

University of Baltimore

VI-1.12 Librarian Policy on Promotion and Permanent Status

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USM policy requires each institution to have a policy on promotion and permanent status for librarians.

UB LIBRARIAN POLICY ON PROMOTION AND PERMANENT STATUS

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SECTION 1: INTRODUCTION

These guidelines are intended to provide details for implementing the University System of Maryland's "Policy on Appointment, Rank, and Tenure of Faculty" (USM By-Laws, Policies and Procedure of the Board of Regents, II-1.00), "Policy on Part-Time Faculty Members Engaged Exclusively or Primarily in Library Services" (II-1.II), and "Policy on Professional and/or Research Leave for Faculty Members Engaged Exclusively or Primarily in Library Services" (II-2.01). This document describes the criteria and procedures governing appointment, promotions and permanent status for professional librarian personnel employed at the University of Baltimore's Langsdale and Law Libraries (henceforth referred to as the Libraries). The policies regulating hiring, promotion and retention of the Directors of the Libraries are governed by other University policies as to any Director appointment. The Director position is at will as to the Director appointment, regardless of whether the Director has, at the time of the appointment or later obtains during appointment, permanent status. However, with regard to a concurrently appointed Director and librarian II-IV with or without permanent status, this policy applies to the librarian appointment. (See USM BOR II-1.00 (II.A.1)). References in this policy to library Director refer to both Langsdale and Law Library Directors (as of spring 2016, the Langsdale Library Director is known as Dean of the Library).

Criteria used in evaluations shall be based upon the mission of the Libraries and their close connection with the academic program. For all librarians eligible for permanent status the criteria will include: 1) job performance; 2) professional development activities; and 3) professional services, i.e., to the University, the library profession, and the community. The specific criteria listed in the policy shall apply to all levels of rank, although expectations of growth and accomplishment increase at each level.

In their role as information professionals, university librarians occupy a unique position within the academic community. To discharge their duties successfully, librarians must have at their command a sophisticated array of technical expertise. They must be good communicators and good managers. The ranks for librarians defined herein are intended to encourage professional growth in librarianship and to reward high standards of performance. The University itself is the ultimate beneficiary of this system.

Professional librarians are employed by the University System of Maryland within the context of a) their functional position category, and b) their professional rank. Position is based on job responsibilities. Rank reflects the individual's level of professional achievement. Position and rank are independent of one another. For example, a librarian's functional position could be "Circulation Librarian," but that librarian could, in rank, be a Librarian II or a Librarian III.

The maintenance of standards and the recognition of achievement are the responsibility and privilege of the profession as a whole and are shared by all its members. To provide librarians the opportunity to demonstrate commitment to this responsibility, peer review by the Librarian Review Committee is one element of the promotion and permanent status procedures. Although the final authority for appointment and promotion decisions, as well as permanent status decisions, within the Libraries rests with the President of the University, a committee of peers helps to keep the evaluation process consistent, systematic, broad-based, and fair.

This document shall be reviewed or reauthorized by the Library Faculty Senate as required by the USM Policy on Appointment, Rank, and Tenure of Faculty, or at a minimum of three years from implementation of this policy.

SECTION 2: LIBRARIAN RANKS AND PERMANENT STATUS

2.1 - LIBRARIAN I

This rank is normally assigned to librarians just entering librarianship with little or no professional library experience but who have been judged to demonstrate an understanding of the basic tenets of librarianship and a potential for professional growth. The emphasis at this rank is on continuing acquisition of knowledge and skills, demonstration of increased competence, and professional development. A librarian in this rank is not eligible for permanent status.

2.2 - LIBRARIAN II

Appointment or promotion to this rank signifies that the librarian has demonstrated effective professional knowledge and skills significantly above those expected of a Librarian I. A minimum of three years of professional experience is generally required. Librarians in this rank are eligible for permanent status.

2.3 - LIBRARIAN III

Appointment or promotion to this rank signifies that the librarian has mastered the skills, knowledge, and techniques of librarianship and has made meaningful contributions to the library, the university, the library profession, and/or an academic discipline. Normally a minimum of six years of professional experience is required, three of which must be at a level comparable to the rank of Librarian II at the appointing USM institution. Librarians in this rank are eligible for permanent status.

