

SANTA CLARA UNIVERSITY

ACADEMIC STAFF: LIBRARIAN

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## Contents

Introduction.....	1
I. Librarian Appointments.....	1
Full-time Appointments.....	1
Part-time Appointments, Benefit Eligible.....	1
Part-Time Appointments, Non-Benefit Eligible.....	1
II. Ranks, Qualifications, and Appointment Lengths.....	1
Assistant Librarian.....	1
Senior Assistant Librarian.....	1
Associate Librarian.....	2
Librarian.....	2
III. Annual Evaluation.....	3
IV. Criteria for Reappointment, Promotion, or Continuing Status.....	3
A. Job Performance.....	4
B. Professional Growth, Scholarship, and Service.....	5
C. Summary.....	6
V. Process for Reappointment, Promotion, or Continuing Status (Candidate).....	6
The Candidate's Dossier.....	6
Librarian's Statement.....	6
Librarian's Curriculum Vitae (CV).....	7
Librarian's Documentation in support of their Statement and Curriculum Vitae.....	7
Position Description.....	7
Names and Contact Information for References.....	7
VI. Time Extension for Extenuating Circumstances.....	7
VII. Petition Time Line.....	8
VIII. Committee Structure and Charge.....	9
IX. Reconsideration Process.....	10
X. Responsibilities of Continuing Status.....	10

XI. Dismissal for Cause.....	11
XII. Conflict Resolution.....	11
XIII. Other Matters Affecting the Career Development of Librarians.....	11
Consulting.....	11
XIV. Revisions of Academic Staff: Librarian Document.....	11
XV. Calendar.....	12
XVI. Sample letters.....	13
A. Letter to Librarian Not Eligible for Reappointment.....	13
B. Letter to Librarian Eligible for Reappointment.....	14
C. Letter to Candidate’s References.....	15
XVII. Acknowledgments.....	16

## Introduction

The general concepts of academic freedom as embodied in the American Association of University Professors' 1940 Statement of Principles and Interpretive Comments on Academic Freedom and Tenure (<http://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>), and as updated in 1989/90 (<http://www.aaup.org/report/statement-procedural-standards-renewal-or-nonrenewal-faculty-appointments>), apply, as appropriate, to all members of the Academic Staff: Librarian.

General University policies apply as appropriate to all members of the Academic Staff: Librarian. Benefits, rights, privileges and obligations that are not addressed by the Academic Staff: Librarian document or supporting procedural statements are to be found in the Santa Clara University Staff Policy Manual (<http://www.scu.edu/hr/manual/>). Where there is a conflict, the Academic Staff: Librarian document and supporting procedures control.

## I. Librarian Appointments

The title of Librarian refers to full or part time academic personnel whose primary responsibility is to provide library and information service in the libraries of Santa Clara University.

### Full-time Appointments

Appointments of librarians to positions of 1.0 FTE.

### Part-time Appointments, Benefit Eligible

Appointments of librarians to positions where the FTE is equal or greater to .50.

### Part-Time Appointments, Non-Benefit Eligible

Appointments of librarians to positions where the FTE is less than .50.

## II. Ranks, Qualifications, and Appointment Lengths

### Assistant Librarian

Assistant Librarians hold appointments requiring competence and ability within a designated area of the Library. Emphasis is on job performance and demonstration of increasing competence. An Assistant Librarian must possess a master's degree from an ALA-accredited program in Library and/or Information Science or its equivalent program accredited or recognized by the appropriate national body of another country, or a Juris Doctor with significant library experience. This rank can only hold a term appointment.

### Senior Assistant Librarian

Senior Assistant Librarians hold appointments requiring substantial professional competence and independent judgment within a designated area or type of library service. A Senior Assistant Librarian must possess a master's degree from an ALA-accredited program in Library and/or Information Science or its equivalent program accredited or recognized by the appropriate national body of another country

and a minimum of two years of professional library experience; a Juris Doctor may substitute for two years of professional library experience.

### Associate Librarian

Associate Librarians hold appointments requiring advanced bibliographic or information management skills, ability to interpret institutional or library policies, and contributions to the overall planning for and development of library and information service. An Associate Librarian must possess a master's degree from an ALA-accredited program in Library and/or Information Science or its equivalent program accredited or recognized by the appropriate national body of another country and a minimum of five years of professional library experience.

