

UMKC Librarians' Council

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2.3.3.1. Librarians' Promotion and Appointments Committee (Doc. no. 1)

**UMKC Librarians' Council**  
**Promotion and Appointments Committee Document 1**  
**Promotion Criteria for Ranked Full-Time Non-Tenure Track Faculty Librarians**

Approved by Librarians' Council: 12 March 2014

Replaces: *A Provision Making Available Academic Status for Professional Librarians in the University of Missouri* (Adopted February 22, 1971 and Amended March 31, 1976) and *Application of Criteria Used in Judging Eligibility for Librarians' Promotion in Academic Rank at the University of Missouri-Kansas City* (Approved November 9, 1983; January 25, 1989; November 11, 1994; December 9, 2010)

Full-time ranked librarians are considered non-tenure track (NTT) faculty as outlined in the University of Missouri Collected Rules and Regulations, section 310.035 and enjoy the rights and responsibilities regarding promotion therein. According to that document, the criteria for promotion should be defined by the academic unit and approved by the provost. This policy serves to define the promotion criteria for full-time non-tenure track faculty librarians at the University of Missouri – Kansas City.

According to section 310.035 of the University of Missouri Collected Rules and Regulations,

*Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical/professional practice, extension or library – as well as service and professional activities related to that primary responsibility.*

Job performance is the primary criterion for promotion. Librarians are expected to demonstrate excellence in meeting their position responsibilities, as defined by the job description and annual goals. Evidence of accomplishment may be drawn from a combination of performance appraisals, discussion of individual successes, demonstration of successful administration of tasks, programs or services, and other evidence that establishes a record of a high level of achievement in meeting the responsibilities of the position.

Librarians of all ranks must hold an appropriate library or information science graduate degree relevant to the position, generally a Master's degree in library science from a program accredited by the American Library Association but also including other accredited degrees, such as those in computer science or archival management.

While evaluation of the candidate's application for promotion will focus on job-related duties and responsibilities, librarians are also evaluated on service and professional activities related to that primary responsibility.

## **CRITERIA FOR APPOINTMENT AND PROMOTION BY RANK**

### **Librarian I**

The rank of Librarian I is the beginning professional rank, which requires little or no prior library experience. Librarian I is not a career rank and librarians in this rank are expected to attain promotion to Librarian II within six years of their appointment as Librarian I. Duties at this rank are performed in close consultation with one's supervisor.

To be appointed to the rank of Librarian I, an individual must possess an appropriate library or information science graduate degree relevant to the position, generally a Master's degree in library science from a program accredited by the American Library Association but also including other accredited degrees, such as those in computer science or archival management.

### **Librarian II**

The rank of Librarian II is a career rank; an individual may remain at this rank indefinitely. Librarians at this rank may hold either administrative or non-administrative positions. Duties at this rank are performed with more independence and initiative than at the Librarian I level.

Promotion to the rank of Librarian II is contingent upon maintaining a level of performance which meets expectations in carrying out job-related duties and responsibilities as a Librarian I or an equivalent rank.

Candidates for promotion to Librarian II will have a minimum of two years of experience at the rank of Librarian I or the equivalent. When considering the number of years of professional library experience, the committee is to consider only the candidate's years of experience in professional library positions subsequent to having received the appropriate graduate / professional degree, and completed by the date upon which the candidate submits all requested information in writing to the committee. Professional experience at another institution may count toward the two-year total.

In addition, to be promoted to the rank of Librarian II, an individual will display evidence of beginning contributions in at least three of the five areas of accomplishments outlined in the section below.

### **Librarian III**

The rank of Librarian III is a career rank; an individual may remain at this rank indefinitely. Librarians at this rank may hold either administrative or non-administrative positions. Duties at this rank are generally performed independently and with initiative. Librarian IIIs have recognized knowledge and skills, and should make contributions to the library and to the profession, which are recognized beyond the local or state level.

Promotion to the rank of Librarian III is contingent upon maintaining a high level of performance in carrying out job-related duties and responsibilities as a Librarian II or an equivalent rank.

Candidates for promotion to Librarian III will have a minimum of five years of experience at the rank of Librarian II or the equivalent. Professional experience at another institution may count toward the five-year total.

In addition, to be promoted to the rank of Librarian III, an individual will display evidence of significant contributions in at least three of the five areas of accomplishments outlined in the section below.

#### **Librarian IV**

The rank of Librarian IV is the highest career rank. This rank is awarded to individuals with outstanding leadership qualities and a high level of expertise in their assigned areas of responsibility in the library and who exhibit extraordinary achievement in their professional endeavors. Librarians at this rank may hold either administrative or non-administrative positions. They make outstanding contributions to the library and to the profession, which are recognized at national or international levels.

Promotion to the rank of Librarian IV is contingent upon maintaining a high level of performance in carrying out job-related duties and responsibilities as a Librarian III or an equivalent rank.

Candidates for promotion to Librarian IV will have a minimum of five years of experience at the rank of Librarian III or the equivalent. Professional experience at another institution may count toward the five-year total.

In addition, to be promoted to the rank of Librarian IV, an individual will display evidence of new accomplishments reflecting greater professional growth or contributions at the rank of Librarian III in at least three areas of accomplishments outlined in the section below, or sustained accomplishments in three areas and significant new achievements in a fourth area.

#### **CATEGORIES OF ACCOMPLISHMENT FOR PROMOTION AND APPOINTMENT**

The difference between a beginning and a significant accomplishment will be determined by the scope and impact of the accomplishment. Any one project might demonstrate multiple categories of accomplishment. A portfolio must demonstrate progress and growth.

##### **Innovative contributions**

This area includes contributions to library operations, procedures, and functions that exceed specific job-related work assignments. These contributions should result in significantly increased efficiency of operations, or enhanced service to clients. The focus in this category is

on the individual contribution to the project. Examples might include developing innovative cataloging policies and procedures; devising innovative approaches to information literacy; initiating cooperative efforts between departments which improve workflow or communications; creating web or other electronic services. While a significant contributor might lead the development of innovation, a beginner might make an innovative change on a small scale or contribute ideas and activity that tangibly impact an innovative project.

