peer review and the peer review for expectation of continuing employment from one and three years to three and six years respectively. On February 2, 1995, Bylaws for the newly established Faculty Assembly of the University Library System were adopted which placed the Peer Review Committee within the structure of that organization as a standing committee, but operating independently from its Executive Board under these separate Guidelines. Substantial revisions to the document were adopted effective July 1, 1999. The 2003 revision removed the search process for faculty librarians from the purview of the Peer Review Committee, and clarified the specific criteria by librarian rank, in line with generally accepted practices of Academic Library status as determined by the Association of Research Libraries. The Peer Review Committee continues as an advisory

committee to the University Librarian of the University Library System as outlined below. The 2006 revision removed extensive language regarding Appeals procedures, and instead referred to the University of Pittsburgh Procedure 02-02-10 on which it was based. The 2011 revision broadens the range of acceptable academic degrees required for ULS faculty librarians. It also more clearly states that a librarian's teaching activities, outside of the librarian's job description, are to be considered as Service. This current (2019) revision defines the procedures for the appointment and review of non-expectation stream librarians, and includes significant updates to language throughout the document to reflect these changes.

Having been approved by the ULS Faculty Assembly, the University Librarian of the ULS, and the Provost, these guidelines and the criteria and procedures contained herein apply to all faculty librarians, including those who were appointed prior to the final date of approval of this document.

The *Guidelines for Faculty Librarians . . .* have been prepared in consultation with the University Librarian of the University Library System to provide essential information to the members of the faculty librarians of the University Library System. These *Guidelines . . .* are not intended to be a complete statement of all University faculty librarian policies. The policies and practices described herein are subject to change at the sole discretion of the University. They are not to be considered or otherwise relied upon as legal terms and conditions of employment, and the language used in these *Guidelines . . .* is not intended to create a contract between the University of Pittsburgh and its employees. To the extent any policy contained in these *Guidelines . . .* is inconsistent with the law, such policy is superseded by law. ([cf. Faculty Handbook](#), c2006, University of Pittsburgh.).

2. Faculty librarians' specialties include but are not limited to bibliography, acquisition, cataloging, serials, archives, special collections, reference and public services, information technology, licensing, preservation, personnel administration, and subject disciplines.
3. In this document, the word "supervisor" is used to include all levels of supervisory personnel to whom the candidate may report.
4. A temporary appointment occurring prior to the date of an individual's initial appointment as an expectation or non-expectation stream faculty librarian is not considered in the date calculation.
5. It is acknowledged that work with new technology is generally collaborative and time-consuming, and can blur the distinctions between the traditional areas of evaluation. Such work may be viewed as job performance, professional development and contributions, and/or service, and the candidate should make a convincing argument for the degree to which a given project utilizing technology is considered in one or more of these areas.
6. This list of activities is not all-inclusive, and assumes relatively equal quality of the product. Work products such as reports, handbooks, manuals, and Web productions may be considered in this category if they present new ideas, incorporate research, and can be reviewed by outside evaluators. The creation of instructional software may be considered a professional contribution

if it is innovative, replicable, documented, capable of being peer-reviewed, and advances the discipline. Review committees should review these products in the paper or electronic media in which they were created.

7. Working successfully with colleagues and patrons implies cooperative effort and mutual respect in order to achieve the objectives of the institution.