### Librarian

Librarians hold appointments requiring exceptional professional competence in the planning and formulation of library policy. A Librarian must possess a master's degree from an ALA-accredited program in Library and/or Information Science or its equivalent program accredited or recognized by the appropriate national body of another country and a minimum of seven years of professional experience.

Rank & Qualifications	Possible Outcomes at 3 years	Possible Outcomes at 6 years
<b>Assistant Librarian</b> <ul style="list-style-type: none"> <li>Possess an MLS <i>or</i> a JD</li> </ul>	<ul style="list-style-type: none"> <li>Reappointment for 3 more years</li> <li>Promotion to Senior Assistant Librarian and reappointment</li> <li>Promotion to Senior Assistant Librarian and continuing status</li> <li>Termination</li> </ul>	<ul style="list-style-type: none"> <li>Promotion to Senior Assistant Librarian and continuing status</li> <li>Termination</li> </ul>
<b>Senior Assistant Librarian</b> <ul style="list-style-type: none"> <li>Possess an MLS</li> <li>Have a minimum of 2 years of professional library experience <i>or</i> possess a JD</li> </ul>	<ul style="list-style-type: none"> <li>Reappointment for 3 more years</li> <li>Continuing status at same rank</li> <li>Promotion to Associate Librarian and reappointment</li> <li>Promotion to Associate Librarian and continuing status</li> </ul>	<ul style="list-style-type: none"> <li>Continuing status at same rank</li> <li>Promotion to Associate Librarian and continuing status</li> <li>Termination</li> </ul>

	<ul style="list-style-type: none"> <li>Termination</li> </ul>	
<b>Associate Librarian</b> <ul style="list-style-type: none"> <li>Possess an MLS</li> <li>Have a minimum of 5 years of professional work experience</li> </ul>	<ul style="list-style-type: none"> <li>Reappointment for 3 more years</li> <li>Continuing status at same rank</li> <li>Promotion to Librarian and reappointment</li> <li>Promotion to Librarian and continuing status</li> <li>Termination</li> </ul>	<ul style="list-style-type: none"> <li>Continuing status at same rank</li> <li>Promotion to Librarian and continuing status</li> <li>Termination</li> </ul>
<b>Librarian</b> <ul style="list-style-type: none"> <li>Possess an MLS</li> <li>Have a minimum of 7 years of professional work experience</li> </ul>	<ul style="list-style-type: none"> <li>Reappointment for 3 more years</li> <li>Continuing status at same rank</li> <li>Termination</li> </ul>	<ul style="list-style-type: none"> <li>Continuing status at same rank</li> <li>Termination</li> </ul>

Unless extenuating circumstances exist, all full-time career track librarians must achieve continuing status at the conclusion of six years of service or be released from the University.

### III. Annual Evaluation

Librarians at all ranks will receive annual performance evaluations and career review from their supervisors.

### IV. Criteria for Reappointment, Promotion, or Continuing Status

Consideration for reappointment, promotion, or continuing status is based on careful evaluation of a librarian's performance that encompasses a combination of their professional duties. These duties include job performance; professional growth; scholarship; and service to the profession, the University, or the community. All librarians will, over time, establish a strong record of professional accomplishment, and their achievements, *commensurate with rank*, will be demonstrated in these four areas. However, the most critical category of accomplishment is Job Performance. Promotion criteria serve as guidelines to measure a professional performance that shows a longitudinal pattern of achievement and productivity.

Each successive level of advancement will be held to progressively higher standards of expectations. For example, while Assistant and Senior Assistant Librarians may report accomplishments in job performance and one or two of the three secondary areas (Professional Growth, Scholarship, Service), greater levels of accomplishments, in more categories, are expected at higher ranks. As expectations grow, so will the amount, substance, and variety that will comprise the candidate's accomplishments in the three areas

(Professional Growth, Scholarship, and Service). Discretion is given to the Appointment and Promotion Committee, as well as to the Library Directors, to assess the candidate's strengths and contributions to Professional Growth, Scholarship, and Service in order to support the candidate's chosen focus of expertise outside of job performance.