### **Demonstrated leadership ability**

This ability should be evidenced by successful managing of projects, task forces, and committees that produce tangible results within the library, the university, or the profession. The focus in this category is on collegiality and leadership of a group. This assumes accomplishments based on personal skills or efforts, rather than position, authority or responsibility. Examples might include gaining group and administrative buy-in for a major initiative, or leading a task force for a project with a tangible result. The difference between significant and beginner leadership is a matter of scope and impact.

### **Service**

Service to the profession, community, library, campus, and/or university might take the form of teaching or participation on committees, councils or professional associations and organizations outside the scope of one's job responsibilities but relevant professionally. Supporting documentation must be explicit in describing what resulted from the committee's work and the impact this work had. Examples might include workshops taught or organized, programs, active committee membership, awards from a professional organization, or serving as an elected officer. In general, beginning accomplishments have less geographic reach or impact on the constituency than significant accomplishments.

### **Research and publications**

Scholarship included as part of this category consists of published monographs and articles appearing in scholarly or professional journals or websites; presentations; published book or website reviews; scholarly exhibits; software or technology development; and other forms of professional discourse. Research and publications created within the scope of one's job responsibilities are not included in this category. Significant contributions in this category are generally indicated by a rigorous, selective screening process, original research, work done with no or few collaborators, and/or evidence of a significant impact on the profession. Examples include peer-reviewed publications, presentations at major conferences, keynote presentations, and work with a high level of citation in other literature. Beginning contributions, by contrast, are more often indicated by less rigorous review, work completed as a member of a large group, and scholarship focused on sharing work practices. Examples of this include poster sessions, particularly at local conferences, presentations to a UMKC audience (e.g. FaCET, ITS Conference), or work completed with two or more colleagues.

### **Professional and educational development**

These activities must go beyond training necessary to stay current for one's job and must have a demonstrable impact on the library, the university or the profession. Professional and

educational development included as part of this category will primarily include formal courses, seminars, workshops, and conferences, regardless of format. The significance of a contribution is determined by the depth of expertise gained and the level of impact. Seminars, workshops, and conference attendance that serve to provide knowledge required to gain additional job skills, but not necessarily to become an expert in a new specialization, are generally beginning contributions. An educational program that allows a candidate to become generally recognized as an expert in some aspect of the Library's work could qualify as significant. Examples of such expertise might include current management theory, authority control, assessment, standards, or copyright. Completion of a certification program or an advanced degree, such as a master's or a doctorate in a relevant field, could also qualify.

### **RESOURCES**

- University of Missouri Collected Rules and Regulations, Chapter 310.035 Non-Tenure Track Faculty [http://www.umsystem.edu/ums/rules/collected\\_rules/faculty/ch310/310.035\\_non-tenure\\_track\\_faculty](http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty).

UMKC Librarians' Council

2. UMKC Librarians' Council Information

2.3. Committees of the Librarians' Council

2.3.3. Promotion and Appointments Committee

2.3.3.2. Librarians' Promotion and Appointments Committee (Doc. no. 2)

## **UMKC Librarians' Council Promotion and Appointments Committee Document 2 Librarians' Promotion Process**

Approved by Librarians' Council: 18 March 1975; Amended 24 March 1981, 8 April 1982, 9 November 1983, 25 March 1985, 4 March 1986, January 1989, February 1989, February 1990, 15 June 1990, 8 November 1990, 14 August 1991, 11 November 1994, 8 August 1995, 11 December 1997, 28 February 2002, 15 November 2006, 21 May 2010, 9 December 2010, 28 September 2011, 12 March 2014

The main purpose of promotion decisions is to strengthen the excellence of the librarians at the University of Missouri-Kansas City. Librarians share with the administration the responsibility for promotion. The statements in the present document are consistent with the policies and procedures of the University of Missouri system and the University of Missouri-Kansas City campus. They enumerate and discuss promotion policies and procedures and establish guidelines for their implementation.

### **I. Composition and Election of the Committee**

The Librarians' Council Promotion and Appointments Committee of UMKC shall be a standing committee of five. In order to provide proportional representation, the committee shall consist of librarians elected from the following ranks: two from Librarian II and three from Librarian III and IV. Each member of the committee shall be elected for a three-year, staggered term regardless of later change in rank.

A candidate for election to Promotion and Appointments Committee positions must have been employed at UMKC as a ranked librarian for at least two (2) years at the time his/her term becomes effective. Any librarian appointed at less than .75 FTE or on a temporary appointment is not eligible to serve on the committee. Serving a standard term of three (3) years or filling a vacancy by serving eighteen (18) months or more of a term, renders a member ineligible to serve on the committee for one (1) year. For other eligibility criteria refer to the Librarians' Council Bylaws section on committees and their elections. The committee shall elect, from its membership, a chair-elect to serve for the current promotion cycle and as chair in the following promotion cycle. The chair shall be responsible for keeping a permanent record of the proceedings of the committee and for preparing the required reports for the Dean of Libraries. The chair will have access to assistance provided by the Dean of Libraries. The Dean of

Libraries' designee shall serve in the role of Promotion Coordinator for the UMKC University Libraries.

Members will be excluded from deliberations and voting when blood relatives or relatives by marriage are under discussion. Any further conflicts of interest that do not meet these specific guidelines will be assessed on an individual basis with the committee rendering a decision in a timely manner. All parties shall abide by this decision.

If a member of the Promotion and Appointment Committee decides to undertake promotion while they are on the committee, they shall resign from the committee, effective by the application deadline of the current promotion cycle.

## **II. Application of Criteria Used in Judging Eligibility for Librarians' Promotion**

The document, "Promotion Criteria for Ranked Full-Time Non-Tenure Track Faculty Librarians" defines the promotion criteria for ranked librarians. The committee and everyone involved with the promotion process shall rely upon this document to determine if the candidate successfully meets the criteria for promotion.

## **III. The Promotion Process**

This process follows that outlined in Chancellor's Memorandum #35: Policies and Procedures for Promotion and/or Continuous Appointment at the University of Missouri – Kansas City (revised December 21, 2007).

The Promotion and Appointments Committee serves as a resource for all university librarians. The committee is a collegial peer-review group charged with impartial review of the qualifications for promotion as presented in the promotion dossier, and with preparation of the first level of peer recommendation. Because the committee wants to assist candidates to present the best possible case, the committee strongly encourages librarians to request suggestions for improvement from the committee or its individual members prior to the submission of a candidate's portfolio. Committee members will consult with each other before responding to a candidate's inquiries. The Committee will respond in writing.