2.4 - LIBRARIAN IV

Appointment or promotion to this rank is reserved for individuals who exemplify leadership, innovation, and dedication to the library, the University, and the field of librarianship. It is awarded to those librarians who have made distinctive contributions to the library, the university, the library profession, and/or an academic discipline. This rank normally requires nine years of professional experience, three of which must be at a level comparable to the rank of Librarian III at the appointing USM institution. Librarians in this rank are eligible for permanent status.

2.5 - PERMANENT STATUS

Permanent status is here defined as continuing employment such that a decision to remove an employee must be made by the President of the University and must be justified by cause or be permitted under limited circumstances as set forth in USM and University policies, such as USM BOR II-1.00 (1.C.6-11). At the recommendation of the Library Director, with the approval of the relevant Dean and/or Provost, a hire ranked Librarian II or above could be offered employment with permanent status. Permanent status is an employment status different from tenure. See Permanent Status application process below.

2.6 - LIBRARIAN EMERITA/EMERITUS

Librarian Emerita/Emeritus designates a library faculty member who has retired from full-time employment at the University of Baltimore at the rank of Librarian III or Librarian IV after exemplary

service that has promoted the mission and achievements of the University of Baltimore over the course of his or her career at the institution (see Emeritus and Emerita Faculty Policy).

SECTION 3: PROCEDURES FOR ASSIGNMENT OF RANK

At the time of a librarian's initial appointment to a position in the Libraries, the Library Director, with the approval of the Provost, shall assign to that individual an initial professional rank which is, in the Director's judgment, commensurate with the individual librarian's prior professional accomplishments and attainments. When formally offering appointment, the University shall communicate the assigned professional rank to the Librarian, shall provide him/her with a copy of this document (University Of Baltimore Policy on Promotion and Permanent Status of Librarians), and shall communicate the date for mandatory review. In addition, the Librarian Mentoring Program will be explained and the librarian will be referred to the Mentor Committee (see Appendix B).

SECTION 4: CRITERIA FOR APPOINTMENT, RANK, AND PROMOTION FOR LIBRARIANS

4.1 - General Criteria

Each rank requires that the incumbent must:

1. Hold, at a minimum, a Master's degree from a program accredited or accepted by the American Library Association (A.L.A.). Under special circumstances, another graduate degree may substitute for or augment this degree, depending on the functional needs of the position.
2. Satisfy the professional experience guidelines established for that rank.
3. Demonstrate ongoing professional growth.

In addition, incumbents for each rank should satisfy the following criteria for excellence in librarianship:

1. A positive commitment to the Library and to the University;
2. Contributions beyond minimal expectations;
3. A willingness to share ideas and expertise with colleagues;
4. An understanding of the general principles of librarianship;
5. A cooperative attitude, characterized by receptiveness to new ideas; and
6. Effective communication skills, both written and oral.

A librarian may apply for promotion earlier than is stated in this policy. A request for early review must be submitted in writing to the Library Director and approved by the Provost. If the request is made by a librarian in the Law Library, the request must also be approved the Dean of the Law School. An agreement to allow a librarian to be considered early is not an endorsement by the Provost of the librarian's success in attainment of promotion.

4.2 - LIBRARIAN I

Librarians at this rank are not eligible for permanent status. Normally, initial contracts shall be for one year. Subsequent contracts may be for longer terms, provided no appointment without permanent status may extend beyond the end of the mandatory permanent status review year.

4.2.1 - Criteria for Appointment to Rank:

1. No professional library experience is required for the rank of Librarian I.
2. The Candidate must possess a Master's degree in Library Sciences (MLS, MSLS, etc.) from an A.L.A. accredited or A.L.A. accepted equivalent institution or, under special circumstances, another graduate degree suitable for the functional needs of the position.
3. The Candidate must satisfy all other position requirements as specified in the description of the position for which he/she is applying.

4.2.2 - Criteria for Retention:

1. Job Performance

1. Demonstrated ability to provide effective library service required by the position and evidence of the acquisition of additional knowledge, skills and increasing competence; satisfactory progress in this area would be characterized by the following activities:
 1. Ability to work effectively with patrons, colleagues, and staff;
 2. Willingness to adapt to changing circumstances and technologies in the work environment;
 3. Effective communication skills, both written and oral; and
 4. Demonstrated progress in ability to perform job responsibilities.
2. Overall acceptable performance and progress toward achieving stated goals on each annual performance evaluation.
3. Teaching Effectiveness (for those librarians whose job description includes a teaching load of for-credit classes). Evidence of effectiveness may include information from:
 1. course materials and course content;
 2. student evaluations;
 3. peer review of teaching.