#### **A. Job Performance**

Effectiveness of performance as a librarian, evidenced by the continuing ability to perform at the highest professional level in areas that contribute to the educational and research mission of the University, is the most important criterion. Candidates who do not have a record of strong job performance will not receive advancement in rank and/or continuing status.

Librarianship skills and abilities vary among a wide array of specialties within the library. *Evidence of strong job performance in the area of the librarian's assigned responsibility is the primary factor to weigh in evaluating and awarding reappointment, promotion, or continuing status.* Skills for librarians in the area of job performance may include, but are not limited to:

- an understanding and awareness of good scholarly communication practices
- successful written and verbal communication skills
- well-developed analytical and organizational abilities
- sound professional judgment
- demonstrated initiative and creativity
- effectiveness of performance in teaching and instruction, both formally in the classroom (including for-credit classes), as well as informally in reference/help one-on-one sessions
- successfully developing collections, information resources, and other services to serve the mission of the library and the University
- creating ready access to, and organization of, collections, resources, and services
- effectively managing and assessing library resources, including staff, collections, budgets, and physical spaces
- coordinating a variety of responsibilities to accomplish assignments within set deadlines
- participating in, and/or organizing library events or outreach related to librarianship, including outreach to faculty as a liaison for services and collections
- designing and developing effective library programs and initiatives
- leadership and/or active participation in library committees directly related to job responsibilities

In addition, librarians in supervisory roles must also show:

- evidence of supervisory skills in training, motivating, and leading staff.
- leadership in initiating new services to meet user needs.
- demonstrated abilities to set priorities, organize, and direct the work of staff.
- clear communication of expectations to staff.
- evidence of good judgment in hiring, directing, and evaluating staff.

## **B. Professional Growth, Scholarship, and Service**

While development in all three of these areas is encouraged and preferred, especially in the higher two ranks, the committee has discretion in evaluating dossiers to allow for strengths in one of these three areas to compensate for lack in another of these three areas.

### Professional Growth:

Continued professional growth is evidenced by the ability to undertake expanded or broadened library responsibilities and by active participation in the work of appropriate professional or scholarly organizations or societies. This includes:

- improving job performance by enhancing personal skills and knowledge, particularly through course work that earns degrees or certificates.
- enhancing job skills by taking non-credit courses such as technology training.
- attending webinars to develop or improve job skills or knowledge.
- participating in professional and scholarly associations by attending meetings and sharing experiences from conferences with colleagues.
- building productive relationships with professional colleagues outside Santa Clara University; examples include site visits to other libraries and hosting colleagues and conducting tours at the SCU Library.

### Scholarship:

Scholarship is indicated by the active participation in and sharing of scholarly pursuits, including:

- publishing in library and information science or other relevant academic field(s), including articles, books, book chapters, book reviews, exhibit catalogs, bibliographies, and encyclopedic entries. Publishing may be in either peer-reviewed publications or in trade or professional publications.
- editing or regularly contributing editorial skills, for professional or scholarly journals, series, and compilations.
- presenting research at scholarly conferences, including presentation of a paper, participating in a panel, or a poster session.
- applying for, and receiving research grants in library science fields or other appropriate and related fields.

### Service:

Service to the wider community is evidenced by:

- committee participation, such as:
  - working on University, professional, or scholarly organization committees,
    - for example, the SCU Staff Senate or other SCU Campus committees
  - appointments to regional or national conference committees,
    - for example, committee participation, holding office, or organizing programs



- working with consortia groups on task forces or committees,
  - for example, AJCU, SCEL, or Link+ committees
- advisement of students or student groups.
- general service to the community such as a social justice or charitable project. This may either be on-campus or off-campus.

All service must be consistent with the University's mission as reflected in its statement of purpose.

### **C. Summary**

In addition to these criteria, evidence of continued and sustained growth in job performance is required for all ranks. Demonstration of increasing competence and accomplishment is expected when candidates apply for reappointment, promotion, or continuing status. Attainment of any one rank, including the highest rank, does not exempt librarians from continuing their growth, productivity, and achievements throughout their career.