Supervisors or candidates may seek advice or clarification of promotion procedures in writing from the committee. The Committee will respond in writing.

Once the portfolio has been formally submitted, the committee can only address qualifications for promotion as presented in the candidate's submitted portfolio and any subsequent information solicited in accordance with promotion procedures.

The committee may offer an open workshop on the promotion process for the benefit of the members of the Librarians' Council, to provide an overview of the promotion process and to

provide a forum for questions. This workshop should be offered one to two months before the new promotion cycle begins.

Each year, at the beginning of the term of newly elected committee members, the new chair will call an organizational meeting of the committee to elect a chair-elect, review procedures and criteria, and establish the calendar in accordance with the university schedule for promotions (which may vary each year).

The chair delivers a memorandum to the Dean of Libraries concerning the initiation of the promotion process and the committee calendar. All committee letters and memoranda to candidates, supervisors, external evaluators, and University personnel should be on University stationery. There may be exceptions to this, such as documents or memoranda issued as emails, etc.

The Dean of Libraries informs all librarians and their supervisors that notifications of intent to apply for promotion are due in his/her office by a specified date and provides a list of relevant documents. A copy of the calendar accompanies the notice. Notifications of intent to apply for promotion shall be made by the candidate to the Dean of Libraries with a copy to the candidate's supervisor in the form of a brief memorandum. It is highly recommended that the candidate discuss their intention with their supervisor prior to submitting the intent to apply. The Dean of Libraries forwards all notifications of intent to apply for promotion to the chair of the committee.

The committee acknowledges each candidate's notification of intent in writing and requests that each candidate prepare the required documents for the application. Failure to submit the information by the committee's deadline will nullify the application. Each candidate for promotion submits all requested information in writing to the committee. The committee checks each candidate's portfolio against the criteria for promotion and requests in writing any necessary clarification.

The Dean of Libraries is responsible for submitting external evaluators to the Office of the Provost for approval, following procedures issued by that office. The Dean of Libraries' designee assists the committee in issuing the promotion portfolios to the approved external evaluators. Candidates shall see and approve the portfolios before they are sent to the external evaluators.

Librarians who are not members of the Promotion and Appointments Committee can contribute to the committee's deliberations. The chair of the committee shall make an announcement to Librarians' Council indicating that those Librarians' Council members who are at the same or higher rank as the aspiring rank of a candidate have the opportunity to provide written and signed comments, addressed to the chair of the committee, regarding that candidate. Comments are due to the committee chair at the same time the external evaluator reports are due to the Dean of Libraries. Candidate CVs may be made available to eligible members at the candidate's discretion. These comments will only be available to the committee and will not be added to the candidate's portfolio.



The external evaluators return their reports to the Dean of Libraries, who forwards them to the chair of the committee.

All letters from external evaluators are added to the portfolio and are confidential in nature. They shall not be shared with the candidates, either during or after the promotion cycle.

The committee members vote on a recommendation (either positive or negative) for each candidate. Only members at the rank the candidate is aspiring to attain or higher are eligible to vote on that particular candidate. If the committee does not have at least three eligible members to vote on a particular candidate, the committee shall "borrow" Librarians' Council members who are eligible to review the candidate and cast a vote.

The committee members review and sign a separate letter of recommendation for each candidate. The report should state why the committee made its decision, addressing both strengths and weaknesses of the candidate's case for promotion, and indicate that the portfolio and recommendation are being forwarded to the Dean.

The committee submits each letter of recommendation directly to the candidate. Candidates for promotion who receive negative letters of recommendation have fourteen calendar days from the date of delivery of the committee's letter of recommendation to submit rebuttals and provide additional information to the committee. Candidates are requested to notify the committee as soon as possible indicating whether they intended to submit a rebuttal.

For each candidate, the committee sends its letter of recommendation to the Dean of Libraries. The written recommendation will be accompanied by the candidate's portfolio and the whole shall constitute the committee's recommendation. Committee members and guests participating in the deliberations will sign the report regardless of whether they voted. The number of votes for and against the promotion will be recorded but without specific reference to those who cast them.

The Dean of Libraries notifies each candidate of the status of his/her application for promotion. Candidates who receive negative letters of recommendation have fourteen calendar days from the date of delivery of the Dean's letter of recommendation to submit rebuttals and provide additional information. Candidates are requested to notify the Dean as soon as possible indicating whether they intended to submit a rebuttal.

At the conclusion of any rebuttal process, the Dean of Libraries sends his/her recommendation, the promotion portfolio, and any further information provided by the candidate to the designated university officer, who will present the portfolios to the Chancellor's Promotion and Tenure Advisory Committee. The Chancellor's Promotion and Tenure Advisory Committee reviews the portfolios and makes its recommendation to the provost. The provost shall review the portfolios and make a recommendation to the chancellor. The chancellor shall have the final review of the portfolios.

The candidate may withdraw from the promotion process at any point by notifying the Dean of Libraries in writing. The Dean of Libraries will then notify the committee.

Promotions are effective the following September 1. The chancellor notifies the Dean of Libraries and the candidate. The Dean notifies the Libraries of the successful applications for promotion.

In agreement with the AAUP procedure for promotion and Document 1 *Promotion Criteria for Ranked Full-Time Non-Tenure Track Faculty Librarians*, librarians at UMKC are not eligible for promotion to two ranks above their current rank, i.e., "double-promotions" are not allowed during a single promotion cycle.

#### **IV. The Promotion Portfolio**

The promotion process affects the career of the individual librarian and affects the libraries as formal academic units. These guidelines are intended to assist the librarian in preparing a strong, defensible promotion portfolio. This portfolio will be closely reviewed and should be carefully prepared according to the guidelines provided by the committee.

All materials submitted by the candidate to the committee become part of the candidate's portfolio and go forward through the promotion process. Prior to the deadline for submission of the portfolio, the candidate should consult her/his supervisor and the committee to resolve any questions about the content, format, or inclusion of a document in the candidate's portfolio. The campus requirements for a candidate's portfolio change from year to year; the committee will notify all candidates of the University's requirements as the committee itself is informed of them.

Depending on the specific requirements of that year, the candidate may be required to submit the following:

##### **1. Campus Promotion and Tenure Part 1 Form.**

The campus Part 1 Form is designed as a guide to the contents of your portfolio and summarizes your case for promotion in a standardized format. It should address the period of time since last promotion or appointment. The rest of your portfolio provides context and evidence for the case made in the Part 1 Form.