2. Professional Activities

Satisfactory progress in this area would be characterized by one or more of the following activities:

1. Evidence of participation in professional, campus or community activities.
2. Demonstrated growth in the theoretical knowledge of one's field.
 1. Evidence of the acquisition of knowledge/skills in multiple areas of responsibility within the library; and
 2. Demonstration of the attainment of new/complex skills via relevant course work, training or experience.

3. Mandatory Review

A librarian is not eligible for permanent status in this rank. One who has completed his/her third consecutive fiscal year of full-time employment in this rank must undergo mandatory review for promotion to Librarian II. Promotion to Librarian II, if granted, becomes effective as of July 1 following the decision to grant the promotion. If promotion to Librarian II is denied during the employee's fourth consecutive year of full-time employment as Librarian I, the individual's appointment will be terminated in accordance with applicable provisions of USM personnel policies and regulations (See Policy II-1.00 II. A. 1. and Policy II-1.05 V. B. 3.).

4.3 - LIBRARIAN II

A minimum of three years of experience as a professional librarian is generally required for appointment or promotion to this rank. However, the Library Director may recommend that a combination of

superior credentials and extraordinary professional service and/or experience be substituted for up to three years of professional experience.

4.3.1 - Criteria for Appointment/Promotion to Rank:

1. Job Performance

1. Overall acceptable performance and progress toward achieving stated goals on each of the three most recent annual performance evaluations.
2. Satisfactory progress in this area would be characterized by all of the following:
 1. Contributes to overall operation of an area of responsibility;
 2. Works with limited supervision in one's position; and
 3. Demonstrates basic knowledge of all library operations.
3. Teaching Effectiveness (for those librarians whose job description includes a teaching load of for-credit classes). Evidence of effectiveness may include information from:
 1. course materials and course content;
 2. student evaluations;
 3. peer review of teaching.

2. Professional Development

Satisfactory progress in this area would be characterized by one or more of the following activities:

1. Membership and participation in professional organizations/conferences on regional, national, or local levels
2. Demonstrated growth in the theoretical knowledge of one's field
 1. Evidence of the acquisition of knowledge/skills in multiple areas of responsibility within the library
 2. Demonstration of the attainment of new/complex skills via relevant course work, training or experience

3. Professional Service

Satisfactory progress in this area would be characterized by one or more of the following:

1. Participation in University affairs and serving on campus committees; and
2. Participation in Library-wide committees.

4.4 - LIBRARIAN III

4.4.1 - Criteria for Appointment/Promotion to Rank:

Review for promotion to Librarian III normally begins after six years of professional experience (three of which must be at a level comparable to the rank of Librarian II at the Libraries). In addition to having the qualifications of a Librarian II, the Candidate must satisfy the following criteria under Job Performance and satisfy at least three criteria under Professional Development and Professional Service (with at least one from each):

1. Job Performance

1. Consistent overall acceptable performance and progress toward achieving stated goals on each of the three most recent annual performance evaluations
2. Willingness and ability to take on new and more complex responsibility as evidenced by one or more of the following:
 1. Initiating significant new projects, procedures, or services that contribute to the Library or University goals;

2. Participation on relevant system wide, local or regional committees or task forces; and
3. Participation in Library-wide decision making.
3. Teaching Effectiveness (for those librarians whose job description includes a teaching load of for-credit classes). Evidence of effectiveness may include information from:
 1. course materials and course content;
 2. student evaluations;
 3. peer review of teaching.

2. Professional Development

Satisfactory progress in this area would be characterized by one or more of the following activities:

1. Membership and participation as an officer, presenter or committee member in professional organizations/conferences on regional, state, national or international levels;
2. Publication of scholarly and creative works; scholarship would be considered to include contributions in traditional print media as well as in emerging media and technologies.
3. Development of materials or media which contribute to in-service programs, instruction, or other job-related responsibilities; and/or
4. Advanced studies such as:
 1. Continuing education activities relevant to the profession, and participation in non-degree programs through formal courses;
 2. Completion of an advanced degree in an academic discipline; and
 3. Acquisition of other skills relevant to the Library, e.g., research methods (statistical analysis), computer programming, or indexing.
5. Awards, grants, fellowships, honors, or letters of commendation.