## **V. Process for Reappointment, Promotion, or Continuing Status (Candidate)**

### **The Candidate's Dossier**

The candidate's dossier will cover their entire tenure at Santa Clara University Library or Law Library; an additional 5 years of professional experience prior to beginning at SCU may be included for consideration at the candidate's discretion, but is not required. If the candidate has already received reappointment, promotion, or continuing status at Santa Clara University, only the time since their last event before the Appointment and Promotion Committee will be considered. All dossier materials will be submitted electronically. The dossier, submitted online to the Committee for Appointment and Promotion, will consist of five parts:

1. The Librarian's Statement
2. Curriculum Vitae
3. Documentation (only as needed)
4. Position Description
5. Names and Addresses of References

### **Librarian's Statement**

The Librarian's Statement will summarize the accomplishments, achievements, skills, and experiences that support the candidate's case for reappointment, promotion, or continuing status. The purpose of the statement is to present the committee with an overview of the candidate's work that specifically outlines the accomplishments that demonstrate support for the change in status. The candidate should clearly state their professional goals and objectives and how have they been achieved. This is the candidate's opportunity to explain the importance of their work and why the change in status is supported, citing evidence from their Curriculum Vitae. The candidate's achievements should follow the outline established in Section IV. Criteria for Reappointment, Promotion, or Continuing Status and

accomplishments should be limited to one category. For example, teaching library skills to a class at SCU should be mentioned as part of Job Performance, and not referred to as evidence in another category. This narrative will be no longer than 2000 words (approximately 5 pages).

### **Librarian's Curriculum Vitae (CV)**

The Librarian's Curriculum Vitae will document the candidate's professional accomplishments, focusing on job performance, but also including important achievements in professional growth, scholarship, and service. The Curriculum Vitae, supported by the Librarian's Statement, is the primary documentation of the candidate's dossier. The CV may include links to documentation, or the candidate may put all links in the Librarian's Documentation section of the dossier. The maximum length for the C.V. is 25 pages.

### **Librarian's Documentation in support of their Statement and Curriculum Vitae**

Candidates may include links to any additional documents that will help the Appointment and Promotion Committee to fully understand and assess the candidate's professional performance and achievements. Examples include links to articles, book reviews, grant proposals, course syllabi, workshop outlines, or URLs of web sites authored or designed. Dossier documentation does not include letters of support or confirmation of accomplishments from outside reviewers. The candidate may choose to include or exclude SCU Performance Appraisals, including any supplementary documentation, in their petition documents. The Committee may request further information from references if needed.

### **Position Description**

Candidates will provide current and other position descriptions as relevant.

### **Names and Contact Information for References**

The candidate will provide the Appointment and Promotion Committee with the names, contact information, and a sentence describing the candidate's relationship with the referee, for five to seven professional references. The Committee will choose two to three of these names, and may also select other names as needed, to result in a minimum total of three letters and a maximum total of five letters of recommendation supporting the candidate's petition for reappointment, promotion, or continuing status. The Committee may request further information from the reference if needed.

The supervisor will also provide a letter of reference for the Appointment and Promotion Committee. Therefore the immediate supervisor's name should not be included in the names the candidate submits to the Committee.

## **VI. Time Extension for Extenuating Circumstances**

There may be extenuating circumstances that lead a candidate to request a change in their timeline for consideration for reappointment, promotion, or continuing status.

- In certain situations, extensions will be granted from participating in the candidate's scheduled time frame for reappointment, promotion or continuing status.
- The extension will be the establishment of a new time line for the candidate; no change in performance expectations will be granted.

- The reasons for granting extensions include, but are not limited to: a new family member (birth, adoption), family medical leave (for the candidate or member of the candidate's immediate family), or other traumatic events that limit the ability of the candidate to prepare a dossier and meet the timelines established by this document.
- A request for an extension will be presented in writing to the University Library Dean, or the Law Library Director, who will make the final decision.
- The typical time extension granted under extenuating circumstances is one year.

## VII. Petition Time Line

The timeline is the same for every rank as well as for every type of petition. All term appointments for librarians expire on June 30. Librarians are typically given an initial three-year fixed term contract. A librarian's appointment letter at the time of hire provides the end date for each individual. Librarians will be notified by their Dean or Director of their need to petition the Committee for Continuing Status on July 1 of the year prior to the end date indicated on the appointment letter. There is one appointment and promotion cycle per year; it begins July 1 and ends January 15. This review cycle is designed so that librarians' dossiers arrive at the Provost's office by December 1.