##### **2. Statement of Qualifications**

The Statement of Qualifications is designed to allow the candidate to present the context, and impact of their contributions, and make an argument for promotion based upon the criteria in "Promotion Criteria for Ranked Full-Time Non-Tenure Track Faculty Librarians" and its supporting documents. The Statement should be structured to address point-by-point the

criteria for promotion, and how the candidate meets those criteria. Any appropriate statements of philosophy recommended by the Chancellor's Promotion and Tenure Advisory Committee should be addressed in this document. While the Statement repeats the information in the Part 1 Form, this statement allows candidates to show why their activities reflect the requirements for promotion. Additionally, the Statement allows the candidate the opportunity to include important information that does not fit into the Part 1 Form.

### 3. Curriculum vitae

The curriculum vitae is designed to represent the candidate's entire professional career, distinct from the Part 1 form which only addresses the period of time since the last promotion or appointment. It should include the following information, in this order:

a. Present title and rank.

b. Education - List all degrees, major subjects, awarding institutions, dates. Include professional certifications, special recognitions, and any other pertinent education experience, citing institutions with dates. If applicable, list foreign language proficiencies.

c. Professional Experience - Begin with present assignments and list title and rank of library-related positions in reverse chronological order, including dates, institutions, and a brief statement of responsibilities. If applicable, list other work experience.

d. Research, Scholarly, or Professional Activities - Cite publications and papers presented at professional meetings with full bibliographic information. Describe other creative works or scholarly activities. List activities in support of the library profession or other professional activities including offices held. Include dates.

e. Service - List activities in support of the academic community at Library and University levels, and those in support of the general community. Include dates.

f. Awards – Include any major awards or grants that do not fit under the above categories. Include dates.

### 4. Job description

The purpose of including the current written job description is to provide context for your position, particularly in evaluating whether a candidate has demonstrated excellence in meeting their position responsibilities, as defined by their job description.

### 5. Documentation of Evidence

The purpose of the Documentation of Evidence is to support and document the claims made in the Statement of Qualifications. The guidelines below are provided to assist in the selection and presentation of documentation.

- *Content*: Submit documentation to substantiate claims made in the Statement of Qualifications and activities listed on the Part 1 Form.
- *Format*: It is helpful to provide a title or brief description of each section of documentation to clarify which assertion in the Part 1 Form is illustrated by the following documentation.
- *Selection*: Be selective of documentation, include only material that most strongly supports your argument.
- *Impact*: Include documentation that shows the effect of the activities listed in the argument for promotion in addition to the description of the activities.
- *Education*: Include documentation of the completion of continuing education and certification programs. Include any documentation of the application and impact of such training.
- *Publications*: Include complete copies of publications: articles, book chapters, reviews, etc.
- *Examples of Work*: Provide examples of work required by the job description. Examples may include links to LibGuides (include hit counts), copies of reports or proposals (include the end result of the report or proposal), descriptions of presentations including any PowerPoint slides or other presentation used, and an outline or narrative description of the presentation. Include documentation that illustrates the breadth of your activities: teaching, presenting, creating exhibits, etc.
- *Patron Reviews*: Include summary evaluations whenever possible. These may include teaching evaluations, presentation evaluations, and written reviews that document the impact of your work. Simple thank you notes should not be included unless they serve to document impact. If a patron praises service for which there is no written evaluation, you may ask that patron to write a comment that attests to the impact of your work.
- *Library Service*: Letters addressing a candidate's contribution to the work of a committee should be requested from committee chairs and others familiar with particular important projects or committee work represented in the promotion portfolio.
- *Prior Experience*: Include documentation from prior to the primary review period only if relevant to the current position and has demonstrated continuing impact. Different library specializations have created certification levels to indicate levels of achievement and expertise within that particular field. Other persons who are entering librarianship as a second career also may hold certification in another field. Candidates are urged to present documentation of these certifications as part of the promotion dossier and explain the relevance and importance of these certifications to their primary job assignment and career as a librarian.

- *Questions:* Questions regarding what materials are appropriate for submission and where they belong in the portfolio should be submitted to the committee before the portfolio is submitted.

The candidate is encouraged to keep a copy of the portfolio, including supporting documents, as submitted to the committee. Tangible documents submitted as part of the portfolio will not be returned to the candidate.

## 6. Proposing External Evaluators

The candidate and supervisor must provide a list of potential external evaluators, in the number required by the University, who are well-respected and recognized individuals from nationally and internationally known institutions, and who are willing to serve in the UMKC promotion process. Candidate and supervisor complete the External Evaluator Disclosure form listing information for each proposed evaluator. The candidate's supervisor and colleagues may assist in recommending potential reviewers.

## 7. External Evaluations

External evaluators receive access to the candidate's portfolio. According to Chancellor's Memorandum #35, the Dean is charged to send the external evaluators certain questions, dealing with the candidate's qualification for promotion and the best interests of the University. The most recent version of Chancellor's Memorandum #35 should be consulted for the current questions, which may change from year to year.

## 8. The Part II Form

The supervisor completes this form to present the case for promotion covering earlier supporting and dissenting opinions, addressing the candidate's qualifications including possible shortcomings, in accordance with the criteria specified in the current version of "Promotion Criteria for Ranked Full-Time Non-Tenure Track Faculty Librarians." The supervisor also provides his/her recommendation. If the prospective candidate does not meet the criteria, she/he should not be recommended for promotion. Avoid the use of library jargon and abbreviations, and define all terms which may be unfamiliar to a non-librarian. While performance appraisals are not included in the portfolio, this is an opportunity for the supervisor to provide context and describe the impact of the candidate's contribution, providing an overview of the candidate's job performance and stating the significance of committees, awards, fellowships, programs, or projects.

## **V. Confidentiality and Disposition of Documents**

All documents, deliberations, and activities of the committee regarding an individual candidate's portfolio are privileged and will be kept in strict confidence. All documents related to a candidate's portfolio will be stored in the confidential files under the authority of the

University Libraries Administrative Office, generally in a secured electronic environment. At the beginning of the committee year, the chair will meet with the Dean's designee to set up committee access to the appropriate portfolios. The candidate's personnel file remains confidential and therefore is not subject to review by the committee.