3. Professional Service

Extensive service and active performance on committees, task forces, and civic organizations. Some factors to be considered are: fulfillment of basic obligations of attendance and participation, collegiality with other members, chairing of committees, timely completion and quality of committee assignments. Satisfactory progress in this area would be characterized by one or more of the following:

1. Internal Library committees, task forces or search committees;
2. University or USM committees and task forces, professional advisory councils or other professional committee and working groups;
3. Community agencies and/or civic organizations demonstrably related to a Librarian's professional duties; and
4. Boards or committees of local, state, regional, national or international professional organizations.

4.5 - LIBRARIAN IV

4.5.1 - Criteria for Appointment/Promotion to Rank:

Review for promotion to Librarian IV normally begins after nine years of professional experience (three of which must be at a level comparable to the rank of Librarian III at the Libraries). In addition to having the qualifications of a Librarian III, the Candidate must satisfy the following criteria for appointment/promotion to rank:

1. Job Performance

1. Outstanding record of librarianship evidenced by

2. Overall performance is above standards with high levels of accomplishment on all goals for the past three years; and
3. Leadership and innovation in the development of new services, projects, and systems to meet the demands of library service.
4. Teaching Effectiveness (for those librarians whose job description includes a teaching load of for-credit classes). Evidence of effectiveness may include information from:
 1. course materials and course content;
 2. student evaluations;
 3. peer review of teaching.

2. Professional Development

Outstanding record of professional achievement as characterized by two or more of the following:

1. Evidence of scholarship, e.g., publication in a professional book or journal;
2. Planning and implementing a major library project, in-service program or workshop;
3. Editorship or contributing editorial services for professional or other scholarly journals or compilations;
4. An advanced degree such as a doctorate or second master's; and/or
5. Awards, grants, fellowships, honors, or letters of commendation.

3. Professional Service

Continuing evidence of relevant and significant service to the institution, the community, and the profession as characterized by two or more of the following:

1. Leadership role on the University of Baltimore campus (e.g., University governance) or in the University Systems of Maryland (USM.);
2. Holding key positions by election or selection in state, regional, national or international professional organizations;
3. Evidence of leadership in community service and/or civic organizations demonstratively related to a Librarian's professional duties;
4. Professional contributions to formally organized panels, forums, debates, seminars, etc., at the state, regional, national or international level;
5. Consulting work based on library or academic expertise; and/or
6. Achieving recognition for outstanding service to the Libraries.

4.6 - Time of Service Calculation

The following shall not be counted toward time of service requirements for promotion (see UB Tenure Clock Extension Policy):

- Leave of absence without pay;
- Professional Leave ½ year;
- Professional Leave full year;
- Family and Medical leave;
- Acceptance of temporary job outside Librarian series; and
- Appointment at another institution and rehire at UB (unless employed at another USM institution in the same or similar capacity).

SECTION 5: CRITERIA FOR PERMANENT STATUS REVIEW

Permanent status is here defined as continuing employment such that a decision to remove an employee must be made by the President of the University and must be justified by cause or be

permitted under limited circumstances as set form in USM and University policies, such as USM BOR II-1.00 (I.C.6-11).

A person appointed to the position of Director or Associate Director shall serve in that capacity at the pleasure of the President or designee, regardless of whether the appointee has at the time of the appointment, or obtains during the appointment, permanent status as a Librarian.

A full-time, full-time equivalent or part-time Librarian II or higher, who has completed his/her fifth consecutive year of employment in a regular exempt position (non-temporary, non-contractual) must undergo mandatory review in the next available review cycle. Such review shall follow the form and timetable established in these procedures (see Section 7) and shall yield a decision to confer or deny permanent status to the individual.

For a Librarian II or higher who has not sought promotion prior to permanent status (i.e., hired at the rank of Librarian II or higher), a mandatory mid-term review is conducted by the Librarian Review Committee (see Appendix C).

If permanent status is denied, the individual's appointment will, barring exceptional circumstances, end in accordance with applicable provisions of USM personnel policies and regulations (See USM Policy II-1.00-II. A.1) and the University of Baltimore Promotion and Tenure Policies and Procedures.