- By July 1, the University Library Dean or Law Library Director sends a letter to librarians with term appointments expiring within one year, notifying them about the upcoming appointment and promotion cycle. In addition, notification is sent to all librarians about the appointment and promotion cycle, should any librarian wish to be considered for promotion. A sample letter of notification to candidates is found in [Section XVI](#).
- Librarians with expiring term appointments, and those petitioning for promotion, must respond to the Appointment and Promotion Committee in one month (August 1) with their position description, list of references, and their intended objective: reappointment (if eligible), reappointment and promotion, continuing status, continuing status AND promotion, or promotion.
- By September 1 candidates submit their Librarian's Statement, Curriculum Vitae, and, if necessary, Documentation Link.
- The Appointment and Promotion Committee has two months to acquire 3-5 letters of reference for the candidate (August 1- October 1). The committee will also solicit a letter of reference from the candidate's supervisor.
- The Committee has one month to write a report (a maximum of 2000 words; approximately 5 pages) in support or denial of the candidate's petition, based on evidence in the dossier and the letters of recommendation (October 1 - November 1). This report will contain a consensus vote of the committee using the following Likert scale.
  - 5=overwhelming support
  - 4=strong support
  - 3=weak support
  - 2=weak rejection
  - 1=strong rejection
  - 0=overwhelming rejection

- The University Library Dean or Law Library Director will have one month to review the dossier and the committee report before forwarding the dossier to the Provost with their recommendation (November 1 - December 1).
- The candidate's dossier is sent to the Provost, with the recommendation of the University Library Dean or Law Library Director by December 1.
- The Provost, after consultation with the University Library Dean or Law Library Director as appropriate, will make the final decision on reappointment, promotion, or continuing status, and will notify the affected librarian of their decision. Notification will take place by January 15. Change in status takes effect July 1. Should the decision be made not to support continuing status or reappointment, the librarian will be given notice that their contract ends June 30.
- The candidate must have at least two years of service at SCU before being eligible for petitioning for reappointment, promotion, and/or continuing status. Additionally, librarians with continuing status must wait for two years following an appointment to a new rank or receiving continuing status before petitioning for another promotion.

## **VIII. Committee Structure and Charge**

- Appointees to the Appointment and Promotion Committee are nominated by the University Library Dean and the Law Library Director by May 1 and approved by the Provost by June 1.
- Appointments are made for two-year terms beginning June 1.
- The composition of the Appointment and Promotion Committee will consist of four full-time librarians, three from the University Library and one from the Law Library.
- When a law librarian petitions for a change in status, one of the University Library committee members is selected by the committee chair to be replaced, for only that petition, by a law librarian, who is selected by the Law Library Director.
- A candidate's direct supervisor and any direct report who serves as a reference are ineligible to review that candidate's application for continuing appointment and promotion. A replacement will be appointed by the appropriate library head for that review.
- Committee members are ineligible to serve as references for candidates.
- A librarian at the Librarian rank must serve on the committee when a candidate petitions for promotion to the rank of Librarian, or for reappointment or continuing status at the rank of Librarian.
- At least three of the librarians must hold continuing status; when possible all four committee members.
- Members are appointed to a two-year term, renewable one time.
- Committee members must wait one year before being reappointed after a four-year service term.
- Members must be Senior Assistant Librarian rank or higher.
- The committee elects its own chair at its first meeting; co-chairs are an option.
- The Committee Chair will be responsible for ensuring that the document in support or denial of the Candidate's petition fairly represents the viewpoints and the vote of the entire committee. The vote will be recorded in the document sent to the University Library Dean or Law Library Director.

- The committee is charged with holding an annual “Dossier Boot Camp” for all interested librarians, no matter what stage of their career or status at SCU. This session will provide an overview of how to put together the dossier and answer questions concerning the appointment and promotion process.

## **IX. Reconsideration Process**

If a librarian receives an adverse decision concerning their application for reappointment, promotion, or continuing status, the librarian has 30 calendar days to file a petition with the Provost for reconsideration by the Provost. The grounds for reconsideration are limited to either a defect in the process as outlined in this document or a change in circumstances as demonstrated by new documented evidence not considered in the original application process. The written petition will list the reasons for the reconsideration. All supporting documentation must be submitted along with the petition to the Provost’s Office. The Provost will respond within 30 days of receipt of the petition.