The committee will not retain, in any format, any documents relevant to consideration of any candidate. At the conclusion of the deliberations by the committee, the documents will be incorporated into the portfolio and sent to the Dean of Libraries along with the recommendation of the committee. Committee members will permanently delete or destroy any copies they have of documents relevant to consideration of any candidate.

The candidate's portfolio will not be returned to the candidate, but the candidate may see the portfolio as it was prepared and sent to the Dean of Libraries, excluding the external evaluators' reports, letters from Librarians' Council members, and Librarian Promotion Recommendation form (the voting record) once the promotion cycle has ended. The Dean or the Dean's designee will ensure, as much as possible, that external evaluators' access to portfolios ends after submission of the reviewer's recommendation.

At the conclusion of their deliberations, members of the committee may meet with the Dean of Libraries to discuss their deliberations if deemed appropriate by the committee or the Dean.

## **VI. Promotion Reviews**

At UMKC, librarians are non-regular faculty, non-tenure track, annual appointments; nonetheless, UMKC guidelines for promotion review for faculty apply to the university librarians, regardless of their appointment within the UMKC organization. Several University documents mandate annual promotion reviews for regular faculty beginning in the first year of employment. In keeping with these mandates for regular faculty, the committee strongly recommends annual individual discussions between the first-line supervisor and the librarian about progress towards promotion. (See the University of Missouri Collected Rules and Regulations, Sections 310.015 and 310.020, as well as "Chancellor's Memorandum No.35," which covers annual review of the regular faculty.) The committee recommends conducting the individual meetings at the conclusion of the annual performance appraisals. The annual promotion discussions are especially important for librarians at the rank of Librarian I, who are expected to attain the rank of Librarian II by the end of the sixth year of employment. The supervisor plays an important role in mentoring the librarians in his/her department.

## **VII. Campus Promotion and Tenure Coordinators**

The Dean of Libraries' designee, serving in the role of Promotion Coordinator, as well as the committee chair and/or chair-elect shall attend meetings of the campus promotion and tenure coordinators group and report back to the committee.

DOCUMENT No.1

A PROVISION MAKING AVAILABLE  
ACADEMIC STATUS FOR PROFESSIONAL LIBRARIANS  
IN  
THE UNIVERSITY OF MISSOURI

(Adopted February 22, 1971 and Amended March 31, 1976)

Inasmuch as librarians must be prepared to work with other members of the academic community in the University's teaching, research, and service endeavors, they should reflect in their preparation and contributions the multifaceted scholarly role of the University. Among our librarians are those who have special competence in subject matter and bibliography, language facility, administrative ability, investigative capacity, and instructional aptitude. Librarians are members of the academic community with special responsibilities for collecting, organizing, and interpreting recorded knowledge. In their appointment, retention, promotion, and remuneration, they should be evaluated by appropriate academic criteria. Following are the criteria to be applied:

Academic Titles

The titles established shall be: Librarian I, Librarian II, Librarian III, and Librarian IV.

Criteria for Appointment and Promotion

Librarian I. Minimum qualifications shall be graduate (fifth year) degree in library science. In exceptional instances, specialized education, skill, and/or experience may be substituted for part of the educational requirements.

This is the beginning professional rank where assignments are of limited difficulty and responsibility.

Librarian II. Minimum qualifications shall be a graduate (fifth year) degree in library science, graduate work beyond this degree, plus two years of professional library experience. In exceptional instances, specialized education, skills, and/or experience may be substituted for part of the educational requirements, and graduate study beyond (or other than) the fifth year library degree may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

This rank includes positions where the holder performs difficult, responsible work with a considerable degree of independence, applying professional knowledge of library methods and, often, knowledge of a specialized subject field.

2.3.3.1.2

Librarian III. Minimum qualifications shall be a graduate (fifth year) degree in library science, the equivalent of a second master's degree, plus five years of professional library experience. In exceptional instances, experience beyond the minimum may be substituted for part of the educational requirements, and graduate study beyond these minimum qualifications may be substituted for part of the professional library experience.

Appointees to this rank must exhibit administrative and supervisory ability or possess subject specialization. Demonstrated ability to work effectively with members of the academic community is necessary.

Positions at this rank are characterized by substantial independent responsibility and action and will usually provide considerable latitude for the exercise of individual judgment.

Librarian IV. Minimum qualifications shall be a graduate (fifth year) degree in library science, a second master's degree or doctorate, five years of professional library experience, demonstrated administrative ability, and/or subject specialization where appropriate. In exceptional instances, experience beyond the minimum may be substituted for part of the educational requirements, and graduate study beyond these minimum qualifications may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

This rank includes positions in which the appointee is responsible for the administration of general library operations, the formulation of policy, highly specialized bibliographical work, or the supervision of the activities of a major department or other large administrative unit.

#### Procedures for Appointment and Promotion

A. The Director of Libraries shall make recommendations for appointments and/or promotions to the various ranks of librarians, subject to the criteria stipulated.

B. Annual review of each staff member's performance shall be conducted by the Director with the reviews to be based upon criteria particularly appropriate to the staff member's rank and assignments.



### Implementation

Upon adoption of these policies, the Director of Libraries and Deans of Faculties on the various campuses shall jointly develop procedures related to the implementation of this proposal.

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2.3. Committees of the Librarians' Council

2.3.3. Promotion and Appointments Committee

2.3.3.2. Librarians' Promotion and Appointments Committee of the University of Missouri-Kansas City (Doc. no. 2)

## **UMKC Librarians' Council Promotion and Appointments Committee Document 2 Librarians' Council Librarians' Promotion and Appointments Committee of the University of Missouri – Kansas City**

Approved 18 March 1975; Amended 24 March 1981, 8 April 1982, 9 November 9 1983, 25 March 1985, 4 March 1986, January 1989, February 1989, February 1990, 15 June 1990, 8 November 1990, 14 August 1991, 11 November 1994, 8 August 1995, 11 December 1997, 28 February 2002, 15 November 2006, 21 May 2010

The main purpose of promotion decisions is to strengthen the excellence of the librarians at the University of Missouri-Kansas City. Librarians share with the administration the responsibility for promotion. The statements in the present document are consistent with the policies and procedures of the University of Missouri system and the University of Missouri-Kansas City campus. They enumerate and discuss promotion policies, procedures and criteria, and establish guidelines for their implementation.