5.1 - Time of Service Calculation

The following shall not be counted toward time of service requirements for permanent status (see UB Tenure Clock Extension Policy):

- Leave of absence without pay;
- Professional Leave ½ year;
- Professional Leave full year;
- Family and Medical leave;
- Acceptance of temporary job outside Librarian series; and
- Appointment at another institution and rehire at UB (unless employed at another USM institution in the same or similar capacity).

5.2 - Criteria for Permanent Status Eligibility

1. Candidate must have held the rank of Librarian II or above at the University of Baltimore at least one year.
2. Candidate must have received "Meets Standards" or above on annual performance evaluations for the preceding three years at the University of Baltimore. If the Candidate has been employed by the University of Baltimore for less than three years, the Candidate must have received "Meets Standards" or above on all prior annual performance evaluations since the Candidate's employment began with the University of Baltimore.
3. Candidate must request review by the Librarian Review Committee (LRC) no later than the start of his/her sixth year of consecutive employment at the Libraries. The dossier submitted to the LRC should be in a format similar to that required for promotion in rank (see Appendix A) and must meet the "General Criteria" for promotion. This documentation should emphasize professional activities and achievements subsequent to the Candidate's appointment/promotion to his/her rank.

4. A librarian may apply for permanent status earlier than is stated in this policy. A request for early review must be submitted in writing to the Library Director and approved by the Provost. If the request is made by a librarian in the Law Library, the request must also be approved by the Dean of the Law School. An agreement to allow a librarian to be considered early is not an endorsement by the Provost of the librarian's success in attainment of permanent status.

SECTION 6: THE LIBRARIAN REVIEW COMMITTEE (LRC)

The LRC assesses and reports on the accomplishments of each Candidate within the criteria defined in this policy and provides, to the Director of the Library, a thorough and criteria-based evaluation of the Candidate's qualifications for promotion.

The LRC will consist of three regular members and one alternate, all of whom must be a Librarian II or above. Each Library will be represented by at least one regular member. The third regular member and alternate will be chosen from each library in alternating years. During even years the regular member will be from Langsdale and the alternate from Law. In odd years the regular member will be from Law and the alternate from Langsdale. The Directors of the Libraries will appoint the committee by August 15 of each year as needed. The Library Directors are ineligible for service on the LRC.

No LRC member may be present at or participate in discussion of or vote on the application of a Candidate under his or her direct supervision, nor may any member be present at or participate in discussion of or vote on his or her own application for promotion, nor may any member be present at or participate in discussion of or vote on the application of his or her present direct supervisor. No LRC member may be present at or participate in discussion of or vote on the application of his or her spouse or for any other individual with regard to whom there may be a clearly defined conflict of interest. The Library Director will be responsible for identifying such situations and informing the LRC of them in writing prior to the first meeting of the committee. Should the LRC have questions concerning other potential conflicts of interest the Library Director will be responsible for deciding whether a member of the LRC should be excluded from participating in a discussion of or voting on a Candidate's application for promotion.

Since the alternate LRC member may be required to take the place of an indisposed or ineligible member at any time, the alternate will participate in all LRC meetings, unless the alternate is ineligible concerning a particular Candidate's review.

At its first meeting within a review cycle, the LRC members and alternate shall elect one of its members to serve as chair of the Committee.

All LRC members (including the alternate) should be present at all meetings. At least three members must be present for the Committee vote to take place. The alternate must attend all meetings so that he/she would be prepared to replace a voting member if the occasion should arise.

The vote of the LRC shall be reported in the Committee's recommendation to the Library Director. An affirmative majority of those eligible to vote is required for a recommendation regarding promotion or permanent status. All deliberations and consultations by the LRC and its members are confidential unless otherwise provided by law. Members shall not reveal to the applicant or otherwise disclose (except as provided by the Procedures) any information obtained as part of the LRC's work or

recommendations made by the LRC. The chair of the LRC shall collect all papers and notes generated by the LRC, including notes and files maintained by LRC members during its work. These papers constitute the LRC's record. The record will be maintained in the appropriate Library Director's Office.

Members of the LRC must regard their work as totally confidential. Matters that come before the LRC must not be disclosed. Any and all –behavior to the opposite shall be regarded as a serious breach of confidentiality and shall be subject to disciplinary action.