## **X. Responsibilities of Continuing Status**

The University recognizes a librarian’s contributions and value to the institution. Once a librarian moves to continuing status they will continue employment as long as they perform their professional responsibilities effectively; contribute to current activities and research in the field of library and information science; and adapt to the changing programmatic needs of the institution.

Should there be evidence either in an annual performance review or promotional consideration that a librarian with continuing status is not fulfilling the range of expectations of their rank, the University or Law Library Director will inform the librarian that they are no longer meeting accepted standards and will begin a review period, no shorter than six months and no longer than one year, during which the librarian must exhibit substantial improvement in the deficit area(s). If, at the end of this period, there is evidence of significant progress, the librarian will be returned to the full rights and privileges of their current rank. If, however, the librarian’s performance still fails to satisfy the requirements of their rank at the end of the designated review period, the University or Law Library Director may recommend either a demotion in rank or dismissal from the University.

The Provost may choose to appoint a special committee to review the case and make an independent recommendation before taking final action. After receiving the recommendation of the special committee, if any, and reviewing all relevant documentation, the Provost will make the final decision on the proposed demotion or dismissal.

## **XI. Dismissal for Cause**

Under certain circumstances, librarians on either term appointments or with continuing status may be subject to “dismissal for cause.” When reason exists to consider termination “for cause”, the University Library Dean or Law Library Director and the Provost will discuss the matter privately with the individual, giving the cause of the action, and will also provide written notification of termination of appointment.

At the discretion of the Provost, such termination may be effective immediately or at a date no later than three months from the date of notification. For more information, refer to Staff Policy Manual: Section 310: "Corrective Action for Performance Problems."

## **XII. Conflict Resolution**

Refer to the Staff Policy Manual: Section 309.

## **XIII. Other Matters Affecting the Career Development of Librarians**

### **Consulting**

Consulting is defined as professional activity related to a person's field or discipline in which a fee-for-service or equivalent relationship with a third party exists.

This definition is intended to encompass many different kinds of activities. Whether one runs a private practice, operates as an independent contractor, works as a paid employee, or serves as a company director, one is acting as consultant if the following conditions hold: one uses one's professional capabilities in return for some form of remuneration provided by a party other than the University.

To avoid potential conflicts of interest, librarians must notify their supervisor, the University or Law Librarian as appropriate, and the Provost prior to accepting any consulting work.

## **XIV. Revisions of Academic Staff: Librarian Document**

Any revisions of this document must be reviewed by the librarians and the University Library Dean and Law Library Director and approved by the Provost and Executive Vice President of the University. This document will be reviewed by the Appointment and Promotion Committee at least every five years, with any recommended revisions forwarded to the University Library Dean and Law Library Director.

## **XV. Calendar**

May 1	University Library Dean and the Law Library Director send suggested appointments for the Appointment and Promotion Committee to the Provost.
June 1	The Provost appoints new members to the Appointment and Promotion Committee.
July 1	University Library Dean and Law Library Director send notification to the librarians, alerting them to the upcoming cycle of appointment and promotion. See sample letters in Section XV.
August 1	Librarians petitioning for a change in status send their petition request, their position descriptions and their list of 5-7 names of references to the committee chair.
August 1	The Committee selects names to solicit letters of reference, including the candidate's supervisor, and begins the process of soliciting letters of reference.
September 1	Librarians petitioning for a change in status send their dossier to the Appointment and Promotion Committee chair.
October 1	Last day for references to submit their letters.
November 1	The Appointment and Promotion Committee submits a written evaluation and recommendation to the University Library Dean or Law Library Director.
November 1	Candidate's supervisor submits a letter of reference to the University Library Dean or Law Library Director.
December 1	The University Library Dean or Law Library Director submits their recommendation to the Provost.
January 15	The Provost notifies candidates of the decision concerning their petition for change in status.