### **I. Composition and Election of the Committee**

The Librarians' Promotion and Appointments Committee of UMKC shall be a standing committee of six. In order to provide proportional representation, the Promotion Committee shall consist of librarians elected from the following ranks: one from Librarian I, two from Librarian II, and three from Librarian III and IV. The Librarian I representative will be a non-voting member for the duration of his/her term but will participate fully in all other activities of the committee. Each member of the committee shall be elected for a three-year, staggered term regardless of later change in rank.

Candidates for election to the Promotion and Appointments Committee positions must have been employed at UMKC as a ranked librarian for at least two (2) years at the time his/her term becomes effective. Any librarian appointed at less than .75 FTE or on a temporary appointment is not eligible to serve on the committee. Serving a standard term of three (3) years or filling a vacancy and serving eighteen (18) months or more of a term, renders a member ineligible to serve on the committee for one (1) year. For other eligibility criteria refer to the Librarians' Council Bylaws section on committees and their elections. The committee shall elect, from its membership, a chair for a one-year term of office. The chair shall be responsible for keeping a permanent record of the proceedings of the committee and for preparing the required reports for the Dean of Libraries. The chair will have access to assistance provided by the Dean of Libraries.

Members will be excluded from deliberations and voting when they themselves or blood relatives or relatives by marriage are under discussion. Any further conflicts of interest that do not meet these specific guidelines will be assessed on an individual basis with the committee rendering a decision in a timely manner. All parties shall abide by this decision.

## **II. The Promotion Process**

This process follows that outlined in Chancellor's Memorandum #35: Policies and Procedures for Promotion and/or Continuous Appointment at the University of Missouri – Kansas City (revised December 21, 2007).

The Promotion and Appointments Committee serves as a resource for all university librarians. The committee is a collegial peer-review group charged with impartial review of the qualifications for promotion as presented in the promotion dossier, and to prepare the first level or peer recommendation. Because the committee wants to assist candidates to present the best possible case, the committee encourages librarians to consult with the committee or its individual members for general advice prior to the submission of a candidate's portfolio. The committee can only address qualification for promotion as presented in the candidate's submitted file, and any subsequent information solicited in accordance with promotion procedures.

The committee shall be responsible for establishing and publishing a calendar, in accordance with the university schedule for promotions (which may vary each year). The following broad outline describes the process.

The committee may offer an open workshop on the promotion process for the benefit of the members of the Librarians' Council, to provide an overview of the promotion process as it is understood by the committee members who have been engaged in the review process for at least part of the current cycle, and to provide a forum for questions.

Each year, at the beginning of the term of newly elected committee members, a designated committee member will call an organizational meeting of the committee to elect a chair, review procedures and criteria, and establish the calendar. The designated committee member will be the previous year's chair, if that person is still serving on the committee, or will be selected by the committee members. The chair will give a list of current committee members with their signatures and term expiration dates to the Dean of Libraries' designee.

The newly elected chair delivers a memorandum to the Dean of Libraries concerning the initiation of the nomination process and the committee calendar. All committee letters and memoranda to candidates, supervisors, external reviewers, and University personnel should be on University stationery. There may be exceptions to this, such as documents or memoranda issued as emails, etc.

The Dean of Libraries notifies all librarians and their supervisors that nominations for promotion are due in his/her office by a specified date. A copy of the calendar accompanies the notice. Nominations for promotion shall be made by the candidate or the candidate's supervisor in the

form of a memorandum justifying the recommendation. The memorandum should be addressed to the Dean of Libraries. The Dean of Libraries forwards all nominations to the chair of the committee for its consideration and eventual recommendation.

The committee notifies each candidate in writing of his/her nomination and requests that each candidate prepare the required documents. Failure to submit the information by the committee's deadline will nullify the nomination. Each candidate for promotion submits all requested information in writing to the committee.

In reviewing the files for the Dean of Libraries in accordance with the requirements of the UMKC Chancellor's Promotion and Continuous Appointment Advisory Committee, the committee checks each candidate's file against the criteria for promotion, and requests in writing any necessary clarification.

The Dean of Libraries is responsible for submitting external reviewers to the Office of the Provost for approval. The Dean of Libraries' designee assists the committee in issuing the promotion files to the approved external reviewers. To assist the external reviewers in preparing their recommendations, the committee has written the document entitled, "Application of Criteria Used in Judging Eligibility for Librarians' Promotion in Academic Rank at the University of Missouri-Kansas City."

The chair of the committee shall make an announcement to Librarians' Council indicating that those Librarians' Council members who are at the same or higher rank as a candidate have the opportunity to provide written and signed comments regarding that candidate to the committee. Feedback should be on University stationery, be signed, and be addressed to the chair of the committee. Feedback is due to the committee chair at the same time as the external reviewer reports are due to the Dean of Libraries. Portfolios will be made available, upon request, to eligible members.

The external reviewers return their reports to the Dean of Libraries, who forwards them to the chair of the committee.

The committee members vote on a recommendation (either positive or negative) for each candidate. Only members at the rank the candidate is aspiring to attain or higher are eligible to vote on that particular candidate. If the committee does not have at least three eligible members to vote on a particular candidate, the committee shall "borrow" Librarians' Council members who are eligible to review the candidate and cast a vote.

The committee members review and sign a separate recommendation for each candidate. The report should state why the committee made its decision. All documents considered by the committee should be listed at the end of each report, labeled, and forwarded with the report, according to the suggested format from the University Administration.

The committee submits its recommendations on each candidate to the candidates themselves. Candidates for promotion who receive negative recommendations have at least fourteen calendar

days from the date of delivery of the committee's recommendation to submit rebuttals and provide additional information to the committee.

The committee sends its recommendations to the Dean of Libraries. The written recommendation will be accompanied by the documents used by the committee to arrive at its decision and the whole shall constitute the committee's report. Committee members participating in the deliberations will sign the report. The number of votes for and against the promotion will be recorded but without specific reference to those who cast them.

The Dean of Libraries sends a letter to each candidate acknowledging that his/her file and promotion recommendation has been received. The Dean of Libraries sends letters to candidates not recommended for promotion, advising them that a tentative negative decision has been made and allowing them an opportunity to submit a written appeal or additional information within fourteen days.