SECTION 7: PROCEDURES AND CALENDAR FOR PROMOTION AND PERMANENT STATUS REVIEW

The following procedures and sequence of operations are to be followed by all Candidates for promotion and permanent status and by all committees. These procedures have been established to promote consistency of application from one year to the next and to guarantee full and fair hearings for all Candidates.

NOTE: Review and promotion procedures coincide with the University of Baltimore fiscal calendar (July 1 - June 30). In effect, years in rank are counted beginning with the first July 1 an individual is employed at the Libraries. If, however, the employee's initial employment date falls before October 16 of his/her year of appointment, the preceding July 1 shall count as the first July 1 of the individual's employment.

7.1 - Promotion Review Sequence

1. The Library Director shall notify no later than July 1 all Librarians who are in their required review year that they may apply for promotion. The Library Director's notification will indicate any salary increase to be received if promotion is granted.
2. Except as provided in A. above, Librarians, in consultation with the Library Director, are responsible for tracking their eligibility for promotional review and for initiating the review process at the appropriate time if they so elect.
3. A librarian may apply for promotion earlier than is stated in this policy. A request for early review must be submitted in writing to the Library Director and approved by the Provost. If the request is made by a librarian in the Law Library, the request must also be approved by the Dean of the Law School. An agreement to allow a librarian to be considered early is not an endorsement by the Provost of the librarian's success in attainment of promotion.
4. The Candidate for promotion must submit to the Library Director a request for review by August 1 and a dossier by August 15. In order to provide the LRC and responsible administrators with broad-based documentation of achievements, the dossier should contain materials sufficient to document the Candidate's entire range of achievements, for both job performance and professional development. The Director shall confirm receipt of the dossier in writing to the Candidate. The Director shall add to the dossier copies of the three most recently completed UB supervisory evaluation forms. Thereafter, the Director shall make the Candidate's dossier available for use by the Chair of the LRC and by LRC members under secure and confidential conditions. All parties are responsible for maintaining the security and confidentiality of these materials.
5. The Chair of the LRC forwards a copy of the resume from the dossier to the Candidate's current supervisor(s) and requests a letter of reference assessing the Candidate's job performance and any other relevant areas that the current supervisor(s) may be able to evaluate. In those cases in

which the current supervisor(s) has/have been in the position for less than one year, the past supervisor will be contacted if available.

6. The LRC may solicit additional information to ensure that the LRC receives a full picture of the Candidate's activities. Any letters of reference shall be kept confidential so as to protect the privacy of the Candidate and to encourage references to be frank and accurate in their descriptions of the Candidate's strengths and weaknesses. If the Candidate receives a negative reference, the letter(s) containing the negative reference(s) shall be shared with the Candidate after all indicators of the reviewer's identity have been redacted by the LRC chair and the Candidate shall be afforded the opportunity to respond to any negative references.
7. The supervisor's letter of reference and any other letters of reference shall be submitted to the Chair of the LRC by September 1. It is considered confidential material for use by the LRC. This material becomes part of the Candidate's dossier.
8. The LRC will select an external reviewer and solicit his/her comments on professional publications or presentations that have been submitted in the Candidate's dossier. It is considered confidential material for use by the LRC. This material becomes part of the Candidate's dossier.
9. The LRC shall complete its evaluation and reach a decision by secret ballot. It shall prepare a written recommendation to the Library Director that includes the results of the Committee's vote. The recommendation along with the dossier shall be sent to the Library Director by November 15. A copy of the LRC's recommendation shall also be sent to the Candidate by November 15. This letter shall become part of the dossier. If the recommendation is negative, the Candidate may withdraw his/her application for promotion from further consideration at this time. The Candidate must notify the Library Director in writing of his/her intention to withdraw no later than seven calendar days from the date of the LRC's recommendation.
10. The Library Director receives the dossiers and evaluates each.
 1. The Langsdale Library Director shall prepare a written recommendation to the Provost. It shall be delivered to the Provost along with the dossier by December 15. A copy of the Director's recommendation shall also be sent to the Candidate by December 15. The letter becomes part of the dossier. If the Director's recommendation is negative, the Candidate may withdraw his/her application for promotion from further consideration at this time. The Candidate must notify the Library Director in writing of his/her intention to withdraw by January 2. The Director shall communicate the withdrawal to the Provost.
 2. The Law Library Director shall prepare a written recommendation to the Dean of the Law School. It shall be delivered to the Dean along with the dossier by December 15. A copy of the Director's recommendation shall also be sent to the Candidate by December 15. The letter becomes part of the dossier. If the Director's recommendation is negative, the Candidate may withdraw his/her application for promotion from further consideration at this time. The Candidate must notify the Law Library Director in writing of his/her intention to withdraw no later than January 2. The Director shall communicate the withdrawal to the Dean. The Dean of the Law School receives the dossiers and evaluates each. He/she shall prepare a written recommendation to the Provost. It shall be delivered to the Provost along with the dossier by February 15. A copy of the Dean's recommendation shall also be sent to the Candidate by February 15. The letter becomes part of the dossier.
11. At whatever point the promotion process is terminated, the dossier and all related correspondence and notes shall be retained in their entirety by the Library Director. This supporting documentation shall be sealed and kept in a separate secure promotion file apart