## **XVI. Sample letters**

### **A. Letter to Librarian Not Eligible for Reappointment**

Confidential

July 1, 20XX

To: Librarian Not Eligible for Reappointment  
From: University Library Dean or Law Library Director  
Re: Term Appointment

Your 3-year term appointment is scheduled to end on June 30, 20XX. By August 1, 20XX, please electronically submit your position description and list of references to the Committee on Appointment and Promotion. By September 1, 20XX, please electronically submit your completed dossier to the Committee; the dossier includes your Librarian's Statement, Curriculum Vitae, and any links to documentation you feel the Committee will need to assess your dossier and accomplishments. The Committee will review your dossier and your letters of reference (including that of your supervisor) and will submit its recommendation to me by November 1, 20XX.

After receiving your electronic dossier and the recommendation of the Committee and supervisor, I will review your case and forward my recommendation, the recommendation of the Committee, the recommendation of your supervisor, and your dossier to the Provost by December 1, 20XX. The Provost will notify you of the final outcome of your career review no later than January 15, 20XX.

The possible actions resulting from your career review are:

- Achievement of continuing status at present rank.
- Promotion in rank and achievement of continuing status.
- Non-renewal of appointment.

Since academic staff may serve a maximum of six years in term appointments, you are not eligible for a new term appointment at either your present, or the next rank. However, you may choose not to be considered for promotion as part of this review. When you submit your dossier to the Committee, please indicate in a cover memorandum whether you wish to be considered for promotion at this time.

Please let me know if you have any questions.

Thank you.



## **B. Letter to Librarian Eligible for Reappointment**

Confidential

July 1, 20XX

To: Librarian Eligible for Reappointment  
From: University Library Dean or Law Library Director  
Re: Term Appointment

Your 3-year term appointment is scheduled to end on June 30, 20XX. By August 1, 20XX, please electronically submit your list of references to the Committee on Appointment and Promotion. By September 1, 20XX, please electronically submit your completed dossier to the Committee; the dossier includes your Librarian's Statement, Curriculum Vitae, and any links to documentation you feel the Committee will need to assess your dossier and accomplishments. The Committee will review your dossier and your letters of reference (including that of your supervisor) and will submit its recommendation to me by November 1, 20XX. I will also request that your supervisor submit a recommendation to me by October 1, 20XX.

After receiving your electronic dossier and the recommendation of the Committee and supervisor, I will review your case and forward my recommendation, the recommendations of the Committee, the recommendation of your supervisor, and your dossier to the Provost by December 1, 20XX. The Provost will notify you of the final outcome of your career review no later than January 15, 20XX.

The possible actions resulting from your career review are:

- New term appointment at present rank for a period of 3 years.
- Promotion in rank and reappointment for a period of 3 years.
- Achievement of continuing status at present rank.
- Promotion in rank and continuing status.
- Non-renewal of term appointment.

You may choose not to be considered for promotion as part of this review. When you submit your dossier to the Committee, please indicate in a cover memorandum whether you wish to be considered for promotion at this time.

Please let me know if you have any questions.

Thank you.

### C. Letter to Candidate's References

TO:

FROM: Chair, Committee on Appointment and Promotion

RE: Academic Status Career Review / Letter of Reference

Jane Doe is being considered for /reappointment/promotion/continuing status at Santa Clara University (or Law) Library and has cited your name as a reference. The Committee on Appointment and Promotion is charged with reviewing her dossier and making recommendations to the University (or Law) Librarian regarding her request for reappointment/promotion/continuing status.

I have enclosed Jane's Curriculum Vitae, her current job description, and a link to our Appointment and Promotion Document, which outlines our process and provides descriptions of and expectations for our librarian ranks. Your assessment of Jane Doe should include your impressions of her strengths and weaknesses in her job performance and her effectiveness as a librarian. You may also choose to address evidence of professional growth, scholarship, service, innovation, initiative, responsibility, judgment and leadership skills. In addition, please directly address:

- The nature and extent of your professional relationship with the candidate.
- Your assessment of Ms. Doe's experience, skills, and contributions to the profession, compared to expectations found in our document.
- Your evaluation of Ms. Doe's future potential as a librarian.

The Committee would appreciate receiving your written evaluation by September X, 20XX; your response will be held in confidence and will be available only to the Committee, the University (or Law) Librarian, and the Provost at Santa Clara University.

Thank you for your contribution to this evaluation process. Please let me know if you have any questions.

## XVII. Acknowledgments

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This document was revised by the chair and the members of the Task Force to Review the Academic Staff Librarian Handbook:

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