The Dean of Libraries sends the promotion files, including further information provided by the candidate, with his/her recommendations to the designated university officer, who will present the files to the Chancellor's Promotion and Continuous Appointment Advisory Committee. At the same time, the Dean of Libraries notifies each candidate of the status of his/her nomination for promotion.

The Chancellor's Promotion and Continuous Appointment Advisory Committee reviews the files, and makes its recommendation to the provost. The provost shall review the files and make a recommendation to the chancellor. The chancellor shall have the final review of the files.

The candidate may withdraw from the promotion process at any point by notifying the Dean of Libraries in writing. The Dean of Libraries will then notify the committee.

Promotions are effective the following September 1. The chancellor notifies the Dean of Libraries and the candidate. The Dean notifies the Librarians' Council of the successful nominations for promotion, and publishes the successful promotions in the first fall issue of the UMKC Libraries Staff Announcements.

### **III. Confidentiality and Disposition of Documents**

All documents, deliberations, and activities of the committee regarding an individual candidate's file are privileged and will be kept in strict confidence. All documents comprising a candidate's file will be stored in the confidential files in the University Libraries Administrative Office in the Miller Nichols Library. The candidate's personnel file remains confidential and therefore is not subject to review by the committee.

The committee will not photocopy any documents submitted to it relevant to consideration of any candidate. At the conclusion of the deliberations by the committee, the documents will be sent to the Dean of Libraries along with the recommendation of the committee.

Current members of the committee have access to the files of the most recent five-year period. Documents must be signed in and out of storage in the University Libraries Administrative Office in the Miller Nichols Library, and will not be removed from the Administrative Offices. The file sign-out sheet is confidential. At the beginning of the committee year, the chair will meet with the Dean's designee to separate the files that will not be available to the current committee from those that will be available.

When the committee receives a nomination for promotion, the committee will assign the nominee a file number consisting of the year the nomination is made and the sequence of nominations in that year, as in 95-1, 95-2, and 95-3 for the three nominations received during the 1995 session and 96-1 and 96-2 for the two nominations received during the 1996 session, etc. The committee will create a confidential file for each candidate using a manila envelope bearing only the indication that it belongs to the committee files, the "Confidential-Property of UMKC Librarians' Council Promotion and Appointments Committee" stamp, and the nomination number assigned.

All documents received by the committee concerning the candidate's promotion will be kept in the candidate's envelope. All documents not sent forward with the promotion file (such as excess photocopies) will be retained in the candidate's envelope, in locked storage in the University Libraries Administrative Office in the Miller Nichols Library. All documents which the committee generates in its review of a candidate will be copied and stamped confidential, and retained permanently in the candidate's envelope. The chair is responsible for the confidential stamp. The candidate's file will not be returned to the candidate, but the candidate may see the file as it was prepared and sent to the Dean of Libraries (excluding the external reviewers' reports and Librarian Promotion Recommendation form), once the promotion cycle has ended.

The chair also will record meeting dates, members present, and summaries of discussions throughout the committee's year of service in a Promotion Committee Record of Meetings. No confidential documents or information will be included, and the Record of Meetings itself is not confidential and may be consulted upon request by any member of the Librarians' Council or by any supervisor of a Librarians' Council member. At the end of each committee's year of service, the committee's files are secured in the Dean's office until the new committee convenes.

Multiple copies of documents may be required of the candidate. If the committee deems it necessary, the Dean's designee will be responsible for making copies of the file required for the external reviewers. At the Dean's discretion, lengthy or voluminous documents may be sent to only a single reviewer or the Dean may decide to have special items sent from one reviewer on to the next. In order to maintain confidentiality, the Dean can require the reviewers to send back the materials with their reports or will ask the reviewers to destroy the files. Labels or return envelopes will be furnished for use by the reviewers. The additional copies of reports will be destroyed after return to the Dean's office.

The Dean of Libraries' designee is responsible for enforcing these restrictions.

All requests for information directed to or from the committee must be in writing. All information considered by the committee must be written, and the source must be confirmable.

Scanned and emailed documents may be considered as long as the source of the document is confirmed. The committee will hand-deliver as many documents, communications, reports, etc. as is practical.

At the conclusion of its deliberations, members of the committee may meet with the Dean of Libraries to discuss its deliberations if deemed appropriate by the committee or the dean.

#### **IV. Promotion Criteria**

The candidate must demonstrate meritorious performance in the primary job assignment before being recommended for promotion by the committee. Since job evaluations may not be included in the candidate's file, letters of nomination or support from supervisors, colleagues, and/or clientele may demonstrate meritorious performance.

"Fifth Year Library Degree" means a graduate professional library or information science degree, regardless of the actual duration of the graduate program. When considering the educational attainment, the committee is to consider the education completed by the date upon which the candidate submits all requested information in writing to the committee.

Study related to professional growth may be substituted for graduate study beyond the fifth year library degree in exceptional cases. For such a program to be considered the equivalent of a second graduate degree, it must represent a comparable commitment in effort and achievement. Moreover, it must be a formally organized program of study, as rigorous as graduate level work. Subject and/or specialized certification programs are not considered substitutions for formal academic degree programs.

In areas where substitutions in the requirements are allowed, the substitution can only be made once in each promotion cycle, i.e., an advanced degree could be substituted for number of years of service, but it cannot be used for number of years of service and as the degree required to move from one level to another. The candidate and/or the supervisor should justify the reasons for the substitution.

When considering the number of years of professional library experience, the committee is to consider only the candidate's years of experience in professional library positions subsequent to having received the graduate professional library degree, and completed by the date upon which the candidate submits all requested information in writing.

Librarians appointed at less than .75 FTE or on temporary appointments are not eligible for promotion in rank, and they are not eligible to serve on the committee.

Specialized library skills and/or specialized knowledge in a subject area may be interpreted to mean knowledge and practical application of bibliographic skills, information science, subject expertise, and library administration, etc.

Activities in professional organizations and/or publication history can provide evidence of a candidate's specialized skills and knowledge. Participation in professional and/or learned

societies must be significant (beyond membership and attendance at meetings). Seriousness and quality of completed scholarship, as well as soundness of research methodology, should be considered by the committee in assessing the candidate's achievements. Continuing education activities including attendance at workshops and the earning of additional degrees are indicators of current skills and abilities. Awards or grants to the candidate, including the granting of development leave, are evidence of professional accomplishment.