from the Candidate's personnel file. Appropriate records retention procedures and schedules will be followed. Should the Candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the Candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.

12. The Provost receives the dossier and evaluates each. He/she shall prepare a written recommendation to the President. It shall be delivered to the President along with the dossier by March 7. A copy of the Provost's recommendation shall also be sent to the Candidate and to the Library Director by March 7. The letter becomes part of the dossier.
13. The President receives the dossiers and evaluates each. He/she will notify the Candidate of his/her final decision by April 30. Copies of the final decision will also be sent to the Provost, the Law School Dean, the Library Director, and the Office of Human Resources by April 30.
14. If a librarian wishes to appeal the decision regarding promotion in rank, the appeal should be submitted in accordance with those USM policies and procedures governing faculty grievances, and the University of Baltimore Promotion and Tenure Policies and Procedures.
15. After the final decision, upon request of the Candidate and provided the reviewer agrees, the name of the reviewer will be disclosed.
16. Promotion, if granted, may be announced immediately and becomes effective as of the following July 1. Any promotion-related salary increase would take effect on the same date.

7.2 - Permanent Status Review Sequence

1. Permanent status review follows the same sequence and guidelines as that for promotion, WITH THE FOLLOWING EXCEPTION: Withdrawing from permanent status review is not permitted. All language describing withdrawal options do not apply to permanent status reviews.
2. Permanent status, if granted, takes effect immediately.
3. If permanent status is denied, the individual's appointment will end, barring exceptional circumstances, in accordance with applicable provisions of USM personnel policies and regulations. (See USM Policy II – 1.00 II. A. 1 and University of Baltimore Promotion and Tenure Policies and Procedures.)

SECTION 8: PART-TIME LIBRARIANS

An institution may employ librarians on a part-time basis. (See USM BOR II-1.11.) Those part-time librarians whose appointments are at least fifty percent of full time shall be eligible for benefits. Part-time, non-contractual librarians shall apply for permanent status and promotion under the same procedures and calendar as full-time librarians.

SECTION 9: SABBATICAL LEAVE

As an important component of ongoing library faculty development, sabbatical leaves provide opportunities for enhancing the quality of teaching, scholarship, and service within the university by allowing faculty members to expand their skills, abilities and experience (see draft Sabbatical Leave Policy for Library Faculty).

APPENDIX A: DOSSIER CONTENTS AND RESPONSIBILITIES

A dossier for promotion should only cover the period served at the prior rank. A dossier for permanent status should cover the entire period from hire to submission of the dossier. The dossier shall be organized as follows and submitted as a digital copy and in a 3-ring binder with tabs for each of the following:

A.1 - Items supplied by the Candidate

The following items should be supplied by the Candidate at initial application for promotion or permanent status review:

1. Current Resume.
2. Reference Letters – Two letters of reference shall be solicited by the Candidate. The letters are to be sent by the references directly to the LRC chair by September 1. The reference letters shall become part of the dossier. The reference letters may not include one written by the Candidate's supervisor.
3. Self-assessment of professional goals and development, incorporating a narrative of publication, presentation, learning and service activities in the review period.
4. Transcript(s) – Original transcript(s) documenting any formal continuing studies during the review period as appropriate.
5. Scholarship – Copies or bibliography with hyperlinks to scholarly and creative works. Scholarship would be considered to include contributions in traditional media as well as in emerging media and technologies.
6. Other – A Candidate may submit other materials concerning his/her other capabilities and accomplishments that support the application for promotion / permanent status.

A.2 - Items supplied by others

The following items should be supplied by others during the course of promotion or permanent status review:

1. Position Description – The current position description will be added to the dossier by the Library Director.
2. Reference Letters – Two letters of reference solicited by the Candidate (see I.B. above) will be added to the dossier by the LRC Chair.
3. Performance Appraisals – The three most recent annual performance appraisals completed by the librarian's supervisor using standard UB forms will be added to the dossier by the Library Director. The mid-term review is not considered for the dossier. (See Appendix C.)
4. Supervisor's Reference Letter – The supervisor's letter of reference, including correspondence to and from the supervisor, will be added to the dossier by the LRC Chair.
5. External Review - One external review will be solicited by the LRC and added to the dossier.

APPENDIX B: THE LIBRARIAN MENTOR

The goal of the mandatory librarian mentor is to provide permanent status track librarians of any rank in the University of Baltimore Libraries with a mentor. One role of the mentor is to assist the librarian in understanding the requirements of promotion and permanent status at University of Baltimore. The mentor does not replace the supervisor's mentoring role. The objectives of the mentor are to supply the librarian with an additional source of information and guidance in the area of professional development, research, creativity, and/or service and to provide the librarian with guidance and advice in the preparation of annual reviews and/or dossiers. The librarian's primary source of guidance in the area of performance must continue to be the supervisor.

B.1 - Role of the Mentor:

The mentor should:

- be generally available to the librarian to whom he/she has been assigned
- maintain regular contact with the librarian to whom he/she has been assigned
- maintain current knowledge of the promotion and permanent status process

The mentor may also:

- give advice and guidance in the areas of professional development, research, creativity, and/or service
- give advice and guidance in the preparation of the annual review and/or the promotion and permanent status dossier
- recommend non-library research mentors, for example non-library faculty or university centers

B.2 - Responsibility of the Librarian

The mentor does not free the librarian from the responsibility for meeting the criteria for promotion and permanent status at University of Baltimore. The librarian must be accountable for his/her levels of performance, professional development, research and/or creativity, and service as well as for the quality of annual reviews and dossiers.

B.3 - Implementation

Newly appointed librarians will be contacted by the Mentor Committee regarding participation in the program. Other librarians may participate by contacting the Committee.

B.4 - Mentor Committee

The Library Faculty Senate determines the membership of this committee.

APPENDIX C: MID-TERM REVIEW FOR LIBRARIANS

The mid-term review process is to be considered a rehearsal for the permanent status review. The primary intent is to review progress toward permanent status so that timely guidance can be extended to the faculty member.

C.1 - Mid-Term Review Schedule

During the fall of each year, the Librarian Review Committee (LRC) will review the progress toward permanent status of librarians required to complete the mid-term review. This review will offer appropriate advice and counsel on improving performance to meet permanent status requirements. The review should take place during the year which best equates with the mid-point in the faculty member's years toward permanent status. It also provides a forum for the faculty member being reviewed to ask questions about the process and criteria for granting permanent status or promotion.

Since the purpose of this review is to provide guidance to librarians as they progress toward promotion the review is optional rather than mandatory for this category.

C.2 - Documentation for the Mid-Term Review

The following items should be supplied by the faculty member:

1. A brief summary statement of professional experience,
2. Current Resume,
3. Self-assessment of professional goals and development, incorporating a narrative of publication, presentation, learning and service activities in the review period.
4. Transcript(s) – original transcript(s) documenting any formal continuing studies during the review period as appropriate.
5. Research – citations or links to applicable scholarly and creative works.
6. Position Description.
7. Performance Appraisals – annual performance appraisals completed by the librarian's supervisor using standard UB forms.
8. Brief summary for the review year of activities in professional development and service.

C.3 - Outcome of the Mid-Term Review

At the conclusion of the review, the LRC will notify the librarian and the immediate supervisor in writing that the review has been completed and inform them of the committee's comments. The supervisor and committee chair then discusses with the librarian the content of the written evaluation and, if needed, plans for any future accomplishments. Although the supervisor may retain the committee's comments, the supervisor will not refer to them in future oral or written reviews.