Different library specializations have created certification levels to indicate levels of achievement and expertise within that particular field. Other persons who are entering librarianship as a second career also may hold certification in another field, such as teaching or in social work. Candidates are urged to present documentation of these certifications as part of the promotion dossier and explain the relevance and importance of these certifications to their primary job assignment and career as a librarian.

Following the AAUP procedure for promotion, librarians at UMKC are not eligible for promotion to two ranks above their current rank, i.e., "double-promotions" are not allowed during a single promotion cycle. However, a librarian can be nominated for promotion again the following year to the next higher rank if she/he meets the qualifications for that higher rank.

A Librarian I shall not remain at that rank at UMKC for more than five years. The Chancellor's granting of promotion to the rank of Librarian II must have occurred prior to the end of the fifth year of employment. If promotion has not occurred by that time, the librarian is subject to non-renewal of contract. In order to be promoted to the rank of Librarian II, a minimum of two years of professional experience is required. Since Librarian II, III, and IV might be considered possible career goals, a stated maximum number of years at these ranks would not be appropriate. When considering the number of years of professional library experience, the committee is to consider the number of years completed by the date upon which the candidate submits all requested information in writing to the committee.

At UMKC, librarians are non-regular academic faculty (non-tenure track, annual appointments); nonetheless, UMKC guidelines for promotion review for faculty apply to the university librarians, regardless of their appointment within the UMKC organization. Several University documents mandate annual promotion reviews for regular faculty beginning in the first year of employment. In keeping with these mandates for regular faculty, the committee strongly recommends annual individual discussions between the first-line supervisor and the librarian about progress towards promotion. (See the University of Missouri Collected Rules and Regulations, Sections 310.015 and 310.020, as well as "Chancellor's Memorandum No.35," which covers annual review of the regular faculty.) The committee recommends conducting the individual meetings at the conclusion of the annual performance appraisals. The annual promotion discussions are especially important for librarians at the rank of Librarian I, who must attain the rank of Librarian II by the end of the fifth year of employment. The supervisor plays an important role in mentoring the librarians in his/her department.



## DOCUMENT No. 3

APPLICATION OF CRITERIA USED IN JUDGING ELIGIBILITY  
FOR LIBRARIANS' PROMOTION IN ACADEMIC RANK  
AT THE UNIVERSITY OF MISSOURI-KANSAS CITY

Approved November 9, 1983; January 25, 1989; November 11, 1994; December 9, 2010

When a librarian at UMKC is considered for promotion in academic rank, several documents are referred to and utilized in the process. However, the document, "A Provision Making Available Academic Status for Professional Librarians in the University of Missouri" is the foundation.

To be considered for promotion, the librarian must perform his or her job duties meritoriously. Performance is judged both in specific assignment and in other related professional and university activities. Since job evaluations may not be included in the candidate's file, letters of nomination or support from supervisors, colleagues, and/or clientele may demonstrate meritorious performance.

A librarian appointed at less than .75 FTE or on a temporary appointment is not eligible for promotion in rank, and he/she is not eligible to serve on the Promotion Committee.

To be recommended for promotion in academic rank, a librarian must meet the minimum qualifications of degrees and experience. His/her performance and level of professional responsibility must also be typified in the general description given for each rank.

"Fifth Year Library Degree" means a graduate professional library or information science degree, regardless of the actual duration of the graduate program. When considering the educational attainment, the committee is to consider the education completed by the date upon which the candidate submits all requested information in writing to the committee.

Study related to professional growth may be substituted for graduate study beyond the fifth year library degree in exceptional cases. For such a program to be considered the equivalent of a second graduate degree, it must represent a comparable commitment in effort and achievement. Moreover, it must be a formally organized program of study, as rigorous as graduate level work. Subject and/or specialization certification programs are not considered substitutions for formal academic degree programs.

When considering the number of years of professional library experience, the committee is to consider only the candidate's years of experience in professional library positions subsequent to having received the graduate professional library degree, and completed by the date upon which the candidate submits all requested information in writing to the committee.

Specialized library skills and/or specialized knowledge in a subject area may be interpreted to mean knowledge and practical application of bibliographic skills, information science, subject expertise, and library administration, etc.

Activities in professional organizations and/or publication history can provide evidence of a candidate's specialized skills and knowledge. Participation in professional and/or learned societies must be significant (beyond membership and attendance at meetings). Seriousness and quality of completed scholarship, as well as soundness of research methodology, should be considered by the committee in assessing the candidate's achievements. Continuing education activities including attendance at workshops and the earning of additional degrees are indicators of current skills and abilities. Awards and grants to the candidate, including the granting of development leave, are evidence of professional accomplishment.

Different library specializations have created certification levels to indicate levels of achievement and expertise within that particular field. Other persons who are entering librarianship as a second career also may hold certification in another field, such as teaching or in social work. Candidates are urged to present documentation of these certifications as part of the promotion file and explain the relevance and importance of these certifications to their primary job assignment and career as a librarian if applicable.

For promotion, significant professional activity must be demonstrated. This can include publications, the presentation of papers at professional meetings, participation in professional and learned societies (beyond membership and attendance at meetings), or production of significant new services or new approaches to traditional services. Inasmuch as promotion in rank will require professional activity beyond that identified for appointment to the rank of Librarian I, it will be expected that the activity for promotion to Librarian II will be at a level worthy of those already holding that rank in the library. For promotion to Librarian III, the nominee's professional activity should be at least at a level which will bring state and regional distinction to the librarian and to the university. For Librarian IV, recognition should be at the national level. However, evaluation of professional activities should be made first of all on the significance of the contribution rather than on the level of recognition.

Recognition should be given to a librarian who participates in community and campus activities or provides special services, particularly when such services or participation has relevance to the librarian's position in the library or is related to the objectives of the university.

In areas where substitutions in the requirements are allowed, the substitution can only be made once in each promotion cycle, i.e., an advanced degree could be substituted for number of years of service, but it cannot be used for number of years of service and as the degree required to move from one level to another. The candidate and/or the supervisor should justify the reasons for the substitution.

It will be recognized that a librarian may perform meritoriously without necessarily being promoted in rank beyond that of Librarian II. Furthermore, it will be recognized that a librarian working for an advanced degree might limit his/her other professional activity. Once that degree is attained more activity will be expected for promotion in